



Millcreek & SSL Digital Mobility Report

From report written by Vikram Ravi and
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Executive Summary

Vision

Millcreek and South Salt Lake community members, especially those a part of historically marginalized communities are equitable empowered by technology's opportunities to live, learn, work, and prosper.

Key Barriers

- Affordability
- Availability
- Trust
- Relevance



Data

Millcreek into the Numbers



Households: 23,959
Estimated Individuals: 63,380



1 in 10 households do not have an Internet subscription (10.7%) and rely on a cellular data plan with no other type of Internet subscription (9.5%).



14.5% of households do not have a working desktop or laptop computer, which is necessary for many essential online tasks.



28.1% of households making less than \$20,000 do not have an Internet subscription (Utah: 31.80%; Salt Lake County: 30.60%)



77% of residents ages 65+ over have both an internet subscription and computing device compared to 94% of residents ages 18-64.



85% of Hispanic/Latino households have both an internet subscription and computing device compared to 93% of White households that have both.

South Salt Lake into the Numbers



Households: 9,210
Estimated Individuals: 26,777



1 in 5 do not have an Internet subscription (20.0%), and 14.7% of households rely on a cellular data plan with no other type of Internet subscription.



22.3% of households do not have a working desktop or laptop computer, which is necessary for many essential online tasks.



43.3% of households making less than \$20,000 do not have an Internet subscription (Utah: 31.80%; Salt Lake County: 30.60%)



67% of residents ages 65+ over have both an internet subscription and computing device compared to 84% of residents ages 18-64.



63% of Black and 80% of Asian households have both an internet subscription and computing device compared to 84% of White households that have both.

Source: American Community Survey 2020, Five Year Estimates

Who and What?

Affected Communities

- Aging Adults
- Immigrants & Refugees
- K-12 Youth & Families
- Small Businesses
- Unhoused individuals
- Incarcerated individuals

Goals

- Connectivity
- Devices & Technical Support
- Digital Skills Training
- Capacity



Key Strategies

- Innovative ideas or increasing internet options in apartments
- Public WiFi in community-identified location & areas
- Device donation and refurbishment programs
- Incorporation of technical support into existing programming
- Culturally relevant outreach & digital skills training for targeted communities
- Integration of digital equity work into existing programs
- Collective impact
- Sustainable and ongoing funding for digital equity work

Potential Partners

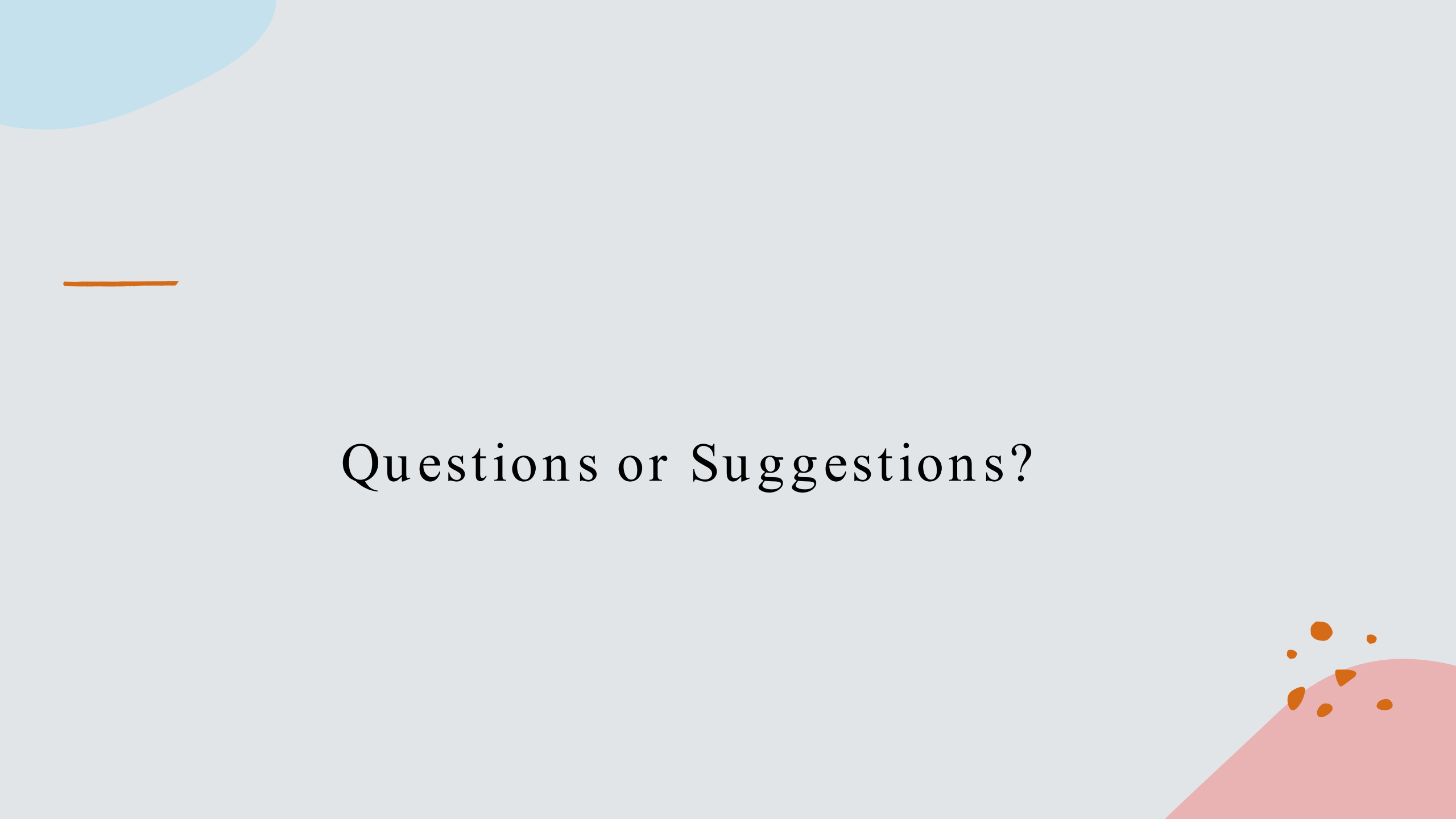
- Granite School District
- United Way of Salt Lake
- Apartment Management Companies
- Salt Lake County
- Internet Service Providers
- Spy Hop
- Tech Charities

- Utah Recycling Alliance
- Clever Octopus
- Salt Lake Community College
- Homeless shelters and providers
- Food/resource pantries
- Circles Salt Lake
- Banks
- Utah Broadband Center
- Utah Communities Connect

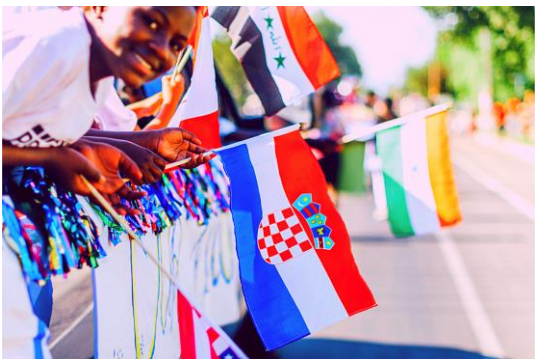


What's Next?

- Community Outreach
- Consider an ordinance or resolution
- Consider funding options
- Create partnerships to meet the needs of the community
- Create programs within Promise
- Continued reports to Council on metrics and progress



Questions or Suggestions?



Millcreek & South Salt Lake Digital Mobility Report

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Executive Summary

Vision	Millcreek and South Salt Lake community members, especially those a part of historically marginalized communities, are equitably empowered by technology's opportunities to live, learn, work, and prosper.					
Key Barriers	Affordability of market-rate internet plans, devices that need to be replaced every so often, and relevant softwares and apps	Availability of higher speeds and low-cost & ACP-eligible internet plans, especially in apartments w/ exclusivity & bulk agreements	Trust and privacy concerns with tech companies and government that limit participation online (ie. telehealth, banking)	Relevance - Need for culturally relevant and language accessible outreach, training, and technical support		
Affected Communities	Aging Adults	Immigrants & Refugees	K-12 Youth & Families	Small Businesses	Unhoused Individuals	Incarcerated Individuals
Goals	Connectivity Ensure sufficient and affordable options for Internet connectivity	Devices & Technical Support Ensure sufficient and affordable devices and technical support	Digital Skills Training Provide opportunities to gain digital skills, knowledge, and tools needed to participate in a digital society	Capacity Have staff and sustainable funding to mobilize partners and address digital equity needs		

Key Strategies

- a. Innovative Ways to Increase Internet Options in Apartments
- b. Public Wi-Fi in Community- Identified Locations & Areas

- a. Device Donation & Refurbishment Program with Redistribution Locations at Partner Sites
- b. Incorporation of Technical Support into Existing Programming

- a. Culturally Relevant Outreach & Digital Skills Training for Target Communities
- b. Integration of Digital Equity Work into Existing Programs

- a. Digital Equity Collective Impact Effort
- b. Sustainable, Ongoing Funding for Digital Equity Work

Impact



Millcreek Promises

- 1. Health & Safety
- 2. Economic Well-Being
- 3. Education



South Salt Lake Promises

- 1. Health
- 2. Housing
- 3. Education



Source: Hughes General Contractor, General Contractor for Library Construction

Introduction

With heat, electricity, water, and phones, in-home broadband access has become universally recognized as an essential utility and part of basic infrastructure. Internet at home has become essential to enable students to learn and thrive, businesses to remain nimble and competitive, seniors to take advantage of

telehealth options, and everyone to connect with others and participate in a digital society.

Study Purpose

I. Identify Gaps in Services and Coordination

The emergence of the COVID-19 pandemic placed a spotlight on existing gaps related to access to the internet, devices, digital skills training, technical support, and accessible online content and applications. As schools closed for in-person instruction and businesses moved employees to work-at-home models in March 2020, the awareness and consequences of the digital divide became more evident and life-threatening as they collided with the economy, education, healthcare, government services, and civic participation.

Disparities related to digital infrastructure, internet affordability, and device access were disproportionately revealed. Whereas other gaps in digital inclusion, including accessible digital content, digital literacy training, and technical support, were not adequately recognized as part of the solution. Digital equity ensures all aspects needed for meaningful digital participation are addressed, including supporting groups with unique barriers, including the senior, unhoused, refugee, immigrant, small business, K-12, and disability community.

II. Determining Public & Private Sector Roles

In 2020, South Salt Lake and Millcreek began participating in meetings to identify digital equity challenges and opportunities more closely. The need for additional partners became evident as the physical library and school locations were closed. Some residents were left without adequate access to the internet, devices, and technical support.

This study seeks to understand how South Salt Lake and Millcreek can develop partnerships with other private and public sector organizations to leverage existing assets and commit to more clearly defined roles. Additionally, both cities have recognized that identifying the right point of contact that can effectively bring change has been difficult. This study seeks to provide a community asset map and identify employees from key public and private sector organizations that can participate in long-term collaboration and collective impact efforts.

III. Identify and Commit to Actionable Strategies and Sustainable Efforts

Promise South Salt Lake identified digital equity as one of its top three priorities for its residents. Promise Millcreek identified digital equity as a priority to become embedded within its four committees addressing health, education, economic wellbeing, and safety. This study aims to prepare for utilizing federal funds and developing a financially sustainable effort beyond the lifespan of one-time funds.

This study includes assessments and an action plan, providing an initial strategy and set of recommendations to address the digital equity needs of residents. Because technological innovation will continue and digital divides will evolve, this resource will provide a program infrastructure that can be built upon by the collective impact pandemic and provide a long-term system to address current and future digital disparities.

Why Digital Equity Matters?

Language literacy and numeracy are prerequisites for digital literacy.
Digital inclusion is part of the solution to addressing key racial and socioeconomic inequalities.
Digital equity is a necessary input to achieve success in other areas of life.

Type of Literacy	Definition	Outcomes
Language Literacy & Numeracy	Ability to understand, evaluate, use and engage with written text and numerical concepts to participate in society	+ Communication with Family, Friends, and Others



Digital Literacy <i>Ability to use technologies to find, evaluate, create, and communicate information, requiring both cognitive and technical skills.</i>	+ Education Equity (Flexible Options for Learning & Parent Engagement) + Economic Mobility (Job Placement, Career Advancement, Business Growth) + Government & Business Cost Savings (digitization / automation of services and communication) + Transportation (Ride sharing apps, public transit schedules, smart car features, etc.)
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Information & Media Literacy <i>Ability to recognize when information is needed and to locate, evaluate, and use effectively the needed information, including media</i>	+ Civic Participation (Reading trusted news sources, Voting, Attending Public Meetings, etc.) + Housing Stability (apartment searching, home buying, etc.)
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Financial Literacy <i>Ability to make informed and effective decisions with all of their financial resources</i>	+ Personal Cost Savings (Online Banking, Billpay, Shopping, Budgeting, Investing, etc.)
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Health Literacy <i>Ability to obtain, process, and understand basic health information needed to make appropriate health decisions</i>	+ Telehealth (Virtual Visits, Patient Management System Participation) + Healthcare Access (Enrollment, Options for Uninsured)
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Methodology

Three methodologies were utilized for the Digital Mobility Study. The Digital Divide Index framework, developed by the Purdue Regional Development Center, was used to understand better the digital infrastructure and adoption needs at a census tract level (Gallardo, 2020). The *Digital Inclusion Ecosystem* framework, developed by the National Digital Inclusion Alliance, provides a community-wide assessment of all the necessary inputs for a digitally inclusive society (NDIA, 2021). Asset-Based Community Development focuses on mapping existing capacities and assets and then mobilizing those assets toward a community-driven vision and plan (McKnight & Kretzmann, 1996).

These three methodologies informed the following analysis:

1. **Developed an asset map** of local and regional organizations that serve or can potentially serve communities affected by the digital divide. Those communities were determined in consultation with the Promise Digital Equity Committee.
2. **Overlaid the asset map on top of a digital divide index map**, developed by Salt Lake County Regional Development, to identify the proximity of assets to distressed communities.
3. **Surveyed key communities** at local in-person events (World Refugee Day, Granite Library Grand Opening, Night Out Against Crime) about digital inclusion opportunities and needs
4. **Emailed and met with local and regional organizations** to invite them to participate in the Promise Digital Equity Committee and identify parts of the digital inclusion ecosystem they can support

Digital Divide Index

This index uses the 5-year American Community Survey (ACS) and FCC Form 477. The first component of the index is the infrastructure/adoption (INFA) score which includes:

- Percent of the 2019 population without access to 100/20 fixed broadband (NBBND)
- Median maximum advertised download (DNS) and upload (UPS) speeds
- Percent of homes without internet access or not subscribing (NIA)
- Percent of homes with no computing devices (NCD)

The second component of the index is the socioeconomic (SE) score which includes:

- Percent of the population age 65 and over (AGE65)
- Percentage 25 and over with less than a high school degree (LTHS)
- Individual poverty rate (POV)
- Percent of the noninstitutionalized civilian population with any disability (DIS)
- Digital inequality or internet income ratio measure (IIR). This measure is the ratio between the share of homes making less than \$35,000 per year without internet and the share of homes making \$75,000 or more per year without internet access. A higher ratio indicates greater internet access inequality between wealthier and lower-income homes.

The Digital Divide Index's limitations must be understood to interpret and analyze the results. These socioeconomic variables indirectly measure adoption for the SE component since they can be considered potential predictors of lagging technology adoption or inequities. However, these aren't direct measurements of digital literacy and participation levels, as such measures do not exist nationally or in any state.

For the INFA component, one limitation of the index is that the median maximum download and upload speeds are advertised speeds and not actual speeds. These median speeds are also for an entire census tract and may not adequately represent the wide range of speeds within a tract. Additionally, these speeds are self-reported by providers and not validated by consumers or third-party entities.

Access to cellular wireless is omitted as a variable because creators of the index believe the benefits of mobile data plans are undermined by smaller device screens and limited data plans (i.e. the challenges of completing homework or government application on a smartphone and limited data plan).

Ultimately, this analysis was an important tool that supported stakeholder and community engagements to develop data-driven recommendations.

Table: Key Inputs for Broadband Adoption and the Socioeconomic Index Score

Digital Divide Index Factor	Salt Lake County	Millcreek	South Salt Lake
Education (High school graduate or higher)	91.50%	94.90%	84.20%
Age (65+ years or older)	10.90%	15.00%	6.80%
Income (Below poverty level)	8.60%	9.40%	17.50%
Disability (Total civilian noninstitutionalized population)	9.40%	11.30%	11.90%

Asset-Based Community Development

Asset-Based Community Development (ABCD) is a framework for sustainable community development work. ABCD builds upon the premise that there are assets, including individuals, associations, institutions, connections, and physical assets within a community, that must be identified and mobilized towards a common goal (Kretzmann & McKnight, 1996). This study utilizes the ABCD framework to develop an asset map and table that identifies key individuals, institutions, and physical assets that can serve target communities affected by the digital divide.

As part of the study, all representatives of these assets were contacted and invited to participate in a one-on-one call and/or attend the Digital Inclusion Committee. This outreach was focused on mobilizing assets to support and engage in the Promise Digital Equity Initiative. Additionally, identifying these assets represents an opportunity to improve outreach through already trusted institutions and connect with historically difficult-to-reach or serve populations.

Digital Inclusion Ecosystem

The Digital Inclusion Ecosystem framework is a tool to determine the presence of necessary programs and policies that meet a community's unique and diverse needs.

Indicators of a Strong Digital Inclusion Ecosystem includes:

A. Existence of programs and policies addressing all aspects of the digital divide:

- Affordable and subsidized broadband service options that meet the community's needs

- Affordable and subsidized device ownership programs that meet the community's needs
- Multilingual digital literacy and digital skill training that meet the community's needs
- Hardware and software technical support such as a support line or drop-in hours
- Digital navigation services, which include ongoing assistance with affordable internet access, device acquisition, technical skills, and application support

B. Collaboration: Entities providing local digital inclusion services, policymakers, advocates, social service providers, and community leaders co-create solutions in partnership with the community.

Outreach

Events

World Refugee Day

Granite Library Grand Opening

Night Out Against Crime

Movie Night at Sunnyvale Park

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Vision Statement

Millcreek and South Salt Lake community members, especially those a part of historically marginalized communities, are equitably empowered by technology's opportunities to live, learn, work, and prosper.

Goals & Strategies

Connectivity	Devices & Technical Support	Digital Skills Training	Capacity
Goal #1: Ensure sufficient and affordable options for Internet connectivity	Goal #2: Ensure sufficient and affordable devices and technical support	Goal #3: Provide accessible opportunities to gain digital skills, knowledge, and tools needed to participate in a digital society and economy	Goal #4: Have dedicated staff and sustainable funding sources to mobilize partners and address current and emerging digital equity needs

Key Strategies: <i>a. Innovative Ways to Increase Internet Options in Apartments</i> <i>b. Public Wi-Fi in Community- Identified Locations & Areas</i>	Key Strategies <i>a. Device Donation & Refurbishment Program with Redistribution Locations at Partner Sites</i> <i>b. Incorporation of Technical Support into Existing Programming</i>	Key Strategies <i>a. Culturally Relevant Outreach & Digital Skills Training for Target Communities</i> <i>b. Integration of Digital Equity Work into Existing Programs</i>	Key Strategies <i>a. Digital Equity Collective Impact Effort</i> <i>b. Sustainable, Ongoing Funding for Digital Equity Work</i>
Partners may include: - Granite School District - United Way of Salt Lake - Apartment Complexes - Salt Lake County Library - Home Internet, Mobile & Hotspot Service Providers	Partners may include: - Spy Hop - Tech Charities - Utah Recycling Alliance - Clever Octopus - Salt Lake County Library - Salt Lake Community College	Partners may include: - Millcreek and South Salt Lake (Granite) Libraries & Senior Centers - SLCo Jail Release Program - Men's Homeless Resource Center - Granite School District - Food & Resource Pantries - Circles Salt Lake	Partners may include: - Banks / CRA - Internet Service Providers - Utah Broadband Center - Utah Communities Connect



Connectivity

In-home broadband internet service is generally available to all South Salt Lake and Millcreek residents. Two providers, Xfinity and CenturyLink, have historically held most of the city's residential broadband market. The expansion of Google Fiber adds a second or third primary high-speed option for neighborhoods across both cities.

Affordability

Affordability and the value of existing options remain a prevalent issue for many residents. Prices for Xfinity, Centurylink, and other competitors vary based on a range of factors, including the presence of competitors, promotions, and bundled offerings, which means broadband affordability can vary from one neighborhood or apartment complex to another. If there are multiple quality internet options that a resident can choose from, residents have greater power as a consumer to seek a better price from the provider if they are aware and have the skills to negotiate effectively.

Apartments & Condominiums

Residents of most multi-tenant environments (MTEs) such as apartments and condominiums don't have the benefit of competitive options since their buildings are often subject to bulk or exclusivity agreements enacted by the property owner.

These agreements limit their ability to choose an alternate provider, negotiate price, or apply for the Affordable Connectivity Program or sometimes other low-cost offerings such as Comcast Internet Essentials. This can result in higher internet prices for renters compared to single-family homeowners, even as renters usually have a more limited budget.

Mobile Internet Service

Mobile data and hotspot plans, which allow people to use their cell phones to make an internet connection on a computer, have made the internet more accessible and affordable, including when residents live in apartment complexes with limited fixed options. Market data plans become more affordable when entering group/family plans that can significantly reduce costs. Additionally, major cellular providers and nonprofits such as Human-IT and PCs for People have agreements to provide low-cost internet hotspot service, utilizing existing mobile networks. However, residents with only mobile data plans (not including hotspot data) can be at a disadvantage because their internet only works on their smartphones and not on devices with larger screens, which can better support participation in distance learning, remote work, civic engagement, and other online activities.

Discounted Home Internet Offerings

These low-cost offerings and federal subsidy programs make home broadband attainable for many households that otherwise could not afford it. However, they are underutilized due to bulk and exclusivity agreements in MTES and a combination of onerous eligibility and verification process, low levels of awareness and enrollment support for those who would benefit, and trust concerns of sharing personal information with large companies and the federal government. This table doesn't include different market cellphone plans that include cellular and/or hotspot data at affordable prices.

Offering	Price	Speed	Qualifications
Lower Market Rate Offerings	Ranging from \$30 - \$50	Varies	Availability based on provider and home address
Comcast Internet Essentials & Internet Essentials Plus	\$9.95 (IE) \$29.95 (IE+)	50 Mbps (IE) 100 Mbps (IE+)	Qualify based on participation in government assistance programs
Google Fiber Neighborhood 100	\$20	100 Mbps	Qualify based on income and neighborhood connectivity levels
Lifeline Program (Subsidizes Basic Smartphone and Monthly Plan)	Free or up to \$9.25 off Cell Phone Bill	Varies	- Income is 135% or less than the Federal Poverty Guidelines OR - Participation in government assistance program, such as Supplemental Nutrition Assistance Program (SNAP), Medicaid, Supplemental Security Income (SSI), Federal Public Housing Assistance (FPHA), Veterans Pension and Survivors Benefit
Affordable Connectivity Program	Up to \$30 off Internet Bill Per Month	Varies	Discount can be applied to internet bill of participating providers if: - Income is 200% or less than the Federal Poverty Guidelines OR - Participate in Lifeline qualifying programs or in Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), Free and Reduced-Price School Lunch Program, Federal Pell Grant in the current award year

Connectivity Barriers

Type	Barriers
Individual	○ Distrust of government and large companies affects enrollment in ACP, Lifeline, and low-cost offerings ○ Ability to afford sufficient internet service (home access and mobile data plans) ○ Non-users of home internet cite that their smartphone does everything they need as a reason they do not have a home internet connection ○ Relevance of internet because of lack of digital skills and/or socio-cultural factors
Organizational	○ Limited funding for multilingual outreach to improve awareness and neutral enrollment support ○ Bulk agreements with ISPs and MTEs prevent eligible residents to enroll in fixed broadband ACP options
Structural	○ Housing developments that do not include up-to-date wiring for high-speed broadband ○ Exclusivity agreements with ISPs and MTEs prevent additional competition ○ Limited Wi-Fi access in public spaces

Connectivity Goal & Strategies

Goal #1: Ensure sufficient and affordable options for Internet connectivity for all community members, especially historically marginalized communities

Priority	Early Wins (0-1 years)	Long-term Plays (1-5 years)	Metrics
Identify Innovative Ways to Increase Internet Options in Apartments	Affordable Connectivity Program/Hotspot Outreach and Enrollment Events at Partner and Multi-Dwelling Unit Sites	Develop Policies and Incentives for Landlords to Increase Internet Options in Multi-Dwelling Units (ie. transitioning away from bulk and exclusive agreements, retrofitting wiring, etc.)	<i># of households/persons enrolled in free/low cost internet</i>
Expand Public Wi-Fi for Community Members in Community-Identified Places	Work with IT and Facilities Staff to determine a safe way to offer public WiFi network to the public inside city-owned buildings	Utilize CDBG and other funding to extend Wi-Fi access beyond city-owned buildings and provide public Wi-Fi access in community identified parks and apartment complexes in high-need areas	<i># of unique visitors / devices accessing public WiFi</i>



Devices & Technical Support

There are robust options available for residents to obtain computing devices, including laptops, desktops, tablets, and smartphones. Because the average lifespan of computer devices is between 3-5 years, there is an ongoing challenge of being able to purchase, maintain, repair, and re-purchase devices. While devices are available at public and community points that serve residents, the primary goal for all residents must be device ownership.

Equitable access to technical support is an essential input to maximize the utility and longevity of devices. Currently, most individuals seeking technical support utilize a patchwork of options. Informal, free options include getting help from family and friends or employees from K-12 schools, libraries, community organizations, or device retailers. However, not every method carries the same effectiveness. While some residents have sufficient digital skills to troubleshoot the problems on their own or can afford to pay for a professional service, some lack skills or financial resources to get help, resulting in additional barriers to meaningful digital participation.

School Districts

Granite School District and its schools have played a vital role in providing devices and technical support for every student and their families. Through the Emergency Connectivity Fund,

in addition to other funding sources, they currently have funding to provide devices for any student that has need. Their experience and assets, supporting many students in both cities, are invaluable resources that can be leveraged to support parents, caretakers, and other communities affected by the digital divide.

Federal Device Subsidies

Currently, two subsidies are available to increase the affordability of devices for residents. The Lifeline program subsidizes a basic mobile plan through several mobile service providers and provides basic smartphones for free. The Affordable Connectivity Program (ACP) also includes a device benefit of \$100 for devices up to \$150. While most ACP providers offer tablets, several national mobile hotspot providers such as Human-IT or PCs for People have free and subsidized device options, including Chromebooks and tablets.

Affordable Market Offerings

In the open marketplace, new basic laptops can be purchased for around \$200 or less, and new basic smartphones can be bought for around \$100 or less at many retailers. Additionally, the lifecycle of a new device will be longer than a refurbished device.

Device Refurbishers

A sustainable, low-cost way of providing computers to households in need are refurbished devices. Currently, two nonprofits in Salt Lake County provide refurbished devices for low-income households. Governments and companies must collaborate with these refurbishers to adopt electronic waste, surplus, and other policies to support further and scale refurbished device efforts.

Tech

TechCharities was established in 2013 and has provided hundreds of refurbished devices annually at a nominal cost—Chromebooks for \$30, desktops with monitors for \$40, and laptops for \$50-\$75. They have an ongoing supply of devices through their national network and local relationships with universities, faith-based organizations, companies, and the

Charities

greater community. They have a physical storefront that is open to the public from 10 am-12 pm on Mondays or by appointment. Their volunteer-run model with financial and in-kind support keeps the costs affordable and remains effective as they leverage community partners to distribute a majority of their device supply.

Spy Hop

SpyHop began its Tech Liberation Project in 2020, an effort aligned with the Spy Hop Youth Prevention Coalition to address the device needs of students and families in need. This project utilizes high school youth who receive CTE credits for refurbishing devices while gaining STEM exposure, hands-on experience, and training. Organizations can apply for refurbished devices distributed to individuals in need for free.



Photo: Hoang Ha, IT director of Spy Hop, moderating a panel of students from Salt Lake City School District sharing their experience refurbishing devices that were donated to community organizations.

Devices & Technical Support Barriers

Type	Barriers
Individual	○ No access to technology or limited use due to old or malfunctioning devices ○ Homebound individuals lack the mobility or transportation to access public computer labs ○ Device theft is prevalent, especially among unhoused individuals ○ Ability to afford for a household to purchase one or more devices every few years ○ Lack of knowledge or tools to prevent viruses and other threats to computer function
Organizational	○ Electronic waste, surplus, and other policies and security concerns that make it difficult to donate old devices to nonprofit refurbishers ○ Inconsistently qualified staff to ensure ongoing technical support at libraries, senior centers, and community centers ○ Lack of funding or volunteers to operate computer labs and help desks for community organizations
Structural	○ Lack of availability related to repair-related information, parts, tools, and accommodations to repair within the design. This diminishes device longevity and results in more costs for consumers and more expensive technical support.

Device and Technical Support Goal & Strategies

Goal #2: Ensure sufficient and affordable devices and technical support

Priority	Early Wins (0-1 years)	Long-term Plays (1-5 years)	Metrics
Create Device Donation & Redistribution Locations in Partnership with Device Refurbishing Programs	Create an device donation program (smartphones, desktops, laptops, and tablets) for existing local refurbishers through new and used donations from public and private partners and residents	Redistribute refurbished devices that can be purchased or obtained through completing skills training by partner organizations	<i># of households / persons receiving a refurbished / new device</i>
Incorporate Technical Support into Existing Programming	Develop a training curriculum and program model for a fix-it clinic pilot with partner organizations	Pilot and secure funding to manage ongoing technical support program in coordination with Granite & Millcreek Library	<i># of households / persons receiving technical support</i> <i># of devices or other equipment were repaired or fixed</i>



Multilingual Digital Skills Training

Digital skills empower individuals to thrive in a digital economy and society. Digital skills vary across residents' diverse abilities, needs, identities, languages, disabilities, life stages, and experiences ([Salt Lake City Digital Equity Policy, 2020](#)). While digital skill levels are generally increasing as society becomes more technology-dependent, there is a need to ensure no individual is left behind as the consequence of not having digital skills has become more pronounced.

Providers of Digital Skills Training

Digital skills training most commonly occurs through family members and friends. Additionally, public and private organizations, including libraries, senior and community centers, nonprofits, education institutions, workforce services, and companies, provide varying levels and types of digital skills training.

Models for Training

The wide array of barriers for different learners reinforces why only providing digital skill classes or one-time workshops is insufficient. South Salt Lake and Millcreek residents need various options, including one-on-one training and peer-to-peer learning. Additionally, effective training prioritizing flexibility by providing variety between asynchronous and live courses and in-person and virtual options.

Digital skills training is becoming increasingly embedded and intertwined with other curricula related to numeracy, language, health, financial, and job and life skills. All these changes have made digital skills training more accessible and supportive of residents' diverse abilities and needs.

Multilingual Digital Skills Training Barriers

Type	Barriers
Individual	○ Fear of failure, feeling inadequate for lack of knowledge ○ Low levels of numeracy and language literacy, which are prerequisites for digital skills ○ Limitations in vision and motor skills and cognitive and memory conditions that limit opportunities to retain information and participate ○ Need to be able to the pathway, and select from a range of training from beginner job skills to advanced technical skills (STEM, coding, computer science)
Organizational	○ Lack of sustainable funding results in high staff turnover, which also reduces instructional program delivery and limits partnership development and volunteer management ○ No shared and translated curriculum to use among community centers and libraries or with community-based organizations
Structural	○ No central place for listing, finding information, and enrolling in trainings and programs

Multilingual Digital Skills Training Goal & Strategies

Goal #3: Provide accessible opportunities for all community members, especially historically marginalized communities, to gain the technology skills and tools needed for employment, entrepreneurship, lifelong learning, family and civic engagement, and use of essential online services.

Priority	Early Wins (0-1 years)	Long-term Plays (1-5 years)	Metrics
Provide Culturally Relevant Outreach & Digital Skills Training for Target Communities	Recruit Volunteer & Paid Multilingual Digital Navigators who Address the Whole Digital Inclusion Process — Home Connectivity, Devices, and Digital Skills — with Community Members Through Repeated Interactions	Develop Apprenticeships to Support City Needs and Cultivate STEM Talent in Historically Marginalized Communities	<i># of apprenticeships</i> <i># of digital navigators trained</i> <i># of persons receiving digital navigation services or digital skills training</i>

Prepare Staff & Volunteers to Support the Integration Digital Equity Work into Existing Programs	Develop and Maintain a Multilingual Digital Skills Curriculum and Resources for Trainers, Staff, and the Public	Cross-train Staff & Volunteers to Support the Integration Digital Equity Work into Existing Programs and Provide Culturally Relevant Outreach (ie. Jail Release Program, Men's Resource Center, Granite School District, Resource Pantry)	<i># of digital navigators cross-trained</i> <i># of persons receiving digital navigation services or digital skills training</i>
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Capacity

During the COVID-19 pandemic in 2020, South Salt Lake and Millcreek began citywide efforts to understand and address digital equity needs for historically marginalized communities. South Salt Lake invited Millcreek to join their Digital Inclusion Committee, which is housed within the South Salt Lake Promise Equity Council. Both cities jointly applied for Wasatch Front Regional Council TLP Grant to develop a multi-city digital mobility plan. Over the past two years, the South Salt Lake and Millcreek Digital Inclusion Committee has shared resources, provided updates, gathered stakeholder and community input, and contributed to developing the digital mobility plan.

Collective

Impact

Framework

The end product of the study includes creating and implementing the Promise Digital Equity Action Plan. Both cities will carry out this plan jointly through a collective impact model. The collective impact model brings organizations together from different sectors to work towards developing and maintaining a digital equity ecosystem in South Salt Lake and Millcreek City. South Salt Lake and Millcreek City are following this collective impact model due to its high accountability of partners and alignment of resources and investments. A

successful collective impact initiative has five conditions that together lead to positive results:

- 1. COMMON AGENDA:** Collective impact initiatives require participants to share a vision for change that includes a common understanding of the issue and a cooperative approach to solving it through agreed-upon action strategies.
- 2. SHARED MEASUREMENT SYSTEMS:** Consistently collecting data and measuring results based on shared indicators ensures all efforts stay on track and keeps all participants accountable. These shared indicators should be collected and reported annually first to the Promise Digital Equity Committee and then to the public.
- 3. COORDINATED EFFORTS:** To ensure success, each participating organization should focus on its area of specialization and coordinate its activities with other

stakeholder efforts. Additionally, the backbone organization should evaluate with other promise committees and councils every tto identify mutually-aligned outcomes.

- 4. CONTINUOUS COMMUNICATION:** Developing trust among stakeholders takes time; participants need to meet regularly over several years to build rapport and learn how to best work together.
- 5. BACKBONE SUPPORT ORGANIZATIONS:** As coordination takes time, it is crucial for specific organizations with dedicated staff to serve as the backbone for the entire initiative. For the Promise Digital Equity Initiative, South Salt Lake and Millcreek Promise Staff are well-positioned and funded to play the role of the backbone organization to convene partners, align stakeholders, and work through partnerships to achieve its shared vision.

Guiding Principles for Collective Impact

Principle	Alignment to Digital Equity Work
Collaboration	<i>Work together in partnership with government, cultural and community organizations, libraries, schools (Pre-K-12 and higher education), and businesses to build resources, maximize investments, and employ best practices in digital inclusion.</i>
Equity	<i>Plan technology infrastructure and services in coordination with community development to maximize public access, broadband capacity, digital education, and innovation opportunities in historically underrepresented neighborhoods and for vulnerable residents.</i>
Alignment & Integration	<i>Link digital equity work to strategic areas, including education, jobs, economic development, health, and human services, justice, safety, race and social justice, and civic engagement.</i>

Sustainability	<i>Build the long-term capacity of digital equity program providers to deliver quality services sustainably, implement best practices, and adapt to emerging technologies.</i>
Outreach & Accessibility	<i>Make it easy for all residents and communities to know about, find, understand, and use appropriate services and information. Recognize specific needs of our historically underserved residents, including those with disabilities, low literacy, and limited English skills</i>

-

Capacity

Goal #4: South Salt Lake and Millcreek has dedicated staff and sustainable funding sources to mobilize partners and address current and emerging digital equity needs.

Priority	Early Wins (0-1 years)	Long-term Plays (1-5 years)	Metrics
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Create a Digital Equity Collective Impact Effort	• Develop a joint committee of partners and community members • Develop a memorandum of understanding between South Salt Lake and Millcreek for a Joint Promise Digital Equity Initiative that outlines shared administrative responsibilities		
Secure a Sustainable, Ongoing Funding Source for the Collective Impact Effort		• Enact a resolution/ policy to allocate quarterly/ annual franchise & license fees from internet and telecommunications providers for Digital Equity Initiatives	

Acknowledgments

Influencing Frameworks and Plans

[Seattle Digital Equity Initiative Action Plan](#) | This Action Plan was instrumental in providing an initial framework for the study around connectivity, devices & technical support, and digital skills training. Additionally this plan followed its approach in providing background information and research, barriers, and goals with timelines. The plan also utilized language from its collective impact section and its barrier sections that aligned with the current situation in South Salt Lake and Millcreek.

[Philadelphia Digital Equity Plan](#) | This plan provided an additional goal around creating an ecosystem that South Salt Lake and Millcreek plan build off of by including a pillar around capacity- and having dedicated staff and ongoing funding for digital equity work. This plan's framework was used for having four concise goals and corresponding key strategies.

[Franklin County Digital Equity Coalition Framework](#) | This regional framework provided language and ideas related to background research and context for the sections on connectivity and devices and technical support.

[National Digital Inclusion Alliance's 18 Month Strategic Plan](#) | The NDIA mission was incorporated into the final vision that the South Salt Lake and Millcreek Digital Inclusion Committee agreed upon.

Appendix A: Definitions

Internet

Download Speed

The speed at which an internet connection can retrieve data from the internet. The unit of measure is megabits per second (Mbps).

Digital Participation

Digital Equity

Digital Equity is a condition in which all individuals and communities have the information technology capacity needed for full participation in our society, democracy, and economy. Digital Equity is necessary for civic and cultural participation,

Upload Speed

The speed that an internet connection can allow data to be sent from a device to the internet. The unit of measure is megabits per second (Mbps).

Fiber-optic

Transmits data by converting electrical signals to light and sending it through transparent glass fibers offer speeds significantly faster, usually up to 1,000 Mbps (BroadbandNow).

Hardware & Software

Hardware

The physical components required for a computing device to function. Examples include Central Processing Unit (CPU), keyboard, and mouse.

Hard Drive

The hardware component stores all of your digital content. Your documents, pictures, music, videos, programs, application preferences, and operating system represent digital content stored on a hard drive.

Software

The software includes the programs, procedures, and routines associated with the operation of a computer system. Examples include operating systems, web browsers, and word processors.

User Experience (UX)

The experience of a user and how they interact with software, including websites, apps, or services. It includes a person's perceptions of utility, ease of use, efficiency, and accessibility.

employment, lifelong learning, and access to essential services (National Digital Inclusion Alliance - NDIA).

Digital Inclusion

Digital Inclusion refers to the activities necessary to ensure that all individuals and communities, including the most disadvantaged, have access to and use of Information and Communication Technologies (ICTs). This includes 5 elements: 1) affordable, robust broadband internet service; 2) internet-enabled devices that meet the needs of the user; 3) access to digital literacy training; 4) quality technical support; and 5) applications and online content designed to enable and encourage self-sufficiency, participation and collaboration (NDIA).

Digital Literacy

Digital Literacy is the ability to use information and communication technologies to find, evaluate, create, and communicate information, requiring both cognitive and technical skills ([American Library Association](#)).

Digital Navigators

Digital navigators are trusted guides who assist community members in internet adoption and the use of computing devices. Digital navigation services include ongoing assistance with affordable internet access, device acquisition, technical skills, and application support ([NDIA](#)).

Web Accessibility

Web accessibility means that websites, tools, and technologies are designed and developed so that people with disabilities can use them. More specifically, people can: a) perceive, understand, navigate, and interact with the Web b) contribute to the Web ([World Wide Web Consortium - W3C](#)).

Appendix B: Reasons Individuals Don't Have/Subscribe for Home Internet ([Horrigan, 2020](#))

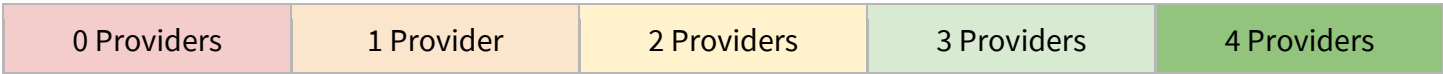
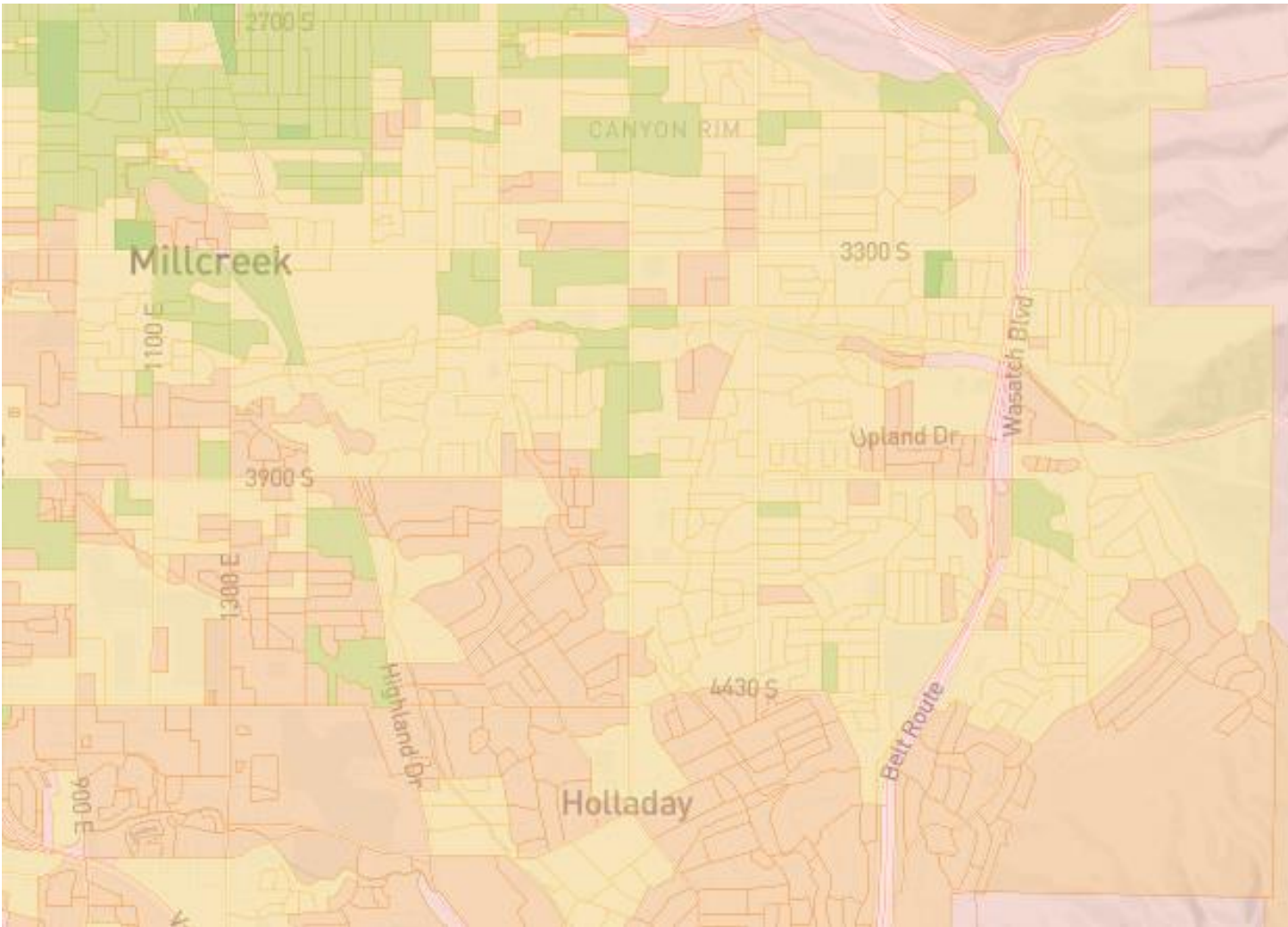
Survey	National Tele-communications & Information Administration (2015)	Pew Research Center (2019)	California Emerging Technology Fund (2019)
Primary Reason	Don't need/Not interest (55%)	Cost – either service is too expensive (50%)	Cost – too expensive, no computer or smartphone (51%)
Secondary Reason	Too expensive (24%)	Smartphone does everything they need (45%)	Can connect from another place (31%)
Tertiary Reason	No or inadequate computer (7%)	Other access options outside the home (43%)	Internet is not available where I live (21%)
Fourth Reason		Cost of computer is too expensive (45%)	Not comfortable with a computer or going online (24%)

Appendix C: Languages Spoken Students in Granite School District, 2021-22



Appendix D: Map of Cable and Fiber Broadband Providers (BroadbandNow)





Appendix E: Digital Inclusion Alignment with Millcreek Promise Program

Goal	Outcomes	Potential Digital Equity Outcomes
Education All Millcreek youth have the support to maximize academic success on their path to high school graduation and post-secondary education.	1. Increase number of youth who are performing at grade level by participating in school day-interventions (check on wording) 2. Increase number of youth who are performing at grade level through family engagement 3. Increase number of youth who are performing at grade level through afterschool Interventions	- Increased Parent Digital Literacy Skills to Support Children's Education - Improved attitudes toward STEM fields and careers
Health All Millcreek residents have access to health services and resources.	1. Increase mental wellbeing in Millcreek 2. Increase COVID-19 preventative measures 3. Increase access to health insurance and primary care	- Increased knowledge to use telehealth and patient management tools - Increased knowledge of digital communication & transportation tools to reduce isolation
Economic Well-Being All Millcreek residents have opportunities to provide a high quality of life for themselves and their families	1. All Millcreek residents desiring employment will be employed 2. All Millcreek residents will have economic equity and inclusion 3. All Millcreek residents will be financially empowered	- Increased digital marketing skills for small businesses / entrepreneurs - Increased information literacy skills to increase personal / business cost savings
Safety All Millcreek residents have access to safety services and resources.	1. Increase program options for youth and families who live at Holladay Hills apartments 2. Building relationships with the community and UDP 3. Reduce suicide (in collaboration with health committee)	- Increasing Digital Accessibility of Police Services for Historically Marginalized Communities - Increasing knowledge of digital safety and citizenship and resources

Appendix F: Public WiFi Strategy

Guiding Principles:

Safety: Develop safeguards including advanced encryption and data filtering standards

Privacy: Educate residents on privacy and security limitations and how they can protect themselves

Equity: Focus on westside areas where there is disproportionately less public wi-fi access

Collaboration: Identify public/private partners with relevant expertise

Measured: Cost-effective, phased approach, providing chances to evaluate the efficacy, challenges, and potential pivots

Priorities:

1. Public Wi-Fi Access at all City-Owned Buildings

- Millcreek: City Hall
- South Salt Lake: City Hall, Columbus Community Center, Historic Scott School, Central Park Community Center

2. Additional Locations for Public Wi-Fi Access could include, after receiving feedback from stakeholders and community members:

- South Salt Lake: General Holm Park, Harmony Park, Granite Library, Lincoln Park, Fitts Park
- Millcreek: Sunnyvale Park, Sunnyvale Neighborhood Center, Meadowbrook Trax Station
- Apartments: Around Buildings with No/Limited Low-Cost Options
- Public Safety Buildings: South Salt Lake Police, Unified Police Department: Millcreek Precinct
- Extended Areas Around City-Owned Buildings (ie. Parking Lots)

Funding Mechanisms

- i. Community Development Block Grant (Ongoing)
- ii. Franchise & License Fee Revenue (Ongoing)
- iii. Bipartisan Infrastructure Law Grant Programs (One-time, 2024-2028)
- iv. Private Sector Donations & Partnerships (Ongoing)

Appendix G: Digital Inclusion Checklist For Community Organizations

	True (4 points)	Somewhat True (2 points)	False (0 points)
Planning			
Organization regularly plans and evaluates digital inclusion needs and opportunities in the community.			
Partners & Outreach			
Our organization regularly invites local partners to provide digital inclusion outreach, including enrollment support, hardware distribution, and digital skills training.			
Our staff is aware of, provides information, and makes referrals to free and low-cost internet and device offerings and digital skills training resources.			
Programming			
Our organization provides publicly available desktop or laptop computers and/or access to open Wi-Fi.			
Staff or volunteers deliver or connect clients/community members to 1:1 technology support clients to address ongoing/Covid-19 needs (i.e. digital communication tools, telehealth, online public services, small business tools, etc.)			
Volunteers & Partners			
Staff and volunteers are trained on the three elements of digital inclusion (devices, internet, and digital skills training).			
Our organization has intentional strategies to recruit diverse staff, interns, and volunteers to increase culturally relevant and language-specific digital skills training and support.			



Digital Inclusion Goals

Planning

Score _____ / 4

Goal:

Partners & Outreach

Score _____ / 8

Goal:

Programming

Score _____ / 8

Goal:

Policies & Procedures

Score _____ / 8

Goal:

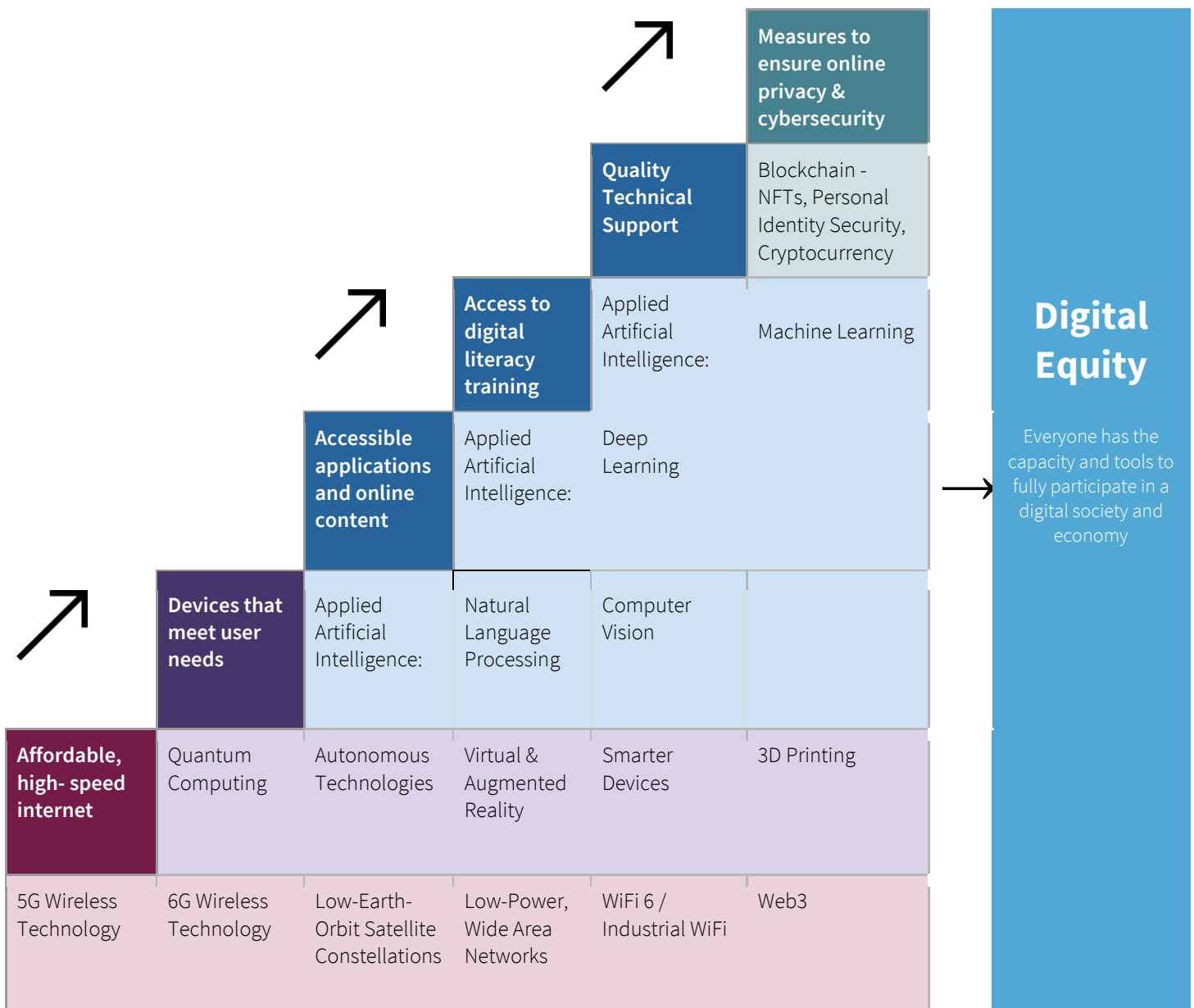
Overall Score:

_____ / 28

Getting Started	On Your Way	Advanced
0 - 9	10 - 20	21+

Appendix H: Relevant Emerging Technology Trends for Digital Equity

1. **Acknowledge that digital divides overlap** and that as one digital divide closes, other digital divides remain, so as long as technological innovation and socioeconomic gaps continue.
2. **Integrate exposure opportunities** for historically marginalized communities to learn about and use emerging technologies into existing digital skills and education programming
3. **Evaluate digital equity plan annually** to reassess needs and strategies based on the adoption of emerging technologies within the community



Source: [McKinsey Technology Trends Outlook 2022](#) and [Internet for All Webinar Series: Digital Equity Act Programs](#)

Appendix I: American Community Survey 2020, 5 Year Estimates

ACS 2020 Data: Presence and Types of Devices & Internet Subscriptions in Household (%)

TYPES OF COMPUTER	United States	Utah	Salt Lake County	Millcreek	South Salt Lake
Has one or more types of computing devices:	91.90%	96.10%	96.30%	95.10%	93.80%
Desktop or laptop	78.30%	87.50%	87.10%	85.50%	77.70%
Desktop or laptop with no other type of computing device	4.90%	3.60%	3.70%	4.80%	4.60%
Smartphone	83.70%	89.90%	89.90%	86.90%	87.40%
Smartphone with no other type of computing device	8.30%	4.90%	5.30%	5.40%	12.20%
Tablet or other portable wireless computer	61.90%	71.50%	69.40%	67.70%	48.00%
Tablet or other portable wireless computer with no other type of computing device	0.90%	0.60%	0.60%	1.00%	0.10%
Other computer	2.70%	2.70%	2.70%	2.90%	1.30%
Other computer with no other type of computing device	0.00%	0.00%	0.00%	0.00%	0.00%
No computer	8.10%	3.90%	3.70%	4.90%	6.20%

TYPE OF INTERNET SUBSCRIPTIONS	United States	Utah	Salt Lake County	Millcreek	South Salt Lake
With an Internet subscription:	85.50%	89.60%	90.50%	89.30%	80.00%
Dial-up with no other type of Internet subscription	0.30%	0.30%	0.30%	0.30%	0.20%
Broadband of any type	85.20%	89.30%	90.20%	88.90%	79.80%
Cellular data plan	75.60%	80.50%	82.10%	81.30%	69.20%
Cellular data plan with no other type of Internet subscription	11.10%	8.80%	9.50%	9.50%	14.70%
Broadband such as cable, fiber optic or DSL	70.30%	75.20%	77.10%	77.30%	63.00%
Satellite Internet service	6.70%	9.50%	7.80%	5.90%	5.20%
Without an Internet subscription	14.50%	10.40%	9.50%	10.70%	20.00%

HOUSEHOLD INCOME IN THE PAST 12 MONTHS (IN 2020 INFLATION-ADJUSTED DOLLARS)	United States	Utah	Salt Lake County	Millcreek	South Salt Lake
Less than \$20,000:	(X)	(X)	(X)	(X)	(X)
With dial-up Internet subscription alone	0.40%	0.60%	0.70%	0.20%	1.10%
With a broadband Internet subscription	62.20%	67.60%	68.80%	71.70%	55.60%
Without an Internet subscription	37.40%	31.80%	30.60%	28.10%	43.30%

\$20,000 to \$74,999:	(X)	(X)	(X)	(X)	(X)
With dial-up Internet subscription alone	0.40%	0.40%	0.40%	0.80%	0.00%
With a broadband Internet subscription	82.60%	86.50%	87.60%	84.40%	82.00%
Without an Internet subscription	17.00%	13.10%	12.00%	14.80%	18.00%
\$75,000 or more:	(X)	(X)	(X)	(X)	(X)
With dial-up Internet subscription alone	0.10%	0.10%	0.10%	0.00%	0.00%
With a broadband Internet subscription	95.20%	95.70%	95.90%	96.40%	88.70%
Without an Internet subscription	4.70%	4.20%	4.00%	3.60%	11.30%

ACS 2020 Data: Presence and Types of Devices & Internet Subscriptions in Household (#)

TYPES OF COMPUTER	Utah	Salt Lake County	South Salt Lake	Millcreek
Has one or more types of computing devices:	368,994	368,994	8,635 ±576	22,777 ±664
Desktop or laptop	333,823	333,823	7,157 ±597	20,489 ±665
Desktop or laptop with no other type of computing device	14,178	14,178	422 ±167	1,154 ±289
Smartphone	344,678	344,678	8,047 ±565	20,826 ±652
Smartphone with no other type of computing device	20,430	20,430	1,124 ±244	1,300 ±274
Tablet or other portable wireless computer	265,962	265,962	4,422 ±480	16,217 ±582
Tablet or other portable wireless computer with no other type of computing device	2,386	2,386	11 ±18	251 ±87
Other computer	10,538	10,538	123 ±74	693 ±141
Other computer with no other type of computing device	46	46	0 ±22	0 ±28
No computer	14,330	14,330	575 ±211	1,182 ±245

TYPE OF INTERNET SUBSCRIPTIONS				
With an Internet subscription:	346,755	346,755	7,365 ±519	21,385 ±659
Dial-up with no other type of Internet subscription	984	984	15 ±25	81 ±48
Broadband of any type	345,771	345,771	7,350 ±519	21,304 ±659
Cellular data plan	314,787	314,787	6,371 ±520	19,478 ±733
Cellular data plan with no other type of Internet subscription	36,309	36,309	1,356 ±332	2,287 ±338
Broadband such as cable, fiber optic or DSL	295,595	295,595	5,801 ±517	18,525 ±749
Satellite Internet service	29,951	29,951	477 ±160	1,408 ±243
Without an Internet subscription	36,569	36,569	1,845 ±359	2,574 ±355

**HOUSEHOLD INCOME IN THE PAST 12 MONTHS (IN 2020
INFLATION-ADJUSTED DOLLARS)**

Less than \$20,000:	34,494	34,494	1,404 ±341	2,759 ±389
With dial-up Internet subscription alone	226	226	15 ±25	6 ±10
With a broadband Internet subscription	23,715	23,715	781 ±228	1,977 ±392
Without an Internet subscription	10,553	10,553	608 ±230	776 ±223
\$20,000 to \$74,999:	151,074	151,074	5,262 ±484	9,301 ±763
With dial-up Internet subscription alone	565	565	0 ±22	75 ±47
With a broadband Internet subscription	132,310	132,310	4,313 ±410	7,854 ±727
Without an Internet subscription	18,199	18,199	949 ±253	1,372 ±304
\$75,000 or more:	197,756	197,756	2,544 ±387	11,899 ±615
With dial-up Internet subscription alone	193	193	0 ±22	0 ±28
With a broadband Internet subscription	189,746	189,746	2,256 ±354	11,473 ±593
Without an Internet subscription	7,817	7,817	288 ±145	426 ±162

ACS 2020 Data: Race and Ethnicity (%)

Race	Millcreek		South Salt Lake	
White alone	51,432	85.8%	14,393	60.4%
Black or African American alone	1,109	1.9%	1,746	7.3%
American Indian and Alaska Native alone	389	0.6%	467	2.0%
Asian alone	2,265	3.8%	2,521	10.6%
Native Hawaiian and Other Pacific Islander alone	458	0.8%	623	2.6%
Some other race alone	1,917	3.2%	2,628	11.0%
Two or more races	2,349	3.9%	1,438	6.0%
Hispanic or Latino origin (of any race)	5,738	9.6%	5,887	24.7%
White alone, not Hispanic or Latino	48,191	80.4%	11,895	49.9%

ACS 2020 Data: Devices & Internet Subscriptions by Selected Demographics

Demographic	Millcreek			South Salt Lake		
	With a Computer		No Computer	With a Computer		No Computer
	With Broadband Internet Subscription	No Internet Subscription		With Broadband Internet Subscription	No Internet Subscription	
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Total population in households	92.60%	4.70%	2.60%	83.50%	10.40%	6.00%

AGE						
Under 18 years	96.30%	3.50%	0.30%	84.10%	8.30%	7.60%
18 to 64 years	94.60%	4.30%	1.00%	84.90%	10.20%	4.90%
65 years and over	77.80%	8.80%	12.90%	67.20%	20.40%	11.40%

RACE AND HISPANIC OR LATINO ORIGIN						
White alone	92.80%	4.20%	2.90%	82.90%	12.90%	4.10%
Black or African American alone	100.00%	0.00%	0.00%	63.00%	8.20%	28.80%
American Indian and Alaska Native alone	82.30%	17.70%	0.00%	100.00%	0.00%	0.00%
Asian alone	94.90%	4.10%	1.10%	80.40%	7.50%	12.10%
Native Hawaiian and Other Pacific Islander alone	100.00%	0.00%	0.00%	93.90%	6.10%	0.00%
Some other race alone	78.20%	20.70%	1.10%	98.30%	1.10%	0.60%
Two or more races	94.50%	5.50%	0.00%	83.50%	15.90%	0.60%
Hispanic or Latino origin (of any race)	85.80%	10.40%	3.80%	86.20%	8.30%	5.60%
White alone, not Hispanic or Latino	93.00%	4.10%	2.70%	84.20%	13.20%	2.40%

EDUCATIONAL ATTAINMENT						
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Less than high school graduate or equivalency	85.60%	10.00%	4.40%	77.10%	10.00%	12.90%
High school graduate (includes equivalency), some college or associate's degree	86.60%	6.70%	6.50%	83.00%	11.60%	5.20%
Bachelor's degree or higher	95.60%	3.10%	1.10%	83.20%	13.60%	3.20%

EMPLOYMENT STATUS						
In labor force	94.70%	4.40%	0.90%	86.40%	9.90%	3.70%
Employed	94.80%	4.30%	0.90%	86.50%	9.50%	4.00%
Unemployed	91.80%	7.60%	0.50%	84.70%	15.30%	0.00%
Not in labor force	84.30%	6.90%	8.30%	74.90%	13.20%	11.50%

Appendix J: Utah Internet Speed Test Map - Millcreek

Millcreek

Households	26,203
Population	62,139
Test locations	128
Total Tests	236
Percent participation	0.49%
Participation goal (10%)	2,620

Download

No Service	1	0.8%
0-10 Mbps	11	8.6%
10-25 Mbps	19	14.8%
25-150 Mbps	49	38.3%
150+ Mbps	48	37.5%

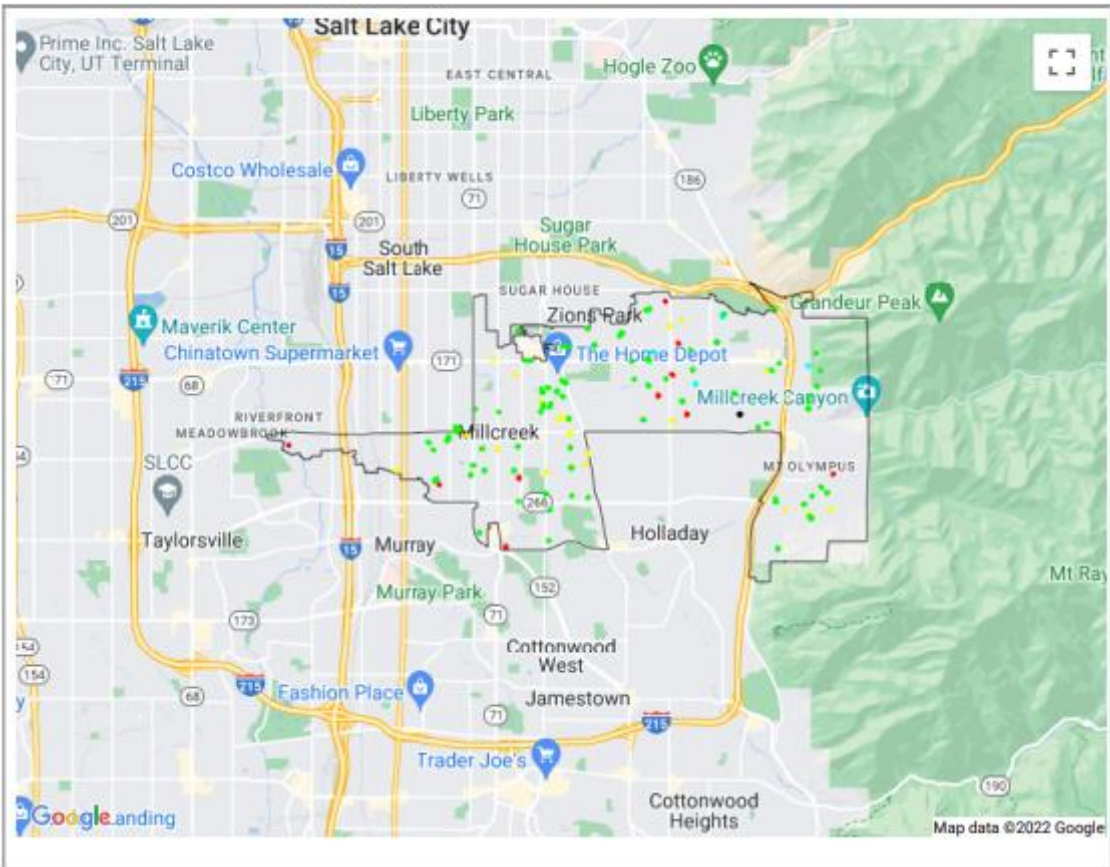
Upload

No Service	1	0.8%
<3 Mbps	7	5.5%
3-10 Mbps	30	23.4%
10-25 Mbps	42	32.8%
25-150 Mbps	36	28.1%
> 150 Mbps	12	9.4%

	Min	Max	Med Mbps
Download	1.05	693.94	95.69
Upload	0.08	821.83	17.36

No service reasons: may total >100%	
Too Expensive	100.00%
No Computer	100.00%

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Fixed 124 locations

Download			Upload		
No Service	1	0.8%	No Service	1	0.8%
0-10 Mbps	10	8.1%	<3 Mbps	6	4.8%
10-25 Mbps	17	13.7%	3-10 Mbps	29	23.4%
25-150 Mbps	48	38.7%	10-25 Mbps	42	33.9%
150+ Mbps	48	38.7%	25-150 Mbps	34	27.4%
			> 150 Mbps	12	9.7%

Cellular 4 locations

Download		Upload	
0-10 Mbps	1 25.0%	<3 Mbps	1 25.0%
10-25 Mbps	2 50.0%	3-10 Mbps	1 25.0%
25-150 Mbps	1 25.0%	10-25 Mbps	0 0.0%
150+ Mbps	0 0.0%	25-150 Mbps	2 50.0%
		> 150 Mbps	0 0.0%

Appendix J: Utah Internet Speed Test Map - South Salt Lake

South Salt Lake

Households	9,160
Population	23,617
Test locations	66
Total Tests	74
Percent participation	0.72%
Participation goal (10%)	916

Download

No Service	0	0.0%
0-10 Mbps	1	1.5%
10-25 Mbps	4	6.1%
25-150 Mbps	34	51.5%
150+ Mbps	27	40.9%

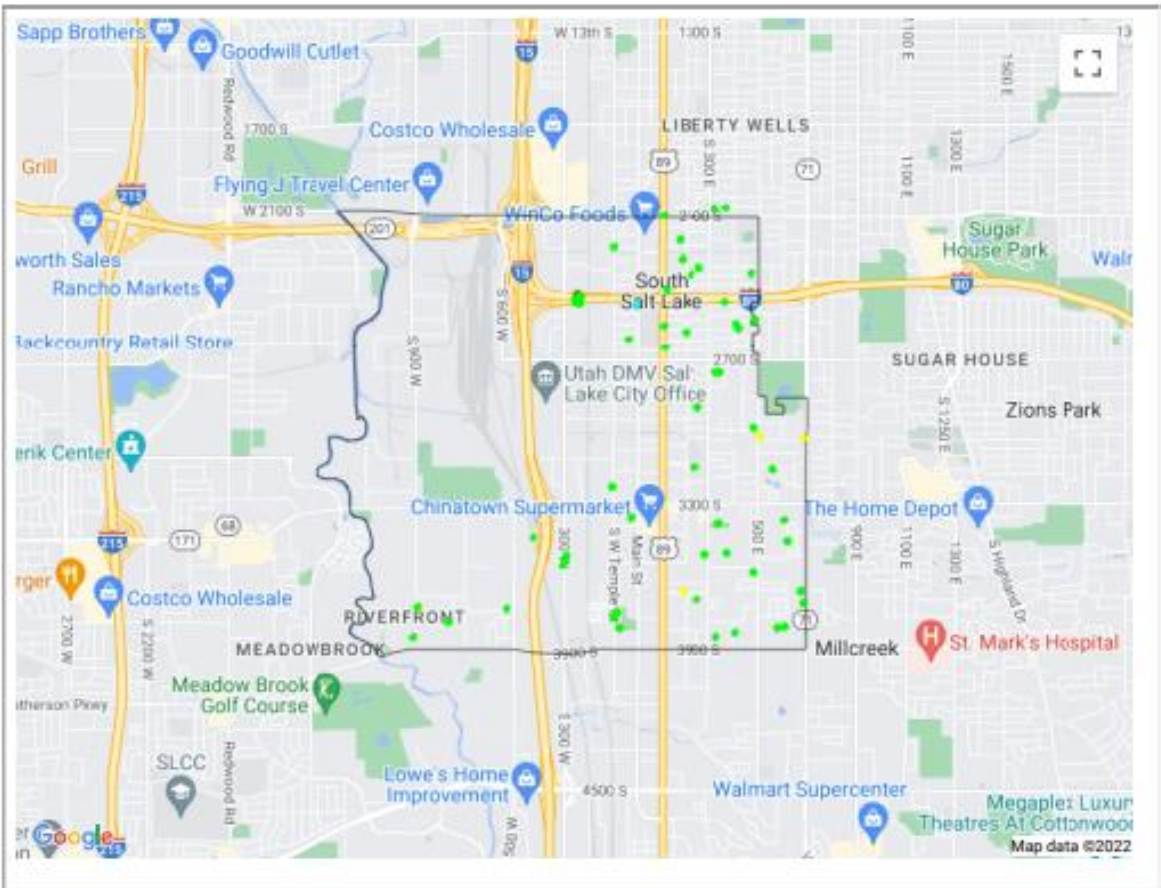
Upload

No Service	0	0.0%
<3 Mbps	4	6.1%
3-10 Mbps	15	22.7%
10-25 Mbps	11	16.7%
25-150 Mbps	22	33.3%
> 150 Mbps	14	21.2%

	Min	Max	Med Mbps
Download	4.42	574.09	121.22
Upload	0.90	421.58	35.58

No service reasons may total >100%

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Fixed 63 locations

Download		Upload	
No Service	0 0.0%	No Service	0 0.0%
0-10 Mbps	0 0.0%	<3 Mbps	3 4.8%
10-25 Mbps	4 6.3%	3-10 Mbps	14 22.2%
25-150 Mbps	33 52.4%	10-25 Mbps	10 15.9%
150+ Mbps	26 41.3%	25-150 Mbps	22 34.9%
		> 150 Mbps	14 22.2%

Cellular 3 locations

Download		Upload	
0-10 Mbps	1 33.3%	<3 Mbps	1 33.3%
10-25 Mbps	0 0.0%	3-10 Mbps	1 33.3%
25-150 Mbps	1 33.3%	10-25 Mbps	1 33.3%
150+ Mbps	1 33.3%	25-150 Mbps	0 0.0%
		> 150 Mbps	0 0.0%

MILLCREEK, UTAH
RESOLUTION NO. 22-32

**A RESOLUTION ADOPTING THE UPDATED MILLCREEK RECORDS
MANAGEMENT PLAN**

WHEREAS, the Millcreek Council (“*Council*”) met in a regular session on October 24, 2022, to consider, among other things adopting the updated Millcreek Records Management Plan (“*Plan*”); and

WHEREAS, the Council adopted the Plan on November 8, 2021, and the Plan should be reviewed annually by the Millcreek Records Committee (“*Committee*”); and

WHEREAS, the Committee has deemed a significant update is necessary in order to achieve best records management practices; and

WHEREAS, minor updates to the Plan in the future will be conducted by the Recorder’s Office and significant ones will be brought before the Council; and

WHEREAS, the Council finds that it is in the best interest of Millcreek to adopt the updated Plan.

NOW, THEREFORE, BE IT RESOLVED by the Council that the updated Millcreek Records Management Plan is hereby adopted.

PASSED AND APPROVED this 24th day of October, 2022.

MILLCREEK

By: _____
Jeff Silvestrini, Mayor

ATTEST:

Elyse Sullivan, City Recorder

Roll Call Vote:

Silvestrini	Yes	No
Catten	Yes	No
DeSirant	Yes	No
Jackson	Yes	No
Uipi	Yes	No



RECORDS MANAGEMENT PLAN

Adopted 11/08/2021

AMENDMENT HISTORY

Date	Resolution	Category
10/24/2022	Resolution 22-32	City Logo, Emergencies Section, Record Indexes, Millcreek Retention Schedule, Forms, Definitions, Electronic Communications Management Policy

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RECORDS MANAGEMENT PLAN



SECTION 1

PURPOSE

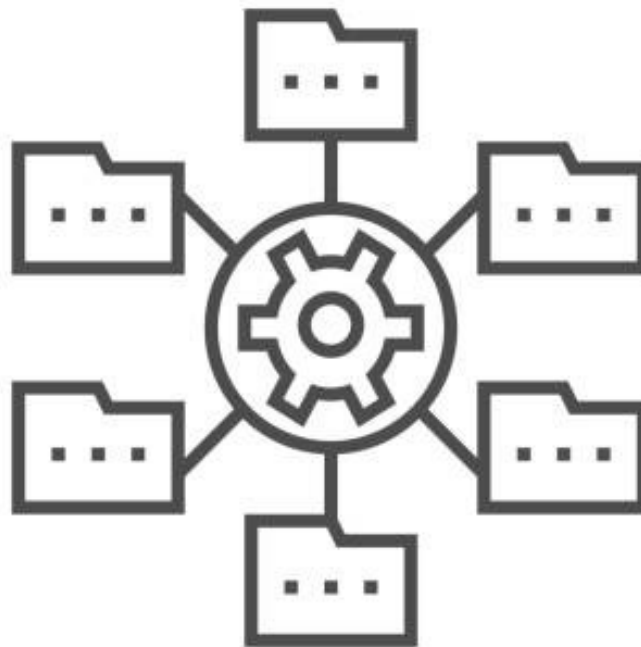
The Government Records Access and Management Act (“GRAMA;” Utah Code 63G-2) and the Public Records Management Act (Utah Code 63A-12) impose obligations to retain and dispose records. Additionally, Millcreek Code 2.82.140 requires the management and coordination of access of records. The Millcreek Records Management Plan (the “Plan”) fulfills those obligations and identifies all of Millcreek’s (the “City”) records, their location of storage and retention periods for efficient records management, and establishes policies for all employees. The Plan should be reviewed annually by the Records Committee (“Committee”) and updated every time a change is made that affects the Plan by the City’s Recorder/Records Officer (“Recorder”).



SECTION 2

RECORDS COMMITTEE

The Recorder shall chair the Committee and manage the Plan. The Committee exists to uphold the goals of and to carry out the intent of the Plan. The Committee shall consist of the two record custodians from each city department as designated by the department director, a list of which will be maintained in the Recorder's Office, to guarantee adequate representation. The record custodians ensure their department's records are correctly filed and organized according to the Plan and the department's standards.



The Committee continually seeks to improve the Plan with the assistance of the Recorder's Office. The Committee shall meet quarterly to discuss records management, plan department record organization maintenance, and assist with record trainings for all staff. If the Committee does not deem it necessary to meet routinely, then at a minimum the Committee shall meet once a year to ensure that the City is still upholding the Plan. Each member in the Committee shall quarterly perform quality control of their departments' records to ensure they are in accordance with the Plan. The Recorder may annually audit departments' records management processes.

SECTION 3 TRAINING

All new staff hired will receive a brief records management training as part of the Human Resources on-boarding process and detailed training by their department to ensure that clear expectations are set before commencing regularly assigned duties. The Recorder's Office shall provide annual all-staff training on GRAMA. The Records Committee shall be responsible for administering training to new and current employees on the Plan as needed.

Each employee is expected to know the retention and proper record storage according to the Plan. Employees shall follow the City's Information Technology team's ("IT") recommendations for computer decorum including but not limited to using assigned naming conventions, properly saving documents, updating computers, closing records on the shared network when not in use, and restarting computers weekly.



SECTION 4

RECORD STORAGE

All records, where able, should be created and maintained in an electronic format that can be easily convertible to keep with industry standards. All active and long-term electronic records shall be stored and functionally organized on the City's shared network drive or other designated location as identified on the Millcreek Records Index Spreadsheet ("Index Spreadsheet," see Appendix 2) for ease of access and use for all employees. Departmental and employee restrictions will be put in place as necessary to safeguard records on the shared network drive. Other designated locations include separate secured network drives for restricted records and internal process software. Employees that desire to utilize other cloud-based platforms for storing working documents may do so with the approval of IT and the Recorder, however the records shall be transferred to the shared network drive once they are complete/final to serve its designated retention period. Employees shall not retain any records that are identified in the Index Spreadsheet on their computer desktop. Personal network drives may be used for some working documents as approved by the department director. The electronic record shall serve as the designated record copy unless otherwise indicated on the Index Spreadsheet.

If records need to be preserved in hardcopy form, they should also be converted and saved electronically, if possible, for easier reference. Hard copy inactive records removed from active file space shall be stored in the storage room of City Hall until their retention period has been met or transferred to the Utah State Records Center. The inactive files will be stored in an appropriate drawer in type-labeled folders or a records box with the contents and retention schedule clearly identified on the exterior as well as an inventory of the contents on the inside of the box. Records with permanent retention periods may be transferred to the Utah State Archives once deemed unnecessary by the Recorder to be stored at City Hall.



5 RECORD RETENTION & DESTRUCTION

SECTION 5

All records will follow the General Retention Schedule (GRS) governed by the Utah Division of Archives and Records Service and the adopted Millcreek Retention Schedule (Appendix 3). Retention shall be based on the content of the record and its value to Millcreek, not on its format or storage medium.

The department in which the record is created or maintained is the custodian of said record. They are responsible for related record requests and oversight of the disposition of associated records. Departments may organize their retained records in a manner that best suits the function, but all departments must disclose the location of all retained records on the Index Spreadsheet. Each department shall also assist the Recorder with the destruction of records.

Records whose retention period has been met shall be destroyed unless the record is necessary for litigation purposes. This includes all copies of a record. The Committee will provide an annual record destruction day for all staff every January. The records to be destroyed shall be logged with the Recorder before destruction occurs. The Recorder will, with the assistance of the department to whom the records are created or maintained by, hire a shredding company, or utilize IT to ensure the appropriate destruction of the records. The data destruction day(s) will be scheduled in advance with IT to allow for appropriate preparation for deletion and purge of all records that have met or exceeded their assigned retention period. This will include removing files from all city backups.

The destruction log shall include a list of records destroyed including the type of record and relevant date, the retention schedule reference, the name of the custodian of the record and their signature as a witness to the destruction, how the record was destroyed, the date of destruction, and the authorization of the Recorder. The third-party records destroyer shall sign the City's affidavit attesting to the destruction of said records. The destruction logs and affidavits (Appendix 5) shall be retained by the Recorder.

SECTION 6

RECORD REQUESTS

GRAMA is the Act that governs the disclosure of certain records. If there is a request for information that does not involve a record or that is publicly available, it does not need to go through the GRAMA process. Likewise, if the record does not exist, the City does not have to create one (UCA 63G-2-201(8)). The City can create a record if it is decided that doing so would not reasonably interfere with the City's regular duties and responsibilities and the City can charge for the work done (UCA 63G-2-201(9)). The City can charge fees for record requests if the request will take longer than 15 minutes to process and/or if the requestor would like copies of the record(s). The fee for time to search and compile is based on the lowest salary of the person able to do the work. If it is anticipated that the fee will be more than \$50, the City can charge in advance of doing the work to ensure just compensation.

Each city department shall designate two records custodians, primary and secondary, who will be the respondent for GRAMA requests to communicate with the Recorder's Office.



Any time a record is requested, the process for the request will be in accordance with GRAMA and the established City procedure as follows:

1. A request for records must be in writing (email, form, etc.) and contain the following: the requestor's name, mailing address, email address, daytime telephone number, and a description of the record requested that identifies the record with reasonable specificity (UCA 63G-2-204). If it is missing information, it is not a valid request.
2. This request may be accepted by any staff member at City Hall and shall be immediately given to the Recorder's Office for processing.
3. The City has 10 business days (regular request) or 5 business days (expedited request) to respond to the request (UCA 63G-2-204). This time starts when the request is accepted by the Recorder's Office.
4. The Recorder's Office will track the request and send it to the relevant department who is the custodian of the record(s) requested.
 - a. The custodian will supply the Recorder's Office with the record(s) within 5 business days for regular requests and within 3 business days for expedited requests unless instructed or negotiated otherwise (Recorder's policy) with any known special knowledge about the record(s) such as why it should not be public and the amount of time it took to compile, search, and provide the record.
 - b. If it is anticipated that the request will take a long time to process, the department should inform the Recorder's Office an estimation of time before performing the work.
 - c. If there is no record, then the custodian will report such to the Recorder's Office and state where they think the record may be (ex. Salt Lake County Planning and Development) with the entity's address (if known).
5. The Recorder's Office will then classify the received record(s) as public, protected, private, or controlled and tailor the record(s) until it is public. If the record is not tailorable, then the request may be denied per state statute (UCA 63G-2-205).
6. The Recorder's Office will respond to the requestor in accordance with GRAMA before the required deadline. Responses to requests may be approvals, approvals in part, or denials.

SECTION 7

EMERGENCIES

During times of emergency, the City's Recorder will work together with the City's IT and Emergency Management to ensure the safety, retrieval, and recovery as necessary of the City's records. Each department will be responsible to ensure protection of their records so regular operations can continue after the emergency. Documentation during a disaster (bookkeeping and accounting methods to track and maintain records of expenditures and obligations, narrative, and written log records of response actions, etc.) will be kept by each department in coordination with the Emergency Manager. For Federal Emergency Management Agency (FEMA) tracking purposes, Incident Command System (ICS) forms will be used for applicable longstanding emergencies. Logs and records will form the basis for status reports to the county, state, and federal organizations. More information may be found in Millcreek's Emergency Operations Plan (EOP). Each department will be responsible to ensure protection of their vital records so regular operations can continue after the emergency. It is also the department's responsibility to keep files clean, organized, and accessible to city staff.

Potential protective methods that should be used for vital hardcopy records include onsite fire-rated storage equipment or transfer of records to offsite storage (minimum of 25 miles from City Hall).



The data backup policy consists of multiple copies of data both onsite and in the cloud. Data is backed up multiple times per day and each night to provide a quick recovery point in the event of data loss or a severe infection. Data can be recovered with minimal downtime and loss. Data backup intervals are every two hours which means the most current restore point will be no more than two hours old.

All electronic records on network drives are stored on physical hardware at the city hall premises. These records and other associated data are also backed up to the cloud daily to provide an offsite copy should an emergency arise that necessitates accessing city hall data from another location either temporarily or permanently based on the severity of the emergency. All data can be downloaded to a local copy at any given time from the cloud. This process may be initiated when city hall functionality is down for 15 minutes or more. The City Manager, Assistant City Manager, or designee, are authorized to initiate the retrieval of data from the offsite server with IT. To recover in the event of a disaster, an offline copy of City data will be spun up in a virtual environment to provide City access. This process must can take up to two hours before data can be accessed. Data will be accessible via a secure virtual private network (VPN) only until new hardware is provided for onsite access. Once new infrastructure has been provided, all data can be moved down locally to hardware within the City's network and the backup systems will be shut down.



SECTION 8 APPENDICES

1 – Definitions

2 – Records Index; the City’s network drive (M Drive) is functionally organized (not by department) and serves as an index of the City’s records, storage location, and the assigned retention schedule. It also identifies acronyms for record naming within the drive (ex. CC = City Council).

3 – Millcreek Retention Schedule; identifies and creates a retention schedule for city records that fills the gaps from the [State’s General Retention Schedule](#). 

4 – Electronic Communications Management Policy

5 – Record Resources

- Destruction Forms
- Transfer Log Forms
- GRAMA Request Form
- IT Contact and Helpful Links

Active Records - Records that are required for day-to-day business and are subject to frequent use; generally referred to more than once per month.

Archives - The building in which an archival repository is located. The Utah State Archives is a division within the Department of Administrative Services. The division name encompasses both the main offices on Capitol Hill and the Records Center in West Valley City.

Classification - "Classify" and their derivative forms means determining whether a record series, record, or information within a record is public, private, controlled, protected, or exempt from disclosure under UCA 63G-2-201(3)(b).

Cloud - The cloud is a metaphor for a global network of remote servers that operates as a single ecosystem, commonly associated with the Internet.

Conversion of Records Formats - The process of transferring records from one physical format to another. Conversion includes changing paper to an electronic format or one electronic format to another.

Copy - A reproduction of the contents of an original document which is not the official file copy of the agency. In most instances, copies will have a shorter retention than the official file copy (see Record Copy) of a record series.

Custody/Custodian - The guardianship of records which may include both physical possession (protective responsibility) and legal title (legal responsibility).

Disposition - The final action that puts into effect the results of an appraisal decision for a series of records. Transfer to an archival repository, retain permanently, or destruction, are among possible disposition actions.

Electronic Records - Records consisting of data and information which is input, created, manipulated and/or stored on electronic media which show evidence of actions and decisions occurring during transactions of government business.

Inactive Records - A series of records with a reference rate of less than one search per month.

Permanent Records - Indicates a disposition other than "destroy." Specifically, records would either be transferred to the State Archives or maintained permanently in office. These records need continued retention due to their long-term administrative, legal, fiscal, or historical value.

Record Copy - The original file copy of a record series maintained by the city.

Record Series - A group of identical or related records, files, documents and/or other media created by the city that are normally used, indexed, or filed together, and that permit evaluation as a unit for retention and disposition purposes.

Records - All books, papers, letters, documents, maps, plans, photographs, recordings, management information systems, electronic data, or other documentary materials, regardless of physical form or characteristics, that is prepared, owned, received, or retained by a governmental entity or political subdivision state and where all of the information in the original is reproducible by photocopy or other mechanical or electronic means.

Records Center - A facility especially designed and constructed to provide low-cost, efficient storage and retrieval service on inactive records, pending ultimate disposition. The Utah State Archives Records Center is located at Building C-6 5th St & C St, in Clearfield, Utah. This facility is not open to the general public.

Records Officer - In Utah, an agency-appointed person whose responsibilities include the development and oversight of Records and Information Management (RIM) programs and who serves as the agency's contact person with the State Archives. An annual certification through the State Archives is required.

Retention Period -The period of time during which records are kept in the custody of the city (including Records Center storage) before disposition occurs; usually in terms of years or contingent upon an event, such as an audit.

Retention Schedule - A list or other instrument describing record series and their minimum retention periods. The process of specifying the length of time each record series should be retained by the city for administrative, legal, fiscal, or historical purposes and when each record series should be transferred to the State Archives or destroyed.

Vital Records - Records essential to the continued functioning or reconstitution of an organization during and after an emergency and those records essential to protecting the rights and interests of that organization and of the individuals directly affected by its activities. Sometimes called essential records. Recommended that there be duplicates located off-site.

VPN - A virtual private network (VPN) is an encrypted connection over the Internet from a device to a network. The encrypted connection helps ensure that sensitive data is safely transmitted. It adds security and anonymity to users when they connect to web-based services and sites and allows the user to conduct work remotely.

MILLCREEK RECORDS INDEX

Animal Control, Public Works Operations, Parks and Recreation, Police Department (Unified – UPD), Fire Department (Unified – UFA), and Public Utility Records are kept with the corresponding agencies and Salt Lake County. Legal is also a contracted service and records will be maintained with the agency/independent contractor.

This list is not all encompassing. Please consult the [Utah Archives Record Retention Schedules](#) (GRS) and with the City Recorder before the destruction of any records.

All records will be functionally organized, stored, and maintained in the M Drive unless otherwise noted.

Function Naming Conventions Key

<u>Finance</u>		<u>Other</u>	
AP	Accounts Payable	SLCO	Salt Lake County
AR	Accounts Receivable	UFA	Unified Fire Authority
CDBG	Community Development Block Grant	UPD	Unified Police Department
CY	Calendar Year		
FA	Fixed Assets	<u>Planning and Zoning</u>	
FY	Fiscal Year	AD	Administrative Determination
JE	Journal Entry	CCOZ	City Center Overlay Zone
PO	Purchase Order	CRCA	Canyon Rim Citizens Association
PPE	Pay Period Ending	CU	Conditional Use
PR	Payroll	DRC	Design Review Committee
		EMCC	East Mill Creek Council
<u>Human Resources</u>		EX	Special Exception
COLA	Cost of Living Adjustment	FC	FCOZ Application
DB	Defined Benefit	FCOZ	Foothills and Canyons Overlay Zone
DC	Defined Contribution	GP	General Plan
DWS	Department of Workforce Services	IF	Institutional Facilities Zone
EAP	Employee Assistance Program	LB	Boundary Line Adjustment
EE	Employee	LC	Lot Consolidation
ER	Employer	LUHO	Land Use Hearing Officer
ESS	Employee Self Service	MCC	Millcreek Community Council
EV	Employment Verification	MOCC	Mount Olympus Community Council
FLSA	Fair Labor Standards Act	RA	Reasonable Accommodation
FMLA	Family Medical Leave Act	RB	RCOZ Option B Application
FSA	Flex Spending Account	RC	RCOZ Option C Application
HSA	Health Savings Account	RCOZ	Residential Compatibility Overlay Zone
LTD	Long Term Disability	SD	Subdivision
OE	Open Enrollment	SV	Street Vacation
OT	Overtime	ZC	Zoning Compliance
PAF	Personnel Action Form	ZM	Rezone
PTO	Personal Time Off	ZT	Text Amendment
TARP	Team Appreciation and Recognition Program		
URS	Utah Retirement Systems	<u>Public Works</u>	
		IDDE	Illicit Discharge Detection & Elimination
<u>Legislative Management</u>		MCM	Minimum Control Measures
BC	Board of Canvassers	MS4	Municipal Separate Storm Sewer System
CC	City Council	NOI	Notice of Intent of State Construction General Permi
CRA	Community Reinvestment Agency	PI	Public Information
GRAMA	Government Records Access and Management Act	PW	Public Works
HPC	Historic Preservation Commission	SWMA	Stormwater Maintenance Agreement
LUHO	Land Use Hearing Officer	SWMP	Stormwater Management Plan
ORD	Ordinance	SWPPP	Stormwater Pollution Prevention Plan
PC	Planning Commission		
RES	Resolution		
TEC	Taxing Entity Committee		
TNT	Truth in Taxation		

RECORD MANAGEMENT CLASSIFICATION				
FUNCTION →	RECORD SERIES →	LOCATION →	RETENTION	
Building	Documents			
	<i>Building Codes</i>	M Drive (M:)	PS	MRS
	<i>Checklists</i>	M Drive (M:)	PS	MRS
	<i>SI/SD Determinations (FEMA)</i>	M Drive (M:)	PM	MRS
	<i>Forms</i>	M Drive (M:)	PS	MRS
	<i>Handouts</i>	M Drive (M:)	PS	MRS
	<i>Licenses/Memberships</i>	M Drive (M:)	PS	MRS
	<i>Noncompliances</i>	M Drive (M:)	PM	MRS
	<i>Permit Fees</i>	M Drive (M:)	PS	MRS
	<i>Position Forms</i>	M Drive (M:)	PS	MRS
	<i>Software</i>	M Drive (M:)	PS	MRS
	Permits			
	<i>Certificate of Occupancy</i>	iWorQ/M Drive (M:)	PM TRANSFER	GRS-439
	<i>Construction Statistical Report</i>	iWorQ	CY+2Y	GRS-995
	<i>Demolition - Hazardous</i>	iWorQ	PM	GRS-445
	<i>Permit Index</i>	iWorQ	PM TRANSFER	GRS-439
	<i>Permit Record</i>	iWorQ	FA+3Y	GRS-1724
	Plans			
	<i>Government</i>	iWorQ	PM	GRS-1789
	<i>Non-Residential</i>	iWorQ	FA+7Y	GRS-442
	<i>Residential</i>	iWorQ	FA+3Y	GRS-1724
Working Files		M Drive (M:)	FA+1Y	GRS-1684

KEY	
CY	END OF CURRENT YEAR
FA	FINAL ACTION
GRS	GENERAL RETENTION SCHEDULE
MRS	MILLCREEK RETENTION SCHEDULE
PM	PERMANENT
PS	PERMANENT UNTIL SUPERCEDED
TRANSFER	STATE ARCHIVES
Y	YEAR

RECORD MANAGEMENT CLASSIFICATION				
FUNCTION →	RECORD SERIES →	LOCATION →	RETENTION	
Business Licensing	Forms	M Drive (M:)	PS	MRS
	Licensing Records	iWorQ		
	<i>Active</i>	iWorQ	PM	MRS
	<i>Inactive</i>	iWorQ	EXP + 3Y	GRS-1724
	Projects	M Drive (M:)		
	<i>Indexes</i>	M Drive (M:)	PM	GRS-289
	<i>Working Files</i>	M Drive (M:)	CP + 1Y	GRS-1684
	Training Documents	M Drive (M:)	6Y	GRS-150
Econ Development	Sensitive Material	M Drive (M:)	RS + 10Y	MRS
	Business Council*	M Drive (M:)	RS or 10Y	MRS
	CRA	M Drive (M:)	PM	MRS
	General Resources	M Drive (M:)	FAS	MRS
	Millcreek Common/City Center	M Drive (M:)		
	<i>Appraisels</i>	M Drive (M:)	PM	GRS-700
	<i>Blight Study</i>	M Drive (M:)	PM	MRS
	<i>Bond</i>	M Drive (M:)	PM	MRS
	<i>City Center Coordination Meeting</i>	M Drive (M:)	PM	MRS
	<i>City Center Open Space Design</i>	M Drive (M:)	PM	MRS
	<i>City Hall Plans In City Center</i>	M Drive (M:)	PM	MRS
	<i>Development Around City Center</i>	M Drive (M:)	PM	MRS
	<i>Letters</i>	M Drive (M:)	3Y	GRS-1760
	<i>Maps</i>	M Drive (M:)	PM	GRS-1747
	<i>Millcreek Common</i>	M Drive (M:)	PM	MRS
	<i>Park Properties Use and Demolition</i>	M Drive (M:)	PM	GRS-1403, GRS-700
	<i>Property Offers Signed</i>	M Drive (M:)	PM	GRS-1403, GRS-700
	<i>Property Offers to Purchase</i>	M Drive (M:)	PM	GRS-1403, GRS-700
	<i>Property Owners Contract</i>	M Drive (M:)	PM	GRS-1403, GRS-700
	Projects	M Drive (M:)	FAS	MRS
*See Grants also in Finance				

KEY	
CP	CLOSE/COMPLETION DATE
EXP	EXPIRATION DATE
FAS	FINAL ACTION UNTIL SUPERSEDED
GRS	GENERAL RETENTION SCHEDULE
MRS	MILLCREEK RETENTION SCHEDULE
PM	PERMANENT
PS	PERMANENT UNTIL SUPERSEDED
RS	RESOLUTION OF ISSUE
Y	YEAR

RECORD MANAGEMENT CLASSIFICATION				
FUNCTION →	RECORD SERIES →	LOCATION →	RETENTION	
Administration	Applications	M Drive (M:)	EXP+1Y	GRS-692
	General Office Use	M Drive (M:)	CY+3Y	GRS-1760
	Millcreek ID's	M Drive (M:)	FA+2Y	GRS-1964
	Studies and Plans	M Drive (M:)	PM	GRS-653
	Venues and Maps	M Drive (M:)	PM	GRS-1747
	Volunteers	M Drive (M:)	FA+5Y	GRS-1963
Communications	Administrative/Executive	Personal Drives/Outlook	CY+3Y	GRS-1760
	Complaints	M Drive (M:)	CY+3Y	GRS-1783
	Photographs - Events	M Drive (M:)	PM	MRS
	Program/Policy Development	Personal Drives/Outlook	FA+3Y. PM TRANSFER	GRS-1717
	Publications			
	Media	M Drive (M:)	PM TRANSFER	GRS-1678
	Newsletter	M Drive (M:)	PM TRANSFER	GRS-1678
	Press Releases	M Drive (M:)	PM TRANSFER	GRS-1716
	Social Media	ArchiveSocial	PM TRANSFER	GRS-1678
	Website	M Drive (M:)	PM TRANSFER	GRS-1678
	Transitory	Personal Drives/Outlook	RS	GRS-1759
Community Life	Adventure Hub	M Drive (M:)		
	Daily Checklist	Hard Copy at Hub	CY+1Y	MRS
	Daily Skate Inventory	Hard Copy at Hub	1W	MRS
	Operation Logs	M Drive (M:)	2Y	GRS-111
	Schedules	Sling (software)	PM	MRS
	Community Life Events	M Drive (M:)		
	Millcreek Common Signage	M Drive (M:)	PS	MRS
	City Events	M Drive (M:)	6Y	GRS-150
	Community Life Budget	M Drive (M:)	FY+4Y	GRS-1856
	Venture Out!	M Drive (M:)		
	Administration	M Drive (M:)	CY+3Y	GRS-692
	Design & Media Assets	M Drive (M:)	PM TRANSFER	GRS-1678
	Finance	M Drive (M:)	CY+4Y	GRS-106
	Operations	M Drive (M:)	PS	GRS-1406
	Programs	M Drive (M:)	CY+3Y	GRS-643
Initiatives	Adopt a Crosswalk	M Drive (M:)	CP+2Y	MRS
	Canyon Rim Park Playground	M Drive (M:)	CP+2Y	MRS
	City Hall Survey - Y2	M Drive (M:)	CP+2Y	MRS
	Street Renaming	M Drive (M:)	CP+2Y	MRS
Programs	Promise	M Drive (M:)		
	Committee	M Drive (M:)	PM	GRS-1726
	Events	M Drive (M:)	CP+6Y	GRS-150
	Internal	M Drive (M:)	CP+6Y	GRS-150
	Partners	M Drive (M:)	CP+6Y	GRS-150
	Volunteers	M Drive (M:)	FA+5Y	GRS-1963
	Animal Services	M Drive (M:)	CY+3Y	MRS
	Mayor's Star of Excellence	M Drive (M:)	CY+3Y	MRS
	Recycling & Sustainability	M Drive (M:)		
	Committee	M Drive (M:)	CY+3Y	MRS
	Youth Council	M Drive (M:)	CY+3Y	MRS

KEY	
CP	CLOSE/COMPLETION DATE
CY	END OF CURRENT YEAR
EXP	EXPIRATION DATE
FA	FINAL ACTION
GRS	GENERAL RETENTION SCHEDULE
PM	PERMANENT
PS	PERMANENT UNTIL SUPERSEDED
RS	RESOLUTION OF ISSUE
TRANSFER	STATE ARCHIVES
Y	YEAR
W	WEEK

RECORD MANAGEMENT CLASSIFICATION				
FUNCTION →	RECORD SERIES →	LOCATION →	RETENTION	
Accounting	Accounts Payable			
	Expense Reports	Hard Copy -Finance	CY+4Y	GRS-106
	Reimbursement Files	Hard Copy -Finance	CY+3Y	GRS-1833
	Invoices	Hard Copy -Finance	CY+4Y	GRS-106
	Deposits	Hard Copy -Finance	CY+3Y	GRS-105
	Credit Card Statements	HR Drive (P:)	CY+4Y	GRS-106
	Vendor Payments	HR Drive (P:)	CY+3Y	GRS-1364
	Vendor W-9	M Drive (M:)	CY+4Y	GRS-106
	Grant Records	M Drive (M:)	CY+7Y	GRS-1859
	Void Checks	Hard Copy -Finance	CY+4Y	GRS-106
	Accounts Receivable			
	City Services Receipts	M Drive (M:)	CY+4Y	GRS-106
	Outstanding Invoices	HR Drive (P:)	CY+4Y	GRS-106
	Fixed Assets	HR Drive (P:)	10Y AFTER DISPOSITION	GRS-73
	Payroll			
	Timekeeping Records	Incode / Hard Copy - Finance	3Y	GRS-1902
	Employee Wage History Records	HR Drive (P:) / Hard Copy - Finance	65Y	GRS-1905
	Payroll Processing Records	HR Drive (P:) / Hard Copy - Finance	3Y	GRS-1903
	Property Tax Collection Reports	HR Drive (P:)	CY+2Y	GRS -216
	Sales & Use Tax Records	HR Drive (P:)	CY+4Y	GRS-193
Budget Management	Approved Budget	M Drive (M:)	FY+4Y	GRS-1856
	Appropriations			
	Fee Schedules	M Drive (M:)	FY+4Y	GRS-1856
	Fee Studies	M Drive (M:)	TERM+5Y	GRS-746
	Audits	M Drive (M:)	PM TRANSFER 4Y	GRS-1857
	Council Meeting Materials	M Drive (M:)	PM TRANSFER 4Y	GRS-1709
	Development and Preparation	HR Drive (P:)	TERM+1Y	GRS-1684
	Reports	Incode	CY+4Y	GRS-1856
City Bonds	Strategic Planning	HR Drive (P:)	PM TRANSFER 3Y	GRS-1717
	Anticipation Notes	M Drive (M:)	RS+1Y	GRS-782
	Bond Notes	M Drive (M:)	FA+3Y	GRS-1801
	Construction Bond Int Calc	HR Drive (P:)	CY+3Y	GRS-1801
	General Obligation	M Drive (M:)	RS+1Y	GRS-57
	Issue Files	M Drive (M:)	PM TRANSFER	GRS-783
	Municipal Surety	M Drive (M:)	FA+4Y	GRS-789
	Notarial	M Drive (M:)	RS+3Y	GRS-792
Procurement Administration	Official Transcripts	M Drive (M:)	PM TRANSFER 5Y	GRS-1799
	Revenue	M Drive (M:)	FA+1Y	GRS-791
	Agreements & Contracts	HR Drive (P:)	CY+7Y AFTER EXPIRATION	GRS-1731
	Grants			
	Applications-Awards	M Drive (M:)	FA+7Y	GRS-1859
	Community Development Block Grant	M Drive (M:)	3Y	GRS-666
	Grant Management	M Drive (M:)	FA+1Y	GRS-1684
	Unsuccessful Applications	M Drive (M:)	RS+1Y	GRS-1746
Working Files	Purchase Orders	M Drive (M:)	CY+4Y	GRS-1544
	Request for Proposal Records	M Drive (M:)	TERM+6Y	GRS-1991
	Tax Exemptions	M Drive (M:)	CY+4Y	GRS-193
		M Drive (M:)	FA+1Y	GRS-1684

KEY	
CY	END OF CURRENT YEAR
EXP	EXPIRATION DATE
FA	FINAL ACTION
FY	FISCAL YEAR
GRS	GENERAL RETENTION SCHEDULE
PM	PERMANENT
RS	RESOLUTION OF ISSUE
TERM	TERM DATE
TRANSFER	STATE ARCHIVES
Y	YEAR

HUMAN RESOURCES

RECORD MANAGEMENT CLASSIFICATION				
FUNCTION →	RECORD SERIES →	LOCATION →	RETENTION	
Disclosures	Business Interests	M Drive (M:)	FA THEN DESTROY	GRS-1911
	Gifts	M Drive (M:)	CY+4Y	GRS-106
	Donations	M Drive (M:)	CY+4Y	GRS-106
Personnel Administration	Adventure Hub Temporary Employee Files	Sling / Hard Copy - Finance	TERM+1Y	GRS-172
	Appointment Files	HR Drive (P:)	PM TRANSFER	GRS-1010
	Background Check	HR Drive (P:)	CY+3Y or TERM+1Y	GRS-1970
	Emergency Leaves	HR Drive (P:)	CY+4Y	GRS-889
	Employee Assistance Program Files	HR Drive (P:)	CY+1Y	GRS-1913
	Employee Handbook	M Drive (M:)	PM RETAIN 3Y AFTER FA THEN TRANSFER	GRS-1717
	Employee Health & Medical Records	HR Drive (P:)	TERM + 7Y	GRS-1968
	Employee Resources	M Drive (M:)	65Y or 3Y AFTER DEATH OR RET	GRS-1965
	Employment History Records	HR Drive (P:)	65Y or 3Y AFTER DEATH OR RET	GRS-1965
	Grievance Records	HR Drive (P:)	3Y	GRS-1967
	Negative Drug Test	HR Drive (P:)	CY+1Y	GRS-1959
	New Hire Registry Report (SUTA)	Hard Copy - Finance	CY+1Y	GRS-1464
	Performance Evaluations			
	Exempt Employees	Hard Copy - Finance	CY+5Y	GRS-891
	Non-exempt	Hard Copy - Finance	TERM+3Y	GRS-1966
	Personnel Actions	HR Drive (P:)	CY+4Y	GRS-1937
	Positive Drug Test	HR Drive (P:)	CY+5Y	GRS-1958
	Reimbursement Files	HR Drive (P:)	CY+3Y	GRS-1833
	Surveys	HR Drive (P:)	FA+10Y	GRS-1277
	Training Aids	HR Drive (P:)	PM TRANSFER	GRS-1951
	Travel Files	HR Drive (P:)	CY+3Y	GRS-1833
	Volunteer Files	HR Drive (P:)	TERM+5Y	GRS-1963
	W-4 Income Tax Withholding Certificates	Hard Copy - Finance	CY+4Y	GRS-1881
	Worker's Compensation Case Files	HR Drive (P:)	10Y AFTER CASE CLOSURE DATE	GRS-1938
Staffing and Recruiting	Job Descriptions	HR Drive (P:)	3Y AFTER SUPERSEDED	GRS-167
	Staff Acquisition Records	HR Drive (P:)	FA+2Y	GRS-1964
	Applications	HR Drive (P:)	FA+2Y	GRS-1964
Working Files		HR Drive (P:)	FA+1Y	GRS-1684

KEY	
CY	END OF CURRENT YEAR
FA	FINAL ACTION
GRS	GENERAL RETENTION SCHEDULE
PM	PERMANENT
TERM	TERM DATE
TRANSFER	STATE ARCHIVES
Y	YEAR

RECORD MANAGEMENT CLASSIFICATION				
FUNCTION →	RECORD SERIES →	LOCATION →	RETENTION	
Appeals	Administrative Law Judge	M Drive (M:)	PM TRANSFER	MRS
	<i>Code Enforcement</i>	M Drive (M:)	PM TRANSFER	MRS
	<i>Code Enforcement Audio Files</i>	Z Drive (Accessible through Council Chambers Computer)	PM TRANSFER 5Y	GRS-1655
	<i>Dangerous Building</i>	M Drive (M:)	PM TRANSFER	MRS
	Business License Appeal Authority	M Drive (M:)	PM TRANSFER	MRS
	Employee Appeal Board	M Drive (M:)	PM TRANSFER	MRS
	Land Use Hearing Officer	M Drive (M:)	PM TRANSFER	MRS
Contract Management	Deferral	M Drive (M:)	EXP+7Y	GRS-1731
	Development	M Drive (M:)	PM TRANSFER	GRS-661
	Encroachment	M Drive (M:)	EXP+6Y	GRS-680
	Employment	M Drive (M:)	EXP+7Y	GRS-1731
	Franchise	M Drive (M:)	PM	MRS
	Interlocal*	M Drive (M:)	PM	GRS-50
	Other	M Drive (M:)	PM	MRS
	Services/Consultants	M Drive (M:)	EXP+7Y	GRS-1731
Other	Formal Opinion	Legal Drive	PM TRANSFER	GRS-1722
	Legal Counsel	Legal Drive	RS	GRS-1721
	Oaths of Office	M Drive (M:)	PM	GRS-1023
	Subpoenas	M Drive (M:)	FA + 6Y	MRS
Property Management	Annexation			
	<i>Maps</i>	M Drive (M:)	PM TRANSFER	GRS-291
	<i>Notices</i>	M Drive (M:)	PM TRANSFER	GRS-291
	<i>Petitions</i>	M Drive (M:)	PM TRANSFER	GRS-291
	Boundary Adjustment	M Drive (M:)	PM TRANSFER	GRS-291
	Code Enforcement			
	<i>Electronic Case Files</i>	iWorQ	PM	MRS
	<i>Paper Case Files</i>	Storage Room	CY+3Y	GRS-1783
	Deeds	M Drive (M:)	PM TRANSFER	GRS-735
	Easements	M Drive (M:)	PM TRANSFER	GRS-1016
	Leases	M Drive (M:)	EXP+4Y	GRS-1022
	Real Property Files	M Drive (M:)	PM TRANSFER	GRS-1403
Risk Management	Adventure Hub			
	<i>Incident Reports</i>	M Drive (M:)	7Y	GRS-1386
	<i>Waivers</i>	Roller (software); M Drive (M:)	PM	MRS
	<i>Waiver Reports</i>	M Drive (M:)	CY + 7Y	MRS
	Facility Safety Inspections	M Drive (M:)	CY+12Y	GRS-199
	Forms	M Drive (M:)	PS	MRS
	Emergency Management			
	<i>Community Emergency Response Training (CERT)</i>	M Drive (M:)	CY+6Y	GRS-150
	<i>ICS Forms - reporting</i>			
	<i>Plans</i>	M Drive (M:)	PS	GRS-2022
	<i>Training Aids</i>	M Drive (M:)	PS	GRS-2022
	<i>Training/Outreach</i>	M Drive (M:)	PS	GRS-2022
	Insurance			
	<i>Claims</i>	M Drive (M:)	CY+12Y	GRS-2010
	<i>Policies</i>	M Drive (M:)	EXP+15Y	GRS-942
	Worker's Compensation Case Files	HR Drive	FA+10Y	GRS-1938
Working Files		Legal Drive	FA+1Y	GRS-1684

*See also in Legislative Management-Resolutions

KEY	
CY	END OF CURRENT YEAR
EXP	EXPIRATION DATE
FA	FINAL ACTION
GRS	GENERAL RETENTION SCHEDULE
MRS	MILLCREEK RETENTION SCHEDULE
PM	PERMANENT
PS	PERMANENT UNTIL SUPERCEDED
RS	RESOLUTION OF ISSUE
TERM	TERM DATE
TRANSFER	STATE ARCHIVES
Y	YEAR

LEGISLATIVE MANAGEMENT

RECORD MANAGEMENT CLASSIFICATION				
FUNCTION →	RECORD SERIES →	LOCATION →	RETENTION	
Elections	Initiatives			
	<i>Application</i>	M Drive (M:)	PM TRANSFER 5Y	GRS-1730
	<i>Materials</i>	M Drive (M:)	PM TRANSFER 5Y	GRS-1730
	Municipal			
	<i>Ballot</i>	M Drive (M:)	CY+22 MO	GRS-1020
	<i>Canvass Results</i>	M Drive (M:)	PM	GRS-284
	<i>Declarations</i>	M Drive (M:)	CY+22 MO	GRS-1019
	<i>Financial Disclosures</i>	M Drive (M:)	PM	GRS-282
	<i>Materials</i>	M Drive (M:)	CY+22 MO	GRS-1019
	<i>Petitions</i>	M Drive (M:)	CY+22 MO	GRS-1729
	<i>Returns</i>	M Drive (M:)	CY+22 MO	GRS-1020
	Referendum			
Legislation	<i>Application</i>	M Drive (M:)	PM TRANSFER 5Y	GRS-1730
	<i>Materials</i>	M Drive (M:)	PM TRANSFER 5Y	GRS-1730
	Code	M Drive (M:)	PM TRANSFER	GRS-49
	<i>Draft Amendments</i>	M Drive (M:)	FA+3Y	MRS
	Ordinances	M Drive (M:)	PM TRANSFER	GRS-49
	Proclamations/Directives	M Drive (M:)	PM TRANSFER	GRS-49
Open and Public Meetings	Resolutions	M Drive (M:)	PM TRANSFER	GRS-50
	Board of Canvassers, City Council, Community Reinvestment Agency, Historic Preservation Commission, Planning Commission	M Drive (M:)		
	Agendas	M Drive (M:)	PM TRANSFER	GRS-1709
	Audio & Video	M Drive (M:)	CY+3Y	GRS-1712
	Closed Meetings			
	<i>Affidavits</i>	Recorder's Drive	PM TRANSFER	GRS-1710
	<i>Audio</i>	Recorder's Drive	PM TRANSFER	GRS-1710
	Minutes	M Drive (M:)	PM TRANSFER	GRS-1709
	Mayor's Meetings	M Drive (M:)	PM TRANSFER	GRS-1709
	Meeting Packets	M Drive (M:)	PM TRANSFER	GRS-1709
	Notices	M Drive (M:)	CY+6Y	GRS-46
Records Governance	Rules of Order and Procedure	M Drive (M:)	PM TRANSFER	GRS-43
	Proof of Publication	M Drive (M:)	CY+6Y	GRS-46
	GRAMA Appeals Board Files	M Drive (M:)	PM TRANSFER	GRS-1715
	GRAMA Requests	M Drive (M:)	FA+2Y	GRS-1711
	Record Destruction Logs	M Drive (M:)	FA+7Y	GRS-1689
	Records Committee Files	M Drive (M:)	RS	GRS-1725
Working Files	Records Management Plan	M Drive (M:)	PS	MRS
		M Drive (M:)	FA+1Y	GRS-1684

KEY	
CP	CLOSE/COMPLETION DATE
CY	END OF CURRENT YEAR
FA	FINAL ACTION
GRS	GENERAL RETENTION SCHEDULE
MO	MONTHS
PM	PERMANENT
PS	PERMANENT UNTIL SUPERSEDED
RS	RESOLUTION OF ISSUE
TRANSFER	STATE ARCHIVES
Y	YEAR

PHYSICAL RESOURCES

RECORD MANAGEMENT CLASSIFICATION				
FUNCTION →	RECORD SERIES →	LOCATION →	RETENTION	
Facilities	City Center Construction	M Drive (M:)	PM	GRS-1789
	<i>Plans</i>	M Drive (M:)	PS	MRS
	Inspections	M Drive (M:)	CY+2Y	GRS-111
	<i>Safety Checklists</i>	M Drive (M:)	CY+2Y	GRS-111
	New City Hall	M Drive (M:)	PM	GRS-1789
	<i>Budgetary</i>	M Drive (M:)	4Y	GRS-1856
	<i>Design Committee</i>	M Drive (M:)	RS	GRS-1725
	<i>Draft Plans</i>	M Drive (M:)	FA+3Y	GRS-1788
	<i>Engineering Reports Studies</i>	M Drive (M:)	CP+2Y	GRS-1409
	<i>Final Plans</i>	M Drive (M:)	PM TRANSFER	GRS-662
	<i>Working Files</i>	M Drive (M:)	FA+1Y	GRS-1684
	Millcreek Common Construction	M Drive (M:)	PM	GRS-1789
	<i>Maintenance</i>	M Drive (M:)	3Y	MRS
	<i>Plans</i>	M Drive (M:)	PS	MRS
Fleet	Fuel	M Drive (M:)	CY-2Y	GRS-112
	Driver Forms	M Drive (M:)	5Y	MRS
	Inspections	M Drive (M:)	CY+2Y	GRS-111
	Registration	M Drive (M:)	FA	GRS-118
	Service	M Drive (M:)	DS+3Y	GRS-1873
	Title	M Drive (M:)	FA	GRS-1860
	Usage	M Drive (M:)	CY+3Y	GRS-109
Information Technology	Hardware	M Drive (M:)		
	<i>Equipment Guides</i>	M Drive (M:)	1Y	GRS-1253
	<i>Equipment Inventory</i>	M Drive (M:)	2Y	GRS-111
	<i>Phones</i>	M Drive (M:)	CY+5Y	GRS-1754
	Software	M Drive (M:)	2Y	GRS-111
	Surveillance	M Drive (M:)	RS	GRS-2021
	Users Info	M Drive (M:)	PS	MRS

KEY	
CP	CLOSE/COMPLETION DATE
CY	END OF CURRENT YEAR
DS	DISPOSITION OF ASSET
FA	FINAL ACTION
GRS	GENERAL RETENTION SCHEDULE
PM	PERMANENT
PS	PERMANENT UNTIL SUPERSEDED
TRANSFER	STATE ARCHIVES
Y	YEAR

PLANNING & ZONING

RECORD MANAGEMENT CLASSIFICATION				
FUNCTION →	RECORD SERIES →	LOCATION →	RETENTION	
Maps	GIS	M Drive (M:)	PM TRANSFER 1Y	GRS-1246
	Zoning	M Drive (M:)	PM TRANSER	GRS-1747
Planning & Zoning	Addressing	M Drive (M:)	PM TRANSFER	GRS-1167
	Code Amendments			
	<i>Applications</i>	M Drive (M:)	PM TRANSFER	MRS
	<i>Drafts</i>	M Drive (M:)	FA+1Y	MRS
	Conditional Use Permits			
	<i>Applications</i>	M Drive (M:)	PM TRANSFER	GRS-1044
	<i>Memorandum</i>	M Drive (M:)	PM TRANSFER	GRS-1044
	<i>PC Minutes</i>	M Drive (M:)	PM TRANSFER	GRS-655
	Forms	M Drive (M:)	CP+3Y	MRS
	Historic Resources			
	<i>Agency History Records (Millcreek)</i>	M Drive (M:)	PM	GRS-1723
	<i>Artifacts</i>	City Hall	PM TRANSFER	GRS-2049
	<i>Certifications of Historical Appropriateness</i>	M Drive (M:)	PM	MRS
	<i>Draft Resource List</i>	M Drive (M:)	PS	MRS
	<i>Final Designated List</i>	M Drive (M:)	PS	MRS
	<i>Marker Template</i>	M Drive (M:)	PS	MRS
	<i>Millcreek Written History</i>	M Drive (M:)	PS	MRS
	<i>Surveys</i>	M Drive (M:)	PM	MRS
	Land Use Hearing Officer Permits	M Drive (M:)	PM TRANSFER	MRS
	Non-Approved Plans	M Drive (M:)	CY+2Y	GRS-1196
	Nonconforming Use Certificates	M Drive (M:)	PM TRANSFER	GRS-1059
	Plans			
	<i>General Plan</i>	M Drive (M:)	PM TRANSFER	GRS-653
	<i>City Center Master Plan</i>	M Drive (M:)	PM TRANSFER	GRS-653
	Project Reviews	M Drive (M:)	FA+5Y	MRS
	Property Files	M Drive (M:)	FA+3Y	MRS
	Rezone			
	<i>Applications</i>	M Drive (M:)	PM TRANSFER	GRS-661
	<i>Development Agreements</i>	M Drive (M:)	PM TRANSFER	GRS-661
	<i>Notices</i>	M Drive (M:)	PM TRANSFER	GRS-661
	<i>PC Minutes</i>	M Drive (M:)	PM TRANSFER	GRS-661
	<i>Reviews/Reports</i>	M Drive (M:)	PM TRANSFER	GRS-661
	Site Plan Review	M Drive (M:)	PM TRANSFER	GRS-662
	Special Exceptions	M Drive (M:)	PM TRANSFER	MRS
	Subdivisions	M Drive (M:)	PM TRANSFER	GRS-663
	Vacation	M Drive (M:)	PM TRANSFER	GRS-1058
	Variances	M Drive (M:)	PM TRANSFER	MRS
Public Notices	Notice of Intent			
	<i>Improvement Assessments</i>	M Drive (M:)	FA+2Y	GRS-948
	Right-of-Way	M Drive (M:)	PM TRANSFER	GRS-1996
Working Files		M Drive (M:)	FA+1Y	GRS-1684

KEY	
CP	CLOSE/COMPLETION DATE
CY	END OF CURRENT YEAR
FA	FINAL ACTION
GRS	GENERAL RETENTION SCHEDULE
MRS	MILLCREEK RETENTION SCHEDULE
PM	PERMANENT
TRANSFER	STATE ARCHIVES
Y	YEAR

RECORD MANAGEMENT CLASSIFICATION				
FUNCTION →	RECORD SERIES →	LOCATION →	RETENTION	
Developments	Permits			
	<i>Encroachments</i>	M Drive (M:)	CY+5Y	MRS
	<i>Land Disturbance</i>	M Drive (M:)	CY+5Y	MRS
	Projects			
	<i>Not Final</i>	M Drive (M:)	FA+1Y	GRS-21
	<i>Final</i>	M Drive (M:)	See planning/building	
	Project Bonds			
	<i>Deposits</i>	Hard Copy - Financial	CY+4Y	GRS-106
	<i>Engineering</i>	M Drive (M:)	FA+1Y	MRS
	<i>Excavations</i>	M Drive (M:)	FA+1Y	MRS
	<i>Landscaping</i>	M Drive (M:)	FA+1Y	MRS
	<i>Releases</i>	Hard Copy - Financial	CY+4Y	GRS-106
	Reviews	M Drive (M:)	See planning/building	
	Standards	M Drive (M:)	PM TRANSFER +1Y	MRS
Maps	GIS			
	<i>Transportation</i>	M Drive (M:)	PM TRANSFER +1Y	GRS-726
Operations	Public Works			
	<i>Complaints</i>	iWorQ	CY+3Y	GRS-1783
	<i>Pavement - Asphalt</i>	M Drive (M:)	CY+3Y	MRS
	<i>Snow Removal</i>	M Drive (M:)	CY+3Y	MRS
Plans	Capital Improvement Projects	M Drive (M:)	FA+7Y	MRS
	<i>Contracts</i>	M Drive (M:)	FA+7Y	MRS
Stormwater Management	Floodplain	M Drive (M:)	5Y or CP	MRS
	MS4 Stormwater	M Drive (M:)	5Y	MRS
	<i>Construction Inspections</i>	M Drive (M:)	5Y or CP (whichever is longer)	MRS
	<i>Other related compliance records</i>	M Drive (M:)	5Y	MRS
	<i>Stormwater Maintenance Agreement</i>	M Drive (M:)	PM	MRS
	<i>UPDES MS4 Permits</i>	M Drive (M:)	PM TRANSFER	GRS-1133
Working Files		M Drive (M:)	FA+1Y	GRS-1684

KEY	
CP	CLOSE/COMPLETION DATE
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GRS	GENERAL RETENTION SCHEDULE
MRS	MILLCREEK RETENTION SCHEDULE
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Y	YEAR

millcreek retention schedule

MILLCREEK RETENTION SCHEDULE				
CATEGORY	FUNCTION →	RECORD SERIES →	RETENTION	DESCRIPTION OF RECORD
Business	Business Licensing	Forms	PS	A clean copy of each form created by the city with related instructions and documentation showing the scope and purpose of the form.
		Licensing Records		
		Active	PM	Active licensing records are business license accounts that may or may not be current on their business license. If they are not current we trying to get payment on their account. If we do not receive payment and if we cannot determine if they are open these will be made inactive.
		Sensitive Material	RS + 10Y	Records received, usually from law enforcement relevant to business licensing.
	Economic Development	Business Council	RS or 10Y	Documents and records related to volunteers, past events and historically relevant documents, event data, and general business council records.
		CRA	PM	Community Reinvestment Area records, documentation, interlocal agreements signed, and related records that are historically significant.
		General Resources	FAS	Contact information for developers, business owners, etc. Sales tax generation spreadsheet (documents trends), documents related to Economic Development Department General Plan.
		Millcreek Common/City Center	PM	Historically important documents related to the creation, implementation, construction, and general records pertaining to Millcreek City Center Project.
		Projects	FAS	Documents and records related to projects, work done in the Economic Development Department.
Building	Building	Permit Fees	PS	These are documents relating to Building Permit fees.
		Checklists	PS	A clean copy of each checklist created by the city with related instructions and documentation showing the submittal requirements for individual permits.
		Forms	PS	A clean copy of each form created by the city with related instructions and documentation showing the scope and purpose of the form.
		Handouts	PS	A clean copy of each handout created by the city with related documentation showing specific building code requirements.
		SI/SD Determinations (FEMA)	PM	Improvement or damage determinations based on individual projects located in special flood hazard areas.
		Building Codes	PS	These are copies of current or previously adopted buildign codes.
		Licenses/Memberships	PS	These are licenses or memberships help by the city or its staff members.
		Noncompliances	PM	Documents issued or released on the title of a property.
		Position Forms	PS	Documents relating to specific positions in the Building Services Department.
		Software	PS	Documents relating to permitting and review software used by the Building Services Department.

Engagement	Communications	Photographs - Events	PM	Photographs of Millcreek events containing images of Millcreek staff, officials, and residents.
	Community Life	Adventure Hub		
		Daily Checklist	CY+1Y	Daily task list for employees.
		Daily Skate Inventory	1W	Inventory of skates.
		Schedules	PM	Employee work schedules.
		Community Life Events		
		Millcreek Common Signage	PS	Art for banners, flags, and signs on Millcreek Common.
	Initiatives	Adopt a Crosswalk	CP+2Y	The Adopt A Crosswalk-Flag Program is designed to govern and assist in the approval, installation and maintenance of orange crosswalk flags at designated crosswalks. These are records of the applications for crosswalks in Millcreek.
		Canyon Rim Park Playground	CP+2Y	Plan and proposal documents of a new playground design at Canyon Rim Park.
		Street Renaming	CP+2Y	Records of residents who would like to change the name of their street.
Legal	Appeals			
		Appeal Authorities	PM TRANSFER	Records of hearings held for various reasons including to regulate processes, change rules and policies, address the denial and revocation of licenses at the request of the public, or to discuss particular issues at the request of an executive body. Records may include meeting notices, proofs of publications, meeting minutes, the conclusions reached, and related correspondence.
	Contract Management			
		Franchise	PM	A franchise agreement is a specific contractual document which formalises the legal relationship between a franchisor and franchisee. As with any other contract, it sets out the rights and obligations of each party. They include date, city's name, provisions of the agreement, payments to be made, and signatures.
		Other	PM	These records document contractual agreements. Records may include requirements and terms, and the signed contract.
	Other	Subpoenas	FA+6Y	Records compiled to fulfill court issued subpoenas.
	Property Management	Code Enforcement		
		Electronic Case Files	PM	These records document complaints or requests for service received and answered by the City. Information includes requester or complainant details, description of the request or problem, and actions taken by the City.
	Risk Management			
		Forms	PS	A clean copy of each form created by the city with related instructions and documentation showing the scope and purpose of the form.
		Adventure Hub		
		Waivers	CY+1Y	Patron liability release agreement.
		Waiver Reports	CY+7Y	Monthly report of signed waivers.
Legislative Management	Legislation	Code Draft Amendments	FA+3Y	These are proposed ordinance amendments to be adopted by a local legislative body.
Physical Resources	Facilities	City Center Construction		
		Plans	PS	City Center construction plans and specifications.
		Millcreek Common Construction		
		Maintenance	3Y	Maintenance records of Millcreek Common facility and equipment.
		Plans	PS	Millcreek Common construction plans and specifications.
	Fleet	Driver Forms	5Y	Forms and instruction sheets for city fleet drivers.
	IT	Users Info	PS	IT operator/user information records.

Planning & Zoning	Planning & Zoning	Code Amendments		
		<i>Applications</i>	PM TRANSFER	These are applications by the public proposing that city code be amended.
		<i>Drafts</i>	FA+1Y	These are proposed ordinance amendments to be adopted by a local legislative body.
		Conditional Use Permits	PM TRANSFER	Conditional Use Permit files include the application and various reports presented to the Planning Commission and approval letters from the Planning Commission.
		Forms	CP+3Y	A clean copy of each form created by the city with related instructions and documentation showing the scope and purpose of the form.
		Historic Resources		
		<i>Certificate of Historical Appropriateness</i>	PM	Certificates issued by the Historic Preservation Commission.
		<i>Draft Resource List</i>	PS	Ongoing list of Historic Millcreek homes, building, subdivisions, and signs.
		<i>Final Designated List</i>	PS	Approved list of Historic Millcreek homes, building, subdivisions, and signs by the Historic Preservation Commission.
		<i>Marker Template</i>	PS	Designated historical resource marker template for plaques/monuments.
		<i>Millcreek Written History</i>	PS	A written history of the area, people, and city of Millcreek.
		<i>Surveys</i>	PM	Professional surveys conducted for historical significance in Millcreek neighborhoods.
		Land Use Hearing Officer Permits	PM TRANSFER	Land Use Hearings are required for requests to expand a noncomplying structure or a structure occupied by a nonconforming use. Records may include meeting notices, proofs of publications, meeting minutes, the conclusions reached, and related correspondence.
		Project Reviews	PM TRANSFER	Reviews consist of development committee reviews and technical reviews associated with subdivisions and conditional use permits. These are working files and are not the final approved versions.
		Property Files	FA+3Y	These are miscellaneous information relating to properties. These could be local copies of address affidavits, easements, title reports, second kitchen affidavits, or old county records such as building permits, photographs, etc.
		Rezones	PM TRANSFER	Rezone files include the application and various reports presented to the Planning Commission and approval letters from the Planning Commission.
		Special Exceptions	PM TRANSFER	Exceptions to retaining wall, sidewalk, or Residential Compatibility Overlay Zone (RCOZ) requirements.
		Subdivision Plat Approvals	PM TRANSFER	Subdivision Plat Approval files include the application and various reports presented to the Planning Commission and approval letters from the Planning Commission.
		Variances	PM TRANSFER	Variances are requests for relief from ordinance requirements on the basis of a hardship. Variances require a public hearing.

Public Works	Developments			Project Bonds are typically obtained by the City from a Contractor for the estimated costs prior to construction for engineering, landscaping, and excavation projects. This is to ensure the projects are constructed in a timely manner and consistent with approved plans. Pending final inspections, the bonds are released back to the Contractor. The City may also use the bond money to complete projects that have been neglected or abandoned.
		Project Bonds		
		<i>Engineering</i>	FA+1Y	
		<i>Excavations</i>	FA+1Y	
		<i>Landscaping</i>	FA+1Y	
		Permits		
		<i>Encroachments</i>	CY+5Y	These permits are required for any work done in the public right-of-way to ensure the work is completed per Public Work's standards.
		<i>Land Disturbance</i>	CY+5Y	These permits are required for any work disturbing equal to or greater than 1 acre of land OR if the work is being done on or near sensitive lands (for example – adjacent to a water body).
	Operations	Standards	PM TRANSFER +1Y	These are City standards for roadways and storm drain facilities
		Public Works		
		<i>Pavement - Asphalt</i>	CY+3Y	Part of Capital Improvement Projects (CIP) records in M Drive PW/Projects
		<i>Snow Removal</i>	CY+3Y	Call-out records are kept by SL County Operations
	Plans	Capital Improvement Projects	FA+7Y	PW Project Files
		<i>Contracts</i>	FA+7Y	These records document contractual agreements. Records may include requirements and terms, and the signed contract.
	Stormwater Management	Floodplain	5Y or CP	Permits stored on M Drive
		MS4 Stormwater	5Y	These records ensure compliance with Millcreek's MS4 (Municipal Separate Storm Sewer System) Permit regulated by the State DWQ and EPA for allowable stormwater discharge to water bodies of the State.
		<i>Construction Inspections</i>	5Y or CP (whichever is longer)	
		<i>Stormwater Maintenance Agreement</i>	PM	
		<i>Other related compliance records</i>	5Y	

KEY	
CP	CLOSE/COMPLETION DATE
CY	END OF CURRENT YEAR
FA	FINAL ACTION
FAS	FINAL ACTION UNTIL SUPERCEDED
FY	FISCAL YEAR
MRS	MILLCREEK RETENTION SCHEDULE
PM	PERMANENT
PS	PERMANENT UNTIL SUPERCEDED
TRANSFER	STATE ARCHIVES
Y	YEAR
W	WEEK

electronic communications management policy

Purpose and Definitions

The Government Records Access and Management Act (GRAMA; Utah Code 63G-2) and the Public Records Management Act (Utah Code 63A-12) impose obligations to retain records. Electronic communications, including but not limited to, emails, messages via messengers, chats, and texts, may be considered a record per GRAMA, depending upon content as the General Retention Schedule dictates below:

Transitory Correspondence (GRS-1759)

Description

Incoming and outgoing correspondence, regardless of format or mode of transmission, related to matters of short-term interest. Transmittal correspondence, including email, is transitory unless part of another process. This correspondence does not impact agency functions. When resolved, there is no further use or purpose.

Local Government Routine Administrative Correspondence (GRS-1760)

Description

Incoming and outgoing business-related correspondence, regardless of format or mode of transmission, created in the course of administering agency functions and programs. Administrative correspondence documents work accomplished, transactions made, or actions taken. This correspondence documents the implementation of agency functions rather than the creation of functions or policies. Business-related correspondence, including email, that is related to a core function with an associated retention schedule should follow that associated schedule.

Program and Policy Development Records (GRS-1717)

Description

These records are created by executive decision-makers to document the establishment and dissemination of agency programs, policies, and procedures. Executive decision-makers may include the Chair, Director, Chief Administrative Officer, Public Information Officer, Commissioner, Mayor, or other internal administrators as identified by the executive office. Includes development and decisions behind the policy or program, and the final product (e.g., approved policies). Related correspondence and email is included.

Email records are work-function related. They are subject to legal retention schedules and have administrative, legal, fiscal, or historical value based on the content of the email.

Non-record emails are emails with no business-related content. They include, but are not limited to, personal messages and spam. They should be destroyed immediately and not kept in the email system. They may be forwarded to personal accounts.

Record copy refers to the electronic communication copy to which the retention period applies. Both sent and received communications can be records. Duplicative emails should be disposed of when the administrative need ends.

Primarily the:

- Outgoing (sender's) email/message within government is the record copy.
- Incoming (the recipient's) email/ message from outside the government is the record copy.

Storage and Retention

The length of time that electronic communications should be kept is based on the content of the record and its value. Although the majority of electronic communications have only short-term value, communications that document policy development and decision-making are considered historically valuable and should be preserved permanently, along with other records that document these processes.

Documents attached to electronic messages sent or received in the course of conducting city business must be retained in accordance with the records management procedures and retention schedules applicable to such attachments.

The City utilizes Proofpoint, a spam filtering service for email which provides a 10-year email archive and maintains all email records sent to and received from city employees regardless of content. This preservation will take place in the background and does not have to be managed on a per user basis. The City will remain the custodian of the email records, therefore emails will be searchable and recoverable for record requests and similar uses if it is within the designated 10-year timeframe. Outside of that timeframe, emails will be permanently deleted unless preserved through other means.

Management Tools

Employees are responsible for proper management of their electronic communications, specifically email. This includes messages sent and received.

City Council

- > 2017
- > 2018
- > 2019
- > 2020
- > 2021
- 2022
 - April
 - August
 - December
 - February
 - January
 - July
 - June
 - March
 - May
 - November
 - October
 - September

The most common tools for records management are the built-in features of the email system itself. Features usually include labels, folders, tags, and multiple inboxes, along with more advanced features. Staff should, at a minimum, utilize folders in Outlook and mirror the records index spreadsheet for what pertains to them.

Transitory emails should be deleted to the system's "Deleted Items" folder with the understanding that records placed there are obsolete.

Training

City staff members are to receive training on an annual basis to ensure employees know and understand their responsibilities and the legal requirements when using electronic communications technologies.

Employees are responsible and accountable for the way they use electronic communications technologies and for proper management of those communications. Employees should also know and understand the associated policies and procedures.

Department directors are responsible and accountable for ensuring employees are properly trained and understand the policies and procedures surrounding the use of electronic communications technologies. Department directors are also responsible and accountable to ensure compliance with this policy.

IT is responsible and accountable for ensuring employees are able to communicate using the appropriate technologies in an effective, secure method by deploying the appropriate safeguards in the appropriate way.

Legal Search

There is no expectation of privacy related to the use of City technology in the sending or receiving of any electronic communications. This includes personal communications sent or received from any City owned technology or device.

This policy and related procedures apply to technology not owned by the City but used for the performance of City business whether sending or receiving electronic communications.

Form Access: M Drive (M:) → Legislative Management → Record Governance → Records Committee

Millcreek Record Destruction Log							
Date of Destruction	Retention Schedule	Record Function/Series	Record Date(s)	Department Custodian	Type of Destruction	Notes	Authorized Signature



Millcreek Record Destruction Affidavit

Person Performing Destruction

Name _____ Title _____

Phone _____ Email _____

Organization _____ Location _____

I certify that the records described in the attached Millcreek Record Destruction Log dated _____ were destroyed by the following method:

☐ Shredding

☐ Electronic Deletion*

☐ Other (please describe):

Printed Name _____ Signature _____ Date _____, 20____

Witnessed by:

Printed Name _____ Signature _____

*Records have been deleted to the best of our abilities and knowledge.

Millcreek Records Transfer Log

[illegible]

Millcreek Records - Box Inventory

[illegible]

IT Contact and Helpful Links

Millcreek's Information Technology (IT) Provider:

Les Olson IT

1-801-983-7711 (immediate assistance)

1-801-983-7713 (emergencies only)

mit@lesolson.com

[Utah State Archive Information](#)

[General Retention Schedule Reference](#)





Millcreek City Hall
3330 South 1300 East
Millcreek, Utah 84106
801-214-2700
millcreek.us



**Minutes of the
Millcreek City Council
October 10, 2022
5:30 p.m.
Work Meeting
7:00 p.m.
Regular Meeting**

The City Council of Millcreek, Utah, met in a public work meeting and regular meeting on October 10, 2022, at City Hall, located at 3330 S. 1300 E., Millcreek, UT 84106. The meeting was live streamed via the City's website with an option for online public comment.

PRESENT:

Council Members

Jeff Silvestrini, Mayor
Silvia Catten, District 1 (excused)
Thom DeSirant, District 2 (arrived at 5:35pm)
Cheri Jackson, District 3
Bev Uipi, District 4

City Staff

John Brems, City Attorney (electronic)
Elyse Sullivan, City Recorder
Mike Winder, City Manager
John Miller, Public Works Director
Kurt Hansen, Facilities Director
Laurie Johnson, HR-Finance Director
Rita Lund, Communications Director (electronic)

Attendees: Crystal Hulbert, Christopher Thomas, Chief Dominic Burchett, Richard Hansen, Sophia M., Steve Bassett, Tori Velasquez, Chief Duane Woolsey

WORK MEETING – 5:30 p.m.

TIME COMMENCED – 5:32 p.m.

Mayor Silvestrini called the meeting to order.

1. Introduction of Salt Lake County Public Works Operations Director Crystal Hulbert

John Miller introduced Crystal Hulbert as the new Salt Lake County Public Works Operations Director. Miller was able to interview Hulbert and other candidates for the position. Hulbert said she had 16 years of experience as a civil engineer and experience with various municipalities. Operations would start initiating more GIS-based services, such as with snowplowing. They were struggling with employee retention but had hired some new employees. Council Member Uipi would like to be informed if service contract costs would change. Mayor Silvestrini appreciated the responsiveness from the department previously and wished to see it continue. The council welcomed Hulbert and looked forward to working with her.

2. Presentation on the Community Renewable Energy Program; Christopher Thomas, Salt Lake City

Mayor Silvestrini requested Christopher Thomas give the council a comprehensive update on the Community Renewable Energy Program. Thomas noted he was the Senior Energy and Climate Program Manager with Salt Lake City and served as the alternate board member for the Community Renewable Energy Program. The goal of the program is to acquire renewable energy to serve participating communities so that by 2030, the amount of electricity participants' use every year will be matched by the same amount of renewable energy delivered to the Rocky Mountain Power (RMP) system. This is also referred to as "net-100%" renewable electricity. They envision meeting this goal through a combination of the renewable energy already paid for as RMP customers and new Program-assigned resources. There are 18 participating communities in the program: Ogden, Summit County, Coalville, Emigration Canyon, Salt Lake County, Salt Lake City, Oakley, Millcreek, Holladay, Park City, Kearns, Cottonwood Heights, Francis, Alta, Castle Valley, Grand County, Moab, and Springdale. The participating communities use a combined 6.3 million megawatt hours of electricity per year, roughly 25% of RMP sales in the state.

Thomas briefly reviewed the Community Renewable Energy Agency structure that contained a board of directors and program design, low-income plan, and communications committees. He showed the council a graphic of the program resources meeting the standard renewable energy resources paid for by participating customers in the grid from 2024-2030. New program resources included solar, wind, geothermal, hydro, storage, and energy efficiency. Once the program was approved by the Utah Public Service Commission (PSC) and ready to launch, the Community Renewable Energy Agency would review resource bids and vote to acquire new renewable energy resources that will interconnect with Rocky Mountain Power's system. He presented seven steps in the program implementation timeline, which included enabling legislation and rules, adopting a resolution, signing a governance agreement, signing a utility agreement, submitting the program application, receiving approval from the Public Service Commission, and adopting an ordinance. The current step was signing a utility agreement which maintains eligibility for the program as required by law. Mayor Silvestrini said the city attorney was reviewing the ordinance. He expected that ordinance could be adopted about May 2023.

Thomas said the Low-Income Plan Committee compiled resources for participating communities, researched existing forms of low-income assistance for RMP customers, and was formulating recommendations for the Board to consider. Thomas presented the council maps of Millcreek's energy burden and number of households with 2018 data (compiled from available Federal data and aggregated RMP data). Energy burden is energy costs as a percentage of household income. The maps displayed the estimated number of households whose income limit was either below 150% of the federal poverty level or between 150% and 200% of the federal poverty level for each census tract within Millcreek. The estimated average energy burden of those households was illustrated using color, with redder tracts representing higher energy burden. Thomas clarified the number on the map was the number of households whose income was below the level. Mayor Silvestrini noted the highest energy users were on the east side of the city. Thomas said each participating community must submit a plan for low-income assistance. The Committee was considering four program-wide approaches to low-income assistance: automatic opt-out for customers receiving monthly low-income assistance payments on RMP bills (opt-in is free and can be done at any time); termination fee waiver for customers receiving monthly low-income assistance payments (otherwise the termination fee may be ~\$30); enhanced monthly bill credit for low-income customers who opt-in to the Program (designed to, on average, offset the extra cost of the Program; funded by other participating customers); and

donation program offered to participating customers to help fund enhanced monthly bill credit. These programmatic approaches would be in addition to structured outreach effort to partnering organizations who serve low-or fixed-income community members. Council Member Jackson asked when the decision would be made on these. Thomas said in December. Council Member Uipi appreciated the options. Thomas asked that any comments be sent to the Millcreek agency board representatives by October 31, 2022.

Thomas said the draft model ordinance would finalize a community's participation in the Program and must be consistent with a separate document called the Utility Agreement. It will explain how an eligible customer will interact with the Program (enrollment after an opt out period, exiting later may require a termination fee, etc.), and explains that Program rates are determined and may be adjusted by the Utah PSC. Blanks in the ordinance would be filled in after the Program was approved by the Utah PSC. The ordinance must be adopted within 90 days of Program approval by the Utah PSC. The proposed "model ordinance" must be included in the Program Application, so major changes will not be allowed. He also requested that any feedback on the ordinance be submitted by October 31st. The board would vote on it in December to be included in the program application.

Council Member Uipi requested more information on the three committees. Mayor Silvestrini noted the agency had a website, Utah100communities.org. Mayor Silvestrini said they did not know what the rates were going to be, but they have learned that the cost of the program will be less than anticipated. He felt the community wanted to do the program.

3. Community Renewable Energy Program Draft Ordinance Review; John Brems, City Attorney

John Brems noted he had not done his complete review of the ordinance yet.

4. Millcreek Parks Discussion; John Miller, City Engineer and Francis Lilly, Assistant City Manager

Mayor Silvestrini said when Millcreek incorporated, Salt Lake County indicated they would convey four parks to Millcreek: Fortuna, Canyon Rim, Scott Avenue, and Sunnyvale. That week, the county adopted a resolution to do that. An issue arose with Scott Avenue Park. The county told Millcreek they would convey it. The city paid the county to maintain the park. The county has a flood control facility there so there were restrictions on it. He said the city would like to come up with a master plan for the city's parks. There are capital improvements in the parks but there should be a plan for them.

John Miller said staff met with neighbors near Scott Avenue Park, the most neglected park in the city. That spurred a conversation with needing a parks master plan. The county did not have much for the parks by way of master planning. The city had not received any public input. The flood control restrictions on Scott Avenue limit everything on the southwestern part of the park. From the base of the slope, any improvement must be at least 20 feet away. The city must also maintain the capacity of the facility, so the elevation could not be changed. He asked the council for direction on a master plan for all the parks. He said there were limits of what could be done with Sunnyvale, Canyon Rim, and Fortuna since they had been recently improved. Mayor Silvestrini said a holistic master plan was needed. He noted the sprinklers at Canyon Rim Park were old and would cost a lot to replace. He wanted an inventory of the infrastructure of parks so the council could start budgeting for improvements. Council Member Uipi agreed. Miller said

the city could work with the county on an inventory. Council Member Jackson asked about a tree assessment being included. Rita Lund said there were constant requests from residents to help improve parks, so having something in writing would be beneficial.

Mayor Silvestrini brought up people being able to put memorials in parks. Council Member Uipi noted it would be helpful to work with the Historic Preservation Commission for memorials. She asked to see what other cities were doing. The council agreed that a master plan would be helpful. Council Member DeSirant said the city should wait to do any planning with Scott Avenue until the city owned it. Mayor Silvestrini wanted to know the parameters of the flood control restrictions. Council Member Jackson asked if there was a chance the county would not give the city Scott Avenue Park. Mayor Silvestrini said if they did not convey it, the city would bill them for the 5.5 years the city had been paying to maintain it. Miller said staff would proceed with a plan to maintain the existing parks then revisit it when Scott Avenue Park was conveyed. Miller felt he could get the county arborist to do an evaluation of park trees. He would update the council in the new year on parks.

Mike Winder said Granite School District would lease the open space of Roosevelt Elementary to the city as a park. The city would have to maintain the property. He recommended that space be included in the master plan. Council Member Jackson asked about the other school properties that may be closing. Winder suggested waiting on the new school closure properties. Mayor Silvestrini said the city should pursue an agreement with Granite for the Roosevelt property. The council acknowledged the space could be a dog park. Council Member Jackson would like an assessment of the irrigation on the property. Council Member Uipi did not want to run into dog park and water shed issues. She requested foresight on the property of schools that were closing.

5. Staff Reports

Mike Winder said the digital sign screens on Millcreek Common were added that day. He encouraged the council to notice the pixel shading on the sign. Mayor Silvestrini said the city had contracted with a private contractor to measure the lumens output of the sign. Winder said the city got 40% of the sign rotations and Reagan Outdoor Advertising got the other 60%. Millcreek licensed businesses got a 10% discount on advertising. Winder would work with the Millcreek Business Council to promote it.

6. Discussion of Agenda Items, Correspondence, and/or Future Agenda Items

Mayor Silvestrini said residents had contacted him about a parking issue near Skyline High School. There would be a meeting to address it on October 13th. Mayor Silvestrini sent a letter to the principal to be distributed to the students/parents on how not to park in the area. The neighborhood was requesting signage and parking enforcement. Other residents had issues with construction of the high school. Those meetings would include school construction personnel and Unified Police Department (UPD). There had also been a flooding issue as a result of water main breaks or stormwater overflow in a Mt. Olympus neighborhood. The city would be meeting with those neighbors.

Mayor Silvestrini said Samantha DeSeelhorst had been the sustainability manager for Millcreek, Holladay, and Cottonwood Heights. She had been promoted to Senior Planner at Cottonwood Heights. The sustainability services provided for Millcreek had not been tracked. Staff was contemplating hiring a new employee to cover that position and assist with grants.

Council Member Uipi moved to adjourn the work meeting at 6:42 p.m. Council Member Jackson seconded. Mayor Silvestrini called for the vote. Council Member DeSirant voted yes, Council Member Jackson voted yes, Council Member Uipi voted yes, and Mayor Silvestrini voted yes. The motion passed unanimously.

REGULAR MEETING – 7:00 p.m.

TIME COMMENCED: 7:03 p.m.

1. Welcome, Introduction and Preliminary Matters

1.1 Pledge of Allegiance

Mayor Silvestrini called the meeting to order and led the pledge of allegiance. He extended his condolences to the Healey family on the passing of Fred Healey. Healey served on the Millcreek Planning Commission and was very involved in the community. The mayor requested a moment of silence in Healey's honor.

1.2 Public Comment

There were no comments.

1.3 Unified Fire Authority Chief Dominic Burchett Introduction

Mayor Silvestrini introduced Chief Domonic Burchett as the new Unified Fire Authority (UFA) Chief. He was appointed in April 2022 as the 14th UFA fire chief. Chief Burchett introduced himself to the council. He noted that he started as a wildland firefighter and grew in his profession. He laid out a 100 day plan when appointed as chief to meet with everyone in the department, including the cities UFA served. He noted it took longer than anticipated but was pleased to meet the council. He wanted to focus on the proactive health and wellbeing of personnel, the communities, and on continuous improvement. He felt the organization was in a good place. The council welcomed Chief Burchett. Mayor Silvestrini said the chief was a strategic thinker and the community valued UFA.

2. Financial Matters

2.1 Public Hearing on Opening and Amending the Fiscal Year 2022-23 Budget

Laurie Johnson said this presentation would satisfy as the first quarterly report as well as the budget amendment. The budget amendment would increase the General Fund by \$1,096,600, bring forward the Capital Improvement Project (CIP) fund balance funds in the amount of \$49,565,145, recognize proceeds from the sale of two properties in the amount of \$3,895,013, recognize the proceeds from the State Infrastructure Bank (SIB) loan in the amount of \$5,200,000, and appropriate \$35,000 for a vehicle in the Storm Water Fund budget.

Mayor Silvestrini said the state legislature appropriated Millcreek about \$6 million in the quarter of the quarter sales tax. Millcreek had received a \$1 million payment. The balance was to be paid over 15 years but the city did a deal with UDOT to advance those funds so it could be used towards improvements on 2000 E. (SIB loan). Johnson said Millcreek had 52 full-time employees, 35 part-time employees, and 17 vehicles. General Fund revenues collected were at 9.54%, normal for this stage of the fiscal year. The General

Fund budget expended was 18.33%, also normal for this stage of the fiscal year. The projected Fund Balance at the end of FY 22 was \$13,000,000.

Johnson reviewed the General Fund revenues and expenses. She recognized local grant and state grant details in the General Fund revenue budget. Millcreek Common revenue increased by \$235,000 to pay for the operation of the Adventure Hub. She added more interest earnings and miscellaneous income with reimbursements and reduced the use of Fund Balance amount. The total amount of change with the amendment was \$1,096,600. The General Fund expense budget included \$170,000 for homeless mitigation funds and some miscellaneous expenses in the Mayor & City Council budget. Mayor Silvestrini noted the homeless funding was subject to change. Two-thirds of the revenue would pay for two additional police officers, and the remaining would cover other expenses.

Johnson acknowledged that a lot of the department budgets did not have changes, but she reviewed the ones that did. The City Management budget increased by \$5,000 for professional services. The Legal Service budget increased by \$25,000 for professional services. The Public Safety budget increased for the homeless mitigation funds. The Promise Program budget had additional grant funds and donations added, and training expenses increased. The Communications budget increased by \$40,500 for postage and shipping, events, and over-time wages. Mayor Silvestrini noted that the city mailed out postcards on the energy sales and use tax public hearing notice and the printed newsletter costs had gone up. The Economic Development budget increased in professional services and miscellaneous expenses. The Community Life/Millcreek Common budget increased \$25,000 for professional services, \$60,000 for a new position, and \$19,350 for the Juneteenth event. The Adventure Hub budget increased \$273,500 to allow for one additional part-time position and Zamboni drivers, as well as additional operating expenses. The Finance budget increased for office supplies. The Facilities budget increased in miscellaneous expenses. The Fleet budget increased \$35,000 for a vehicle for a planning inspector. The Planning & Zoning budget increased \$42,000 for professional services and training.

Johnson said the Capital Improvement Project (CIP) Fund revenue budget received grants, interest earnings, and property sales. The carry forward from CIP from the last fiscal year was highlighted. The change in expenses included funds for land, HB 244 Projects, and non-public works projects. There were no revenue changes in the Stormwater Fund, though there was a \$36,500 change on the expense budget.

Council Member Uipi asked about the fulltime employee count differing from when the budget was first presented. Johnson said the count depended on filled positions at that time, these positions were already budgeted for. Council Member Uipi asked about professional services and training expenses for the Promise Program. Mayor Silvestrini said the Promise Program is funded by grants. The manager, Kayla Mayer, would attend a demonstration program in Harlem, New York and the training expense covered that. She would also be receiving tuition reimbursement per the Employee Handbook since she was pursuing her master's degree. Johnson said the city could save money by using professional services instead of hiring personnel. Council Member Uipi noted that the city had received close to \$13 million in grants in the last year.

Council Member Uipi moved to open the public hearing. Council Member DeSirant seconded. Mayor Silvestrini called for the vote. Council Member DeSirant voted yes, Council Member Jackson voted yes, Council Member Uipi voted yes, and Mayor Silvestrini voted yes. The motion passed unanimously.

There were no comments.

Council Member Uipi moved to close the public hearing. Council Member Jackson seconded. Mayor Silvestrini called for the vote. Council Member DeSirant voted yes, Council Member Jackson voted yes, Council Member Uipi voted yes, and Mayor Silvestrini voted yes. The motion passed unanimously.

2.2 Discussion and Consideration of Ordinance 22-46, Amending the FY 2022-23 Budget

Council Member Uipi moved to adopt item 2.2. Council Member DeSirant seconded. The council thanked Johnson and staff for their work.
The Recorder called for the vote. Council Member DeSirant voted yes, Council Member Jackson voted yes, Council Member Uipi voted yes, and Mayor Silvestrini voted yes. The motion passed unanimously.

3. Business Matters

3.1 Discussion and Consideration of Resolution 22-28, Appointing a Hearing Examiner for Constitutional Takings Claims Pursuant to Millcreek Code of Ordinances §15.40

John Brems said the city had received a claim for a taking on a piece of property. The property owners were doing a rebuild and were asked to convey property for curb, gutter, and sidewalk to the city. The owners were challenging the taking. The city needs to appoint a hearing officer to hear the appeal. The appointee is Richard Catten, who hears land use matters. Mayor Silvestrini supported the appointment. Brems noted the hearing officer's determination would go to the city council for a final decision.

Council Member Uipi moved to approve item 3.1, Resolution 22-28, Appointing a Hearing Examiner for Constitutional Takings Claims Pursuant to Millcreek Code. Council Member Jackson seconded. The Recorder called for the vote. Council Member Jackson voted yes, Council Member Uipi voted yes, and Mayor Silvestrini voted yes. Council Member DeSirant was not present for the vote. The motion passed.

Mayor Silvestrini noted that Council Member Catten was excused from the meeting.

3.2 Discussion and Consideration of Resolution 22-29, Authorizing and Directing the City to File Articles of Incorporation for the Millcreek Community Foundation

Mike Winder said the council did a first reading of the matter in the spring and forgot to finalize the matter. The mayor and council would make up the Community Foundation Board. Mayor Silvestrini said the purpose of the foundation was to form a tax exempt entity that could receive charitable contributions to obtain grants.

Council Member Uipi moved to approve item 3.2, Resolution 22-29. Council Member Jackson seconded. The Recorder called for the vote. Council Member Jackson voted yes, Council Member Uipi voted yes, and Mayor Silvestrini voted yes. Council Member DeSirant was not present for the vote. The motion passed unanimously.

John Brems said in the coming months there would be a Millcreek Community Foundation directors meeting.

3.3 Discussion and Consideration of Resolution 22-30, Accepting the Rocky Mountain Power Blue Sky Funding that Requires a Match in the Amount of 22.70 Percent and Approving the Match Requirement to be Paid from the General Fund and Approving the Agreement with Rocky Mountain Power

Mayor Silvestrini said the resolution was to accept funding to supply solar panels on the roof of the new city hall when it was constructed. The grant amount was \$465,000. This was a convenient way to be environmentally sustainable.

Council Member Jackson moved to adopt Resolution 22-30, Accepting the Rocky Mountain Power Blue Sky Funding that Requires a Match in the Amount of 22.70 Percent and Approving the Match Requirement to be Paid from the General Fund and Approving the Agreement with Rocky Mountain Power. Council Member Uipi seconded.

Council Member DeSirant asked if this included the battery in the basement of the building for the panels. Mayor Silvestrini said it did include the battery to store energy.

The Recorder called for the vote. Council Member DeSirant voted yes, Council Member Jackson voted yes, Council Member Uipi voted yes, and Mayor Silvestrini voted yes. The motion passed unanimously.

3.4 Discussion and Consideration of Resolution 22-31, Approving an Interlocal Cooperative Agreement with Salt Lake County Accepting Surplus Real Property Located at 3144 South Highland Drive

Mike Winder said there was a sliver of land on Highland Drive owned by Salt Lake County that was not included in the incorporation process, so the county would give it to Millcreek since Highland Drive was a city road.

Council Member Jackson moved to adopt Resolution 22-31. Council Member DeSirant seconded. The Recorder called for the vote. Council Member DeSirant voted yes, Council Member Jackson voted yes, Council Member Uipi voted yes, and Mayor Silvestrini voted yes. The motion passed unanimously.

4. Reports

4.1 Mayor's Report

Mayor Silvestrini reported that he was elected by his peers to serve as the president for the Utah League of Cities and Towns, which took effect at the conference the prior month. The League is a lobbying organization that advances the causes of cities before the legislature. It was important that cities be represented to help form good policy. Winder said the vote for his position was unanimous from the 260 cities/towns in the League. Council Member Uipi noted the position was an extra job, it would not take away from the work he was doing for the city. Mayor Silvestrini said he hosted Congressman Burgess Owens at Millcreek Common with representatives from the

Wasatch Front Regional Council, Mountainland Association of Governments, and Five County Association of Governments, and Senator Wayne Harper to discuss transportation needs as the fastest growing state in the country over the last five years. There was also a mobile tour of Millcreek Common for the League conference. Mayor Silvestrini noted the community councils were having elections. The ballots were part of the city's printed newsletter. The election would be November 8th. Any registered voter in Millcreek could vote. The city would not be involved in the election, the community councils were private organizations, but the city was supporting it. The community councils were the first place where applications got vetted. The Planning Commission and city council appreciated their recommendations.

4.2 City Council Member Reports

Council Member Jackson reported the Business Council Gala was successful. She congratulated staff and the Millcreek Business Council. Mike Winder said the Business Council and its events were self-sustaining, and they raised \$1,300 for the Promise Program. Council Member DeSirant echoed earlier sentiments and acknowledged staff that participated in presentations in the League Conference. Council Member Uipi said it was an honor to watch the mayor mentor other city leaders. Council Member Jackson said roller skating on Millcreek Common would close on Halloween, be closed in November, and ice skating would start in December. MillFreaks would be on October 15th. The westbound roundabout to I-80 on 2300 E. would be closed through mid-December.

4.3 Staff Reports

There were no reports.

5. Consent Agenda

5.1 Approval of September 12, 2022 Work Meeting and Regular Meeting Minutes

5.2 Approval of September 26, 2022 Work Meeting and Regular Meeting Minutes

Council Member Uipi requested an amendment to page 3 paragraph 3 of the September 26th minutes. She wanted to add a sentence asking who Samantha DeSeelhorst's direct Millcreek supervisor was.

Council Member DeSirant moved to approve the work meeting and regular meeting minutes for September 12th and 26th with the amendment. Council Member Jackson seconded. Mayor Silvestrini called for the vote. Council Member DeSirant voted yes, Council Member Jackson voted yes, Council Member Uipi voted yes, and Mayor Silvestrini voted yes. The motion passed unanimously.

6. New Items for Subsequent Consideration

There were none.

7. Calendar of Upcoming Events

- Historic Preservation Commission Mtg. 10/13/22 at 6:00 p.m.
- Planning Commission Mtg. 10/19/22 at 5:00 p.m.
- City Council Mtg. 10/24/22 at 7:00 p.m.

There would be a joint Council and Planning Commission meeting on October 26th at 6:30 p.m.

ADJOURNED: Council Member DeSirant moved to adjourn the meeting at 8:09 p.m. Council Member Jackson seconded. Mayor Silvestrini called for the vote. Council Member DeSirant voted yes, Council Member Jackson voted yes, Council Member Uipi voted yes, and Mayor Silvestrini voted yes. The motion passed unanimously.

APPROVED: _____ Date
Jeff Silvestrini, Mayor

Attest: _____
Elyse Sullivan, City Recorder