

# **SOUTH WEBER CITY COUNCIL RETREAT WORK MEETING**

**3132 N. Fairfield, Layton, Utah**

**DATE OF MEETING: 29 January 2008**

**TIME COMMENCED: 4:57 p.m.**

<b>PRESENT: MAYOR:</b>	<b>Joseph Gertge</b>
<b>COUNCILMEMBERS:</b>	<b>Scott Peterson</b>
	<b>Michael Poff (7:40 p.m.)</b>
	<b>Farrell Poll</b>
	<b>David Thomas</b>
	<b>Scott Woodbury</b>
<b>CITY MANAGER:</b>	<b>Matt Dixon</b>
<b>CITY RECORDER:</b>	<b>Erika Ahlstrom</b>

**Transcriber: Minutes transcribed by Erika Ahlstrom**

**WELCOME/ REVIEW OF AGENDA:** Mayor Gertge reviewed the agenda. Councilmember Peterson moved to approve the agenda. Councilmember Poll seconded the motion. Councilmembers Peterson, Poll, Thomas and Woodbury voted yes. Motion passed.

**OPEN AND PUBLIC MEETINGS TRAINING:** City Recorder Erika Ahlstrom provided the Council with a summary of the Open and Public Meetings Act, as well as a copy of the Open and Public Meetings Training DVD from the Utah League of Cities and Towns. ***She asked that in addition to tonight's discussion, the Mayor and each Councilmember review the DVD in order to fulfill the required annual training.***

Mayor Gertge asked Councilmember Thomas to discuss key aspects of the Open and Public Meetings Act. Councilmember Thomas explained the Act is to provide transparency in government. He discussed the following items:

- Anytime a quorum is present, and there is the intent or possibility of making a decision, an agenda for the meeting must be posted so the public knows the topic will be discussed and they will have the opportunity to attend.
- A meeting requires 24 hours notice, with notice as required by law.
- In the near future, a requirement will be to post the agenda on the city's website (the city already does this.) Erika pointed out that in April 2008 the state should have a website to which all agendas shall be posted.
- Social event not counted as meetings; no decisions should be made at those events.
- Audio recordings must be made of all meetings, but the written minutes are the official record. Recordings are kept for one year after written minutes approved.
- Electronic meetings may be held; the City Council has passed a resolution to cover electronic meetings. Adequate notice is required for these meetings as well.
- Closed meetings (executive sessions) may only be held for reasons as specified in the law (includes real property acquisition and pending or imminent litigation, when you expect to be sued or are being sued).

- When going in to closed meeting (executive session) state in motion for what reason the Council is going into closed session.
- Audio recordings and detailed minutes are kept for closed sessions with the exception of those to discuss character of individuals (personnel) and security. Under those exceptional circumstances, the Mayor must sign a sworn statement that closed session was for that purpose.
- Criminal penalty Class B misdemeanor if don't abide by this Act.

**MEETING PROCEDURE:** Matt informed the Council he would like to discuss with them how they would like the meetings to be organized and run. He asked if there procedures they thing can be improved. Matt said he would like this to be an open discussion.

Mayor Gertge said he has never had to "put the gavel down," and he asked the Council to let him know if a meeting ever gets to the point. He said he recognizes that even if a meeting is not a public hearing, he will ask the Council if they want to open an item for public remark; he reminded them that just because the citizens want to talk, it doesn't mean they get to.

Councilmember Peterson said the work meetings often start late, and he is a stickler for starting on time. He recognizes that councilmembers, himself included, may have to take vacation time in order to be at the meetings.

Matt said this brings up the point that a lot of issues that are covered in work meetings should be done in the regular public meetings. A lot of times the deliberative process is done in the work meeting and the public does hear that. He said work meeting are more appropriate for future agenda items, items that don't require legislative decision, training, etc.

Suggestions were: Move work meeting to 5:30 pm; allot time for each work meeting item on agenda; discuss what will be on next agenda at work meeting; weekly council meetings.

Matt said that Ron Chandler of Cedar City has discussed with him that his city council has weekly meetings. Items to be placed on the next agenda is discussed in the work session. They also use consent agendas for items that are approved at each meeting to save time.

The Mayor and Council decided to try having a meeting every week; ***a work meeting from 5:00-6:30 p.m. on alternating weeks, and regular council meetings on dates as established.*** These will begin in February as soon as we can give notice regarding the change. ***Erika will place the new schedule on the next agenda.***

Erika asked about items that have been presented in the work meetings in the past, such at HAFB Environmental. The Council would like these items in the regular meetings from now on.

The Council discussed avoiding debating the public. Councilmember Peterson said to consider the silent majority. Mayor Gertge said public clamor does not make laws. Councilmember Thomas commented that the public being opposed because they don't like something isn't a good argument, they have to indicate that it is an issue of health safety and welfare. It was discussed the Council must keep a good demeanor during the process.

Matt asked that the councilmembers not utilize their time during their report at council meeting to discuss citizen complaints. He asked that they notify him of citizen complaints through email or call him, or prior to the meeting, so they can be handled administratively. He feels bringing these issues up in the meeting distracts from the government process. During the meeting is the time to report on what we are doing. Matt asked that they please call him on the day of the complaint.

**2007 PERFORMANCE REVIEW:** Matt asked the Mayor and Council to take a few minutes to write down the accomplishments they feel the city has made over last two years. He then shared the list he and the staff came up with.

The list included (full list included with attached materials):

- New Policies and Procedures
- Procurement Policy
- Key Personnel Changes
- Benchmarking Program
- Eliminated Step and Grade System/Created Pay for Performance
- Improved 1375 East Intersection
- Sidewalks and storm drain improvements on Lester Drive
- Electronic Council packets
- Citizen Corps Council, Emergency Preparedness and FEMA training
- Separation of utility funds
- General Plan update
- 1900 E Storm Drain Improvements
- Water model of city
- Update building and fire codes, and other key ordinances
- Increase in recreation programs

**MISSION STATEMENT/VISION DISCUSSION:** Matt reviewed the process the Council began some time ago to come up with a mission statement and vision for the city. A brief discussion was held about the “Making Life Better” campaign that was launched by the ULCT in September 2007. Matt said he is a believer in mission statements and visions, and he believes they should be in front of our eyes at all times for employees to remind them what they are working for, to say “our mission is....” And that is the attitude you need to take with you.

***Councilmember Woodbury volunteered to work on the mission statement. Matt will provide him with the information that has been put together to this point.***

**REVIEW OF DRAFT CITIZEN SURVEY:** Matt provided the Mayor and Council with draft copies of the first citizen surveys that will be done through Qualtrics. One is a demographic survey that will be utilized to come up with a representative panel for the city; the panel will take some time to build and will continue to build over time. The survey will be advertised in the newsletter and on the marquee. ***Councilmember Peterson suggested adding a confidentiality statement.*** The other survey is about general city-wide issues. The departments will do more detailed surveys at a later time.

**PERFORMANCE MEASURES / BENCHMARKING:** Matt reported that we are benchmarking with 17 cities. South Weber is in a cluster analysis based on criteria clustered with similar cities, have been determined as high income cities: Alpine, Bountiful, Farmington, North Ogden, South Jordan.

Matt indicated for salaries, we are now on a performance based system rather than a step system. The departments have been asked to provide Performance Measures (Public Works, Recreation, Admin).

Matt explained a proposed program cycle which begins with the Survey and Benchmarking, leading to Establishing Goals and Objectives, then Performance Measures, Evaluating Progress...then back to Survey, etc. This all revolves around the Mission and Vision.

Matt explained that if the benchmarking says we are doing good, but the performance measures doesn't, then we're not. If survey/benchmark says we're not spending as much, but residents are satisfied, then we are doing well. He said all have to be incorporated in the evaluation. (More detailed in attached presentation materials)

**BUDGET SCHEDULE AND PROCESS:** Matt went over the Budget Schedule for the 2008-2009 Budget. The schedule is subject to change since the Council has decided to hold weekly meetings.

**CURRENT FINANCIALS:** Matt provided the Mayor and Council with the current financials. Figures from handout may differ. Revenues are up 6%; expenditures are down 13%. Matt indicated the expenditures for fire equipment and snow removal have been "blown," due to the ladder truck and the considerable amount of snowfall. Recreation fund is where it should be. Country Fair Days is at 74% of revenue. Matt's recommendation is if they make it then we don't transfer the \$10,000, or transfer to buy equipment they need. Capital projects fund balance is \$1,216,738. It is estimated we will be transferring \$250,000-\$300,000 to the general fund.

Matt said the water utility fund is of most concern. He reported Lewis Young Robertson and Burningham is doing a rate analysis. Matt said utility funds should run like a business, that you want to make a profit for projects. He said the city will be looking at rate increase, and told the council to prepare for adjustments. Matt said the fees used to all go into one fund, but the city has separated the funds. The sewer fund is doing well, and it was subsidizing the water. Now we are seeing how poorly the water fund has been doing. Matt said we are several years behind when the rates should have been changed, and unfortunately there may be significant jump instead of incremental increases that should have been done. ***Councilmember Woodbury asked Matt to let the council know when the last water rate increase was implemented so they will be prepared to answer those questions.***

Matt reported the other utility funds are fine. He provided the impact fee fund balances, adding the State wants to see us spend those funds within six years. Matt has provided the State with a schedule of how we intend to spend those funds.

**CAPITAL PROJECTS REVIEW:** Discussion of 475 East improvement project. A major reason is solving the storm drain issue. South Weber Irrigation is doing their project at the same time. Nilson Homes and Doug Stevens may be participating with their developments.

Matt provided the projects the Council prioritized last year for 07-08. He reviewed the 08-09 projected and the funds to pay for the projects. The water tank all will be lumped into a bond. Matt realized some of the figures in his presentation are erroneous as he did not take into account the funds that will be utilized from the utility funds for the improvements. He will get new figures to the Council.

Storm Drainage: Brandon is finishing the master plan; the Council will look at projects that need done after that is complete. The storm drain utility account is quite flush; the city will tap into it for 475 East, and 1900 E. detention basin. Peachwood Detention Basin needs upgrade; Red Hawk put money toward improvement.

New City Building: It was discussed if the city should put money into the current building for improvements needed to comply with ADA and other needed improvements (furnace, carpeting). Matt said to comply with ADA would cost about \$20,000. The Council also discussed the need to have a facility that meets justice court requirements.

The Mayor and Council agreed that moving a new city hall up in priority is a good idea. Councilmember Poll suggested planning a complex in phases that can be added to as needed. Matt suggested talking to communities with a population of about 14,000 (SWC projected buildout) to come up with a square footage that makes sense for a community of that size.

The city will need to select a site, either from current city-owned property or acquire new property, and will have to bond for the building.

#### ONE YEAR:

City Hall ADA Improvements (Discussed earlier)

7600 South: This project has been put on the back burner until S & S Estates and Canyon View Ranches are complete, then the city will clean up the road.

Cemetery: Councilmember Peterson expressed concern about a cemetery being financially viable. Councilmember Thomas said they are cash drains when they are run by a city. Matt said he has spoken with city managers from cities with cemeteries and has found this to be true; they are subsidized by the general fund. Councilmember Thomas said you have citizens who are subsidizing those few who are utilizing the cemetery. He said the best way would be if a for-profit company came in to manage it. ***The Council directed Matt to put together some figures on the financial viability. Councilmembers will make contacts with people in the private mortuary industry to inquire about any interest.*** It was reiterated that the Petersens need to know what the city decides to do by April.

Canyon Meadows Park: Conceptual master plan has been adopted.

#### THREE YEAR:

New City Hall (moved up)  
Gateway Projects  
Central Park Redesign  
Posse Grounds

Public Works Yard: This will soon be surrounded by residential development, and additional storage areas are needed. Mike Clark is interested in purchasing the property if the city relocates the city shop.

Museum sites: The city has been given the barn behind the Petersens' property.

Park: Wasatch Integrated Waste Management property at the top of 1900 E. has been leased by the city for 20 years. Need to make plan for that property. Mayor Gertge suggested soccer and football fields.

FIVE YEAR:

1250 E. Sidewalk and Curb  
Road behind Ray's  
Expansion west of FAC  
New Public Works Shop  
New Water Tank Design

South Weber Water Line Replacement: Portions of the water line that goes through the city is still lead joint and needs replacement. It gets many leaks a year that the city just keeps patching. To complete would cost close to \$1 million. ***The Council requested including this water line replacement with the water tank bond if it is enough to accommodate it.***

A TEN YEAR plan discussion should be held at some point after the staff provides the council with information on what the storm system may look like. Councilmember Thomas suggested including UDOT in these discussions.

**(Councilmember Poff arrived 7:40 p.m.)**

**COUNCILMEMBER ASSIGNMENTS:** Mayor Gertge reported former councilmember Jeff Monroe wants to continue to be involved with Trails and the Cemetery. Lynn wants to continue with the Beautification Committee and Tree City USA.

See attached assignment list.

Matt informed Councilmember Poff that someone other than Rec Director Edd Bridge should be in charge of Country Fair Days. Matt said they can utilize Edd and his staff, but Edd would not be able to spend the time needed to oversee CFD. Councilmember Poff said the Stauffers are willing to do one more year.

**COUNCIL-STAFF RELATIONS:** Matt wanted to take this opportunity to discuss the expectations between Council and staff. Matt requested that if there is something a councilmember needs done, come to Matt and have him go to staff to get work done. This avoids confusion, and Matt can be held accountable if it doesn't get done. Matt said there has not been a problem with this, but he has seen it happen in other cities. He said if a councilmember sees something needs done in the city, if doesn't require allocation of money and should be done anyway, go to Matt. If it needs approval, Matt will make sure it gets on an agenda.

Councilmember Thomas indicated that they as a city council must understand they are legislative not executive and those kinds of things are administrative executive things that they don't have authority over. He said they have authority over hiring and firing the city manager, and everything should go through Matt.

Matt asked the council how informed they want to be on day to day issues. Councilmember Peterson said they have confidence in Matt and what he has been providing is fine. Councilmember Poff said he appreciates how Matt has been communicating with them, and he has never gotten anything that I didn't want. Councilmember Thomas said he would like to know of any major issues that may lead to complaints, but not day to day issues. Councilmembers Poll and Woodbury shared the same opinion as the others. Mayor Gertge recognizes he receives more information, and he feels what he receives is appropriate.

Council Packets: The Council feels the content in the packets is good. ***They would like more of a summary of each item in Matt's write up.*** Matt reminded them there are extra items on the CDs, such as financials and developments updates, that they should keep an eye out for.

In regarding to requests for being placed on the City Council Agenda, the council would like to see these items handled administratively if appropriate and possible.

**2008 CITY COUNCIL GOALS DISCUSSION:** The Council and Matt discussed goals for the 2008 calendar year.

Councilmember Thomas said by end of year he would like the city to be in discussion with Staker & Parson about a lake, or with Weber Basin and the state about some kind of bonding to do that. Councilmember Poll would like to give a warning shot to the gravel pit by the end of may. Matt said the rezoning is on next Planning Commission agenda. The gravel pit property will then be consistent with the general plan.

Matt said it would be wise to formally adopt some of Strategy 5's plans. The city would adopt a plan and a development could not deviate substantially from it. Whatever a developer brings in has to be generally consistent with the policy. This will need to be put in the General Plan, so the Council will have to come to a consensus.

Matt informed the Council that he has been very honest with Ernie (Strategy 5) and told him clearly the city chose Strategy 5 because the analysis needed to be done to bring businesses here, and we are anxious to get something off the ground. Matt said Strategy 5 has done what we hired them to do, but he informed Ernie the Council needs to be convinced if he wants to continue on. The Council discussed if Strategy 5 continues on after year, maybe any payment should be based on results. Matt pointed out that they did initiate talks for the Aquifer Storage and Recovery. Councilmember Poff thought there was going to be a 3D model. Mayor Gertge said he recalls part of this was matching up potential proprietors. Councilmember Poll said his impression was he had feelers out there. Councilmember Thomas expressed concern that Ernie he hasn't gotten Parsons on board. He added that maybe after we rezone that will be better opportunity for Ernie to make ties with them.. Matt said the Council will have long meeting with Ernie when he wraps up. Matt said he believes this will happen and that we need to continue to press the economic development. I believe it is going to happen. Councilmember Peterson

expressed the importance of not allowing a significant of time to go by and the information to become outdated.

Councilmember Thomas discussed that the gravel pit has development agreement in place, and they aren't losing anything if the city rezones. He said that the city loses when they continue to violate in the good faith clause to participate in commercial development. Councilmember Thomas feels it is important that we have someone who can negotiate on behalf of the city to help them understand the advantages they get by helping the city.

Councilmember Poff expresses concern about lapse of time in the city receiving sales tax from gravel pit if it should shut down. Matt said we don't get much sales tax because the point of sale is West Haven, but the city receives property tax. The city also receives royalties, to the tune of \$60,000 this year. Councilmember Poff said the previous city manager Ron Chandler reported differently. Matt will check into this.

Municipal Facilities – As previously discussed, the priority for a new city hall should be moved up. Should try to have site selection and preliminary plan by end of the year.

Mayor Gertge said UDOT is willing to sell the parcel on the corner by the Park and Ride for a nominal price.

Recreation – Parks and recreation master plan. The survey will help with this. Mayor Gertge would also like to see the plan for the Weber Pathways complete.

Emergency Preparedness – Councilmember Peterson would like the Emergency Operations Plan adopted by the end of the year. Matt said we should also finalize the Emergency Operations Center at the Fire Department and have it ready for activity.

Council Tours – Councilmember Poll suggested having a field trip once a quarter; suggested sites: Weber Basin Water, burn plant, other city building, parks.

The Council also want to invite other entities to Council meetings to report on projects and plans: Davis and Weber Counties Canal Company, South Weber Water Improvement District, etc.

Councilmember Poff discussed he would like to see the condemnation lawsuit and any other Byram Park issues resolved. Matt said this is really out of our hands. The trials have been rescheduled by the judge.

## **2008 GOALS SUMMARY**

### **Economic Development**

- Formally adopt development standards for commercial areas and amend General Plan accordingly.
- Be actively engaged in discussion with potential commercial developers
- Contract with economic development firm (potentially Strategy 5) to move forward with data compiled by Strategy 5 toward development



**Gravel Pits**

- Rezone gravel pits to be consistent with General Plan
- Aggressively enforce conditional use of gravel pit
- Economic development to include discussions with Staker & Parson and Weber Basin Water regarding ASR (Aquifer Storage and Recovery)

**Municipal Facilities/Assets**

- New City Hall – select site and draft preliminary plan
- Acquire corner parcel by Park and Ride from UDOT

**Parks and Recreation**

- Parks and recreation master plan
- Trails/Weber pathways master plan

**Emergency Preparedness**

- Emergency Operations Plan adopted
- Emergency Operation Center (Fire Station) finalized and active

**City Council Tours**

- Once per quarter City Council to take field trip (i.e. Weber Basin Water, burn plant, other city building, parks)

Councilmember Peterson moved to go into closed session at 9:08 p.m. for a strategy session to discuss the purchase, exchange, or lease of real property. Councilmember Poll seconded. Councilmembers Peterson, Poff, Poll, Thomas and Woodbury voted yes. The motion carried.

Work meeting adjourned at 9:08 p.m. Minutes taken by Erika Ahlstrom, City Recorder.

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# South Weber City

2008 Council Retreat  
January 29, 2008

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## AGENDA

- Welcome & Agenda Review
- Open and Public Meetings Training
- 2007 Performance Review
- Mission Statement Review
- 2008 Citizen Survey Draft
- Benchmarking Program/Performance Measures
- Budget Review
  - Current Financials & Financial
  - FY 2008/2009 Schedule
  - Compensation Plan and Salary Schedule

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## Agenda (cont.)

- Capital Projects
  - Current Year Projects
  - 1-3 Year Plan
  - 5-10 Year Plan
- Councilmember Assignments
- Council-Staff Relations
- City Council Goals 2008
- Adjourn

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## Open and Public Meetings

- What kind of meetings do we want to have?
  
- How would the council like to see the meetings organized and ran?

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## Meeting Do's and Don'ts

- Setting time limits for speakers is ok and a good idea.
- Public comments are just that. Consider the silent majority.
- Should avoid debating the public.
- Public meetings vs. Public Hearings.
- Council Reports & Staff Reports.

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## Open and Public Meetings

- **52-4-102.** When discussing items in work meetings, please keep the purpose of this act in mind. It is important to keep an open mind and avoid making a decision until you have heard from an applicant/petitioner and received public input.
- **52-4-103.** If there is a quorum present, and a decision regarding the matter will be made at any point by the Council, it is a meeting. To err on the side of caution, if there is a quorum present in anything but a social setting, it should be considered a meeting.

## Open and Public Meetings

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- **52-4-201.** A workshop or executive session held on the same day as a regular session may only be held at the same location except under specific circumstances (see Code for details)
- **52-4-202.** Public notice of meetings -- Emergency meetings.
- **52-4-203.** Minutes of open meetings -- Public records -- Recording of meetings.

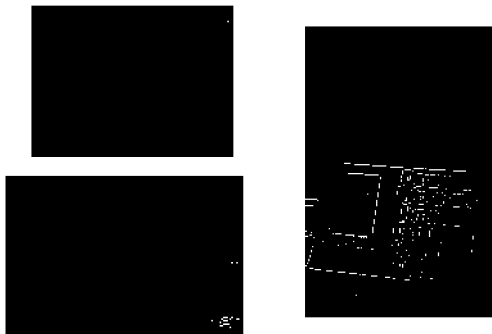
## Open and Public Meetings

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- **52-4-204.** Closed meeting held upon vote of members -- Business -- Reasons for meeting recorded.
- **52-4-205.** Purposes of closed meetings.
- **52-4-206.** Record of closed meetings.
- **52-4-207.** Electronic meetings -- Authorization -- Requirements.
- **52-4-305.** Criminal penalty for closed meeting violation.

## Performance Review 2007

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## 2007 Performance Review

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- Divide into two groups. Discuss what South Weber has accomplished over the last 2 years.
  - Organizational Changes
  - Personnel Changes
  - Capital Projects
  - Programs and Services

## 2007 In Review (cont.)

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- Formalized an adopted new personnel policies and procedures
- Formalized and adopted City's first procurement policy
- Made key personnel changes resulting in increased performance and savings
- Joined 17 other cities and three universities as part of first ever statewide municipal benchmarking program

## 2007 in Review (cont.)

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- Eliminated step and grade system.
- Created and implemented "Pay for Performance" program.
- Improved intersection at 1375 East
- Council went electronic
- Sidewalks for Lester Drive
- Storm drain improvements to Lester Drive
- Creation of Citizen Corp Council

### **2007 in Review (cont.)**

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- Currently revamping EOP
- Completing new EOC in Fire Station
- Developed and adopted Canyon Meadows Park master plan
- Recovered \$119,000 from Davis County resulting in an annual savings to SWC of \$25k
- Confirmed reality of gravel pits becoming a lake/settling pond & ASR site

### **2007 in Review (cont.)**

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- Improved look and layout of City newsletter
- Increased frequency of newsletter
- Water Tank #4 project is underway and moving forward
- Updated Building Codes & Fire Codes
- Increased number of Recreation programs
- Developed new unique programs (Dodgeball, Breakfast w/Santa, Summer Fun, etc.)

### **2007 in Review (cont.)**

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- Completing economic development strategic plan putting us in the driver's seat for what is soon to come.
- Created water model of entire City.
- Storm Drain System Master Plan underway.
- Water Rate analysis underway.
- Annual Revenues have exceeded Expenditures by an average of \$300,000.
- 1900 East Park and Storm Drain Improvements.

### **2007 Review (cont.)**

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- Contracted with Jones and Associates greatly improving engineering outputs
- Key staff and Mayor completed FEMA ICS courses (100, 200, 300, & 400)
- Implemented new Project Management program to better track and manage projects
- Comprehensive General Plan Update
- Completed Canyon Meadows approvals

### **2007 Review (cont.)**

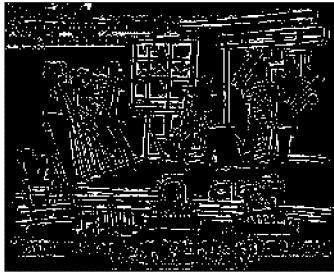
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- Entered into first Development Agreement with Red Hawk Homes & Development
- Separated Utility Funds to better manage
- Better organized financial management of CFD
- Updated many key ordinances
  - Landscaping
  - Impact Fees
  - Firearms
  - Building Codes
  - Fire Code

### **2007 Review (cont.)**

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## Mission Statement



## Mission Workmeeting

### Why Planning is Important

- Planning determines where the organization is now and where it will be in the future.
- Good planning:
  - Gives direction
  - Reduces the impact of change
  - Minimizes waste and redundancy
  - Sets the standards used in controlling

## Three Steps in Planning



Figure 8.1

## Planning Process Stages

- Organizational mission: a broad declaration of the overriding purpose (both current and future)
  - Mission Statement:
    - Identifies products/services, markets and customers
    - Identifies value-added
    - Communicates direction (internal and external) and philosophy
    - Motivates employees
    - Bumper sticker length

### Layton City

Provide services and opportunities, in partnership with the community, which enhance the quality of life.

### Centerville:

"Our mission is to serve the people of Centerville by promoting their peace, health, safety, and welfare while planning for the future and preserving the past".

### Sandy:

"Working together to enhance the quality of life in our community"

### Park City:

Through high quality service to our community and guests, we will provide a memorable and unique experience while preserving and enriching Park City heritage, diversity and environment:

- Preserve the unique character of Park City
- Accept responsibility to solve problems
- Respect and value each and every individual
- Keep a sense of humor
- Commit to excellence
- Instill knowledge through training
- Take time to communicate
- You are part of a team pulling together in unison

## North Ogden:

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We, the employees of North Ogden City, believe it is our primary responsibility to provide our community with superior service and enhance the quality of life for present and future generations.

- Superior planning and fiscal responsibility
- Excellent service with a positive attitude
- Respect and dignity for all
- Vigorous pursuit of excellence
- Integrity and honesty in all aspects of service
- Communication achieved and shared
- Environment: teamwork, kindness and fun

### VISION STATEMENT:

- Network with others to achieve our goals
- Organization and planning for the future
- ~~Resolve to provide superior service to the community~~
- Trusting each other through honesty and equitable behavior
- Have fun while working and keep a sense of humor
- Open communications with people
- Gain knowledge and experience through training and education
- Desire for collaboration and teamwork
- Earn the respect of and show respect to others
- Neutrality, impartiality and fairness in our dealings with others

### CORE VALUES:

- Service Excellence – Through honesty and integrity, we treat citizens and fellow employees the way we want to be treated
- Team Work/Unity – Working together cooperatively with common goals
- Communication – Listen, be open, be accurate and be timely
- Fun – Humor and kindness go a long way
- Goal Setting/Future Planning – Involvement of everyone in establishing short and long-range goals
- Trust/Fiscal Responsibility/Stewardship –Trusting each other

## Next Steps

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- South Weber City Mission/Vision Statement
  - What do we do?
    - Who are our customers?
    - What are our products?
    - What are our services?
  - How do we do it better?
    - How do we add value?
  - Where are we going?
  - What are our values or organizational philosophy?



## Results

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### Products and Services

- Parks and Recreation
- Utilities (water, sewer, garbage, etc.)
- Public Safety (police and fire)
- Health and Welfare (building standards/inspections, ordinances)
- Licensing/Permits (business, building, animal licenses)
- Master Planning (zoning, transportation, infrastructure)
- Community Awareness (newsletter, website)
- Sense of Community (Country Fair Days)
- Family-Oriented Environment
- Aesthetically Pleasing Environment (natural beauty)

## Results (cont.)

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### Customers

- Citizens of South Weber
- Citizens from neighboring Cities
- Developers (commercial and residential)
- Private Business
- Special Service Districts
- Job Corps.
- Staff
- Governmental Agencies (federal, state, county)

## Results (cont.)

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### How we do it better

- We do more with less (efficiency)
- We have strong community involvement
- We have high volunteerism rates
- We're smarter

## Results (cont.)

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### Where we are going

- Increase access to services/amenities for our residents (shopping, banking, professional services)
- Build stronger more diverse tax base
- Improve recreational opportunities
- Improve services to senior population (recreation, social, educational)
- Increase safety (emergency preparedness plan, Citizen Corps. Council)
- Strengthen community environment that promotes success
- Preserve aesthetics of our community
- Preservation of open space
- Strengthen sense of community
- Build a well-balanced community (young, mid, old & housing, activities, etc.)

## Results (cont.)

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### Values

- Family Organization
- Safety
- Security
- Friendliness
- Diversity
- Unity
- Obedience to Laws
- Volunteerism
- Open Government
- Sense of Community
- Peace
- Fiscal Responsibility
- Self-Reliance
- Amenities
- Building permanent homes not houses

## Ideas

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## Values Statement

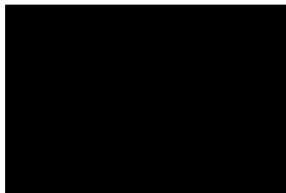
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- At South Weber City elected officials and staff work hard to (Insert Mission Here) for the residents of South Weber City and believe the key to providing the highest levels of service comes in being honest, courteous, respectful, and friendly.

South Weber City understands its employees are the heart of the City and the key to providing quality service to its residents. South Weber City seeks to recruit, hire, train, and retain only the most qualified, positive, team-oriented people it can find who find value in hard work and serving the residents of South Weber City.

## Break for Dinner

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## Citizen Survey

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### Purpose:

- Understand more fully how the community views the services we provide
- Gather information to assist the City in planning
- Incorporate results into our department performance measures and budget process

## Draft Survey

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_

STATE \_\_\_\_\_

ZIP \_\_\_\_\_

DATE \_\_\_\_\_

NAME	AGE	SEX	EDUCATION	INCOME	OWNERSHIP	RENTAL	REPAIRS	RENOVATIONS	REMARKS
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_

STATE \_\_\_\_\_

ZIP \_\_\_\_\_

DATE \_\_\_\_\_

## Benchmarking

### Organizations

- UCMA
- ULCT
- **BYU**
  - U of U
- Utah State
- Southern Utah University

## Benchmarking

### Municipalities

- |               |                |
|---------------|----------------|
| ■ Layton      | ■ Brigham City |
| ■ Ogden       | ■ Cedar City   |
| ■ Orem        | ■ Clearfield   |
| ■ Provo       | ■ Lehi         |
| ■ Sandy       | ■ Midvale      |
| ■ West Jordan | ■ SSL          |
| ■ West Valley | ■ Spanish Fork |
| ■ Wash. Terr. | ■ Vernal       |

## Benchmarking

- |               |                        |               |
|---------------|------------------------|---------------|
| ■ Centerville | ■ North Ogden          | ■ Woods Cross |
| ■ Lindon      | ■ South Jordan         | ■ Park City   |
| ■ Ivins       | ■ South Weber          | ■ Springdale  |
| ■ Santa Clara | ■ Marriott-Slaterville |               |
| ■ West Point  | ■ North Logan          |               |
| ■ Alpine      | ■ Riverdale            |               |
| ■ Bountiful   | ■ South Ogden          |               |
| ■ Farmington  | ■ Tremonton            |               |
| ■ Vernal      |                        |               |

## South Weber Cluster

### Cluster

- Alpine
- Bountiful
- Farmington
- North Ogden
- South Jordan
- South Weber

### Measures

- |                        |                  |
|------------------------|------------------|
| ■ Tax Revs. per Capita | ■ GF Rev/Exp     |
| ■ Growth               | ■ CIF Exp.       |
| ■ Home Values          | ■ Personnel Exp. |
| ■ Building Permits     | ■ Parks and Rec. |
| ■ Debt per Capita      | ■ Police Exp.    |
|                        | ■ Roads          |
|                        | ■ Utilities      |

## Benchmarking Examples

### General Sales Tax Per Capita

- |                      |                 |
|----------------------|-----------------|
| ■ Alpine             | \$ 86.98        |
| ■ Bountiful          | \$137.38        |
| ■ Farmington         | \$101.44        |
| ■ Riverton           | \$ 93.42        |
| ■ South Jordan       | \$111.94        |
| ■ <b>South Weber</b> | <b>\$ 93.55</b> |

### Property Tax Per Capita

- |                      |                 |
|----------------------|-----------------|
| ■ Alpine             | \$ 64.15        |
| ■ Bountiful          | \$ 47.30        |
| ■ Farmington         | \$ 67.03        |
| ■ Riverton           | \$ 46.47        |
| ■ South Jordan       | \$107.65        |
| ■ <b>South Weber</b> | <b>\$ 36.41</b> |



## Benchmarking Examples (cont.)

### GF Rev/Capita

■ Alpine	\$ 337
■ Bountiful	\$ 257
■ Farmington	\$ 376
■ North Ogden	\$ 350
■ Riverton	\$ 280
■ South Jordan	\$ 559
■ South Weber	\$ 287

### GF Exp/Capita

■ Alpine	\$ 248
■ Bountiful	\$ 308
■ Farmington	\$ 273
■ North Ogden	\$ 301
■ Riverton	\$ 248
■ South Jordan	\$ 396
■ South Weber	\$ 217

## Benchmarking Examples (cont.)

### GF Personnel Exp.

#### As % of GF

■ Alpine	21.1%
■ Bountiful	60.8%
■ Farmington	68.5%
■ North Ogden	59.2%
■ Riverton	00.0%
■ South Jordan	76.0%
■ South Weber	39.3%

### Police Exp. Per Capita

■ Alpine	\$ 12.46
■ Bountiful	\$120.28
■ Farmington	\$ 96.91
■ North Ogden	\$ 88.67
■ Riverton	0
■ South Jordan	\$ 95.66
■ South Weber	\$ 27.45

## Benchmarking Examples (cont.)

### Park acres per 1,000 (total)

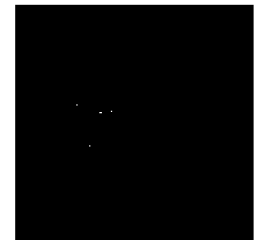
■ Alpine	0
■ Bountiful	3.18
■ Farmington	5.28
■ North Ogden	9.05
■ Riverton	0
■ South Jordan	8.88
■ South Weber	8.98

### Park acres per 1,000 (developed)

■ Alpine	0
■ Bountiful	3.18
■ Farmington	4.25
■ North Ogden	5.60
■ Riverton	0
■ South Jordan	7.93
■ South Weber	3.81

## Why a Performance Management System?

- Improve outputs
- Clear expectations for employees
- Pay for performance
- Accountability
- Improve efficiencies
- Maximize use of best practices



## Departmental Measures

### Public Works

- Water System
- Road Maintenance
- Sewer System
- Parks
- Building Inspection

### Recreation

- F.A.C.
- Memberships
- Building
- Programs
- Self-supporting
- Broad Range

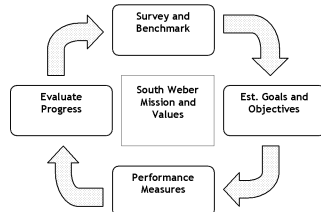
## Departmental Measures (cont.)

### Administration

- Utility Billing
- Justice Court
- Customer Service
- Newsletter
- Accounts Payable
- Records
- Financial

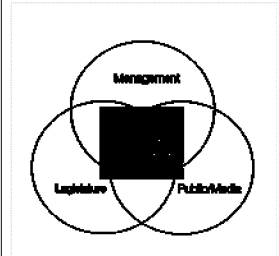
## Proposed Program

1. Survey & Benchmark
2. Est. Goals & Objectives
3. Annually review and Implement PM
4. Evaluate Progress



## Next Steps

1. Formally adopt Mission & Vision Statements
2. Finalize and conduct Community survey
3. Adopt Performance Management Program
4. Continue participation in Benchmarking study
5. Incorporate annual evaluation of Program



## Budget Schedule

- **January & February**
  - Update city's compensation plan, pay schedules, etc.
  - Conduct review of FY 2008 budget.
  - Prepare CIP project and funding plan.
  - Department Heads to prepare detailed list of budget needs for FY 08/09.
- **March 11:**
  - Department Head work meeting with CC.
  - Review current inputs/outputs
  - Growth trends
  - Needs (short term & long term)
  - Potential resource requests for 2009
- **March 25:**
  - Tentative 2009 Budget to CC

## Budget Schedule (cont.)

- **April 8:**
  - General Fund and Recreation Fund work session.
  - Department Head presentation worksession. (Discussion/Cuts)
- **April 22:**
  - Capital Improvements Fund & Utility Funds worksession.
- **May 13:**
  - Public Hearing
  - Adopt FY 2008/2009 Tentative Budget.
- **May 27:**
  - Public Hearings
  - Finalize FY 2008/2009 budget.
  - Reopen FY 2007/2008 budget

## Budget Schedule (cont.)

- **June 10:**
  - Public Hearing
  - Adopt FY 2008/2009 budget.
- **11-18 June:**
  - Prepare and send FY 2008/2009 budget to State Auditor.
- **23-30 June:**
  - Enter FY 2008/2009 budget into Caselle.
  - Print, bind, and distribute (including website) FY 2008/2009 budget.
- **July:**
  - Prepare FY 2008/2009 summary for next newsletter.

## Current Financials



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## **FY 2008 Highlights**

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### **General Fund**

- Revenues up 6% at \$971,703
- Building Permits
  - 2006 = 30
  - 2007 = 30 (16 without Shadow Creek Villas)
- Expenditures down 13% at \$644,378
- Revenues Over Expenditures = \$327,325
- Reopening:
  - Fire Equipment                      Snow Removal

## **FY 2008 Highlights**

---

### **Recreation Fund**

- Revenues at 52% at \$158,051.63 (after transfers)
- Expenditures at 49% at \$149,020
- Revenues over Expenditures = \$9,032

### **Country Fair Days**

- Revenues at 74% at \$34,388.27 (without GF)
- Expenditures at 71% at \$32,701
- Revenues over Expenditures = \$1,687

## **Capital Projects Fund**

---

- Fund Balance = \$1,216,738
- Cash = \$1,055,819
- Budgeted to spend \$885,000 fund balance
- Estimated \$250,000 - \$300,000 transfer from GF
- End of year Cash = \$420,000 to \$500,000
- Current Allocations = \$1,521,970 (see handout)

## **Water Utility Fund**

---

### **Revenues**

- As projected
- Use of Fund Balance (study underway LYRB)
- Prepare for adjustments to Water Rates

### **Expenditures**

- Currently at 41% at \$230,537
- Recent Purchase of additional water not included (\$35,000)

### **Sewer Utility Fund**

---

#### **Revenues**

Currently at 52% at  
\$248,445

#### **Expenditures**

Currently at 30% at  
\$112,842

### **Garbage Utility Fund**

---

#### **Revenues**

Currently at 51% at  
\$147,704

#### **Expenditures**

Currently at 39% at  
\$99,217

## **Storm Sewer Utility**

---

### **Revenues**

Currently at 50% at \$58,853

### **Expenditures**

Currently at 22% at \$22,915

## Impact Fee Fund Balances

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- Sewer = \$159,086
- Storm Sewer = \$167,260
- Park = \$ 88,020
- Road = \$125,994
- Water = \$ 88,896
- Recreation = \$102,802
- Public Safety = \$ 26,699

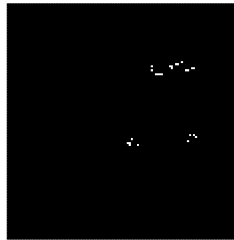
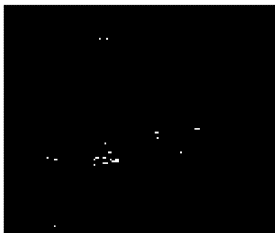
## Break Time

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## Capital Projects

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## Capital Projects

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### Review - One Year Plan

- City Hall ADA Improvements
- 7600 South
- Cemetery
- Canyon Meadows Park
- Other?

## Capital Projects (cont.)

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### Review Three Year Plan

- New City Hall
- Gateway Projects
- PW Yard Improvements
- Museum Sites
- Central Park Redesign
- S&P Detention Pond
- WIWM Park
- Posse Grounds

## Capital Projects (cont.)

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### Review Five Year Plan

- 1250 East Sidewalk/Curb Gutter
- Road behind Ray's
- SW Water Line Replacement
- West of FAC Expansion
- New City PW Shops
- Begin New Water Tank Design

## Capital Projects

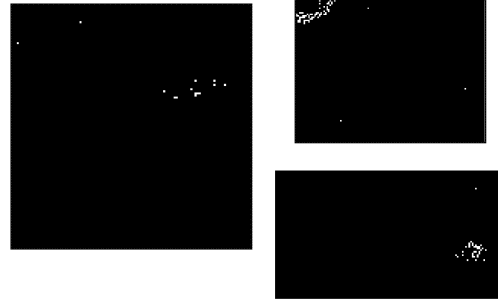
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### Ten Year Plan Discussion

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

## Councilmember Assignments

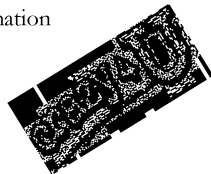
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## Council/Staff Relations

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- Council making requests of staff
- Council wanting something done in the City
- Communicating day-to-day
- Councilmember packets & information
- Public requests for CC meetings
- City Council Reports
- Staff Reports
- Handling of Citizen Complaints
- Other Topics



## 2008 City Council Goals

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### Ideas for Categories

Open & Responsive Government  
Economic Development  
Municipal Facilities  
Recreation  
Emergency Preparedness  
Building Sense of Community

## OPEN & PUBLIC MEETINGS ACT (Utah Code Title 52, Chapter 4)

### **TRAINING REQUIRED:**

#### **52-4-104. Training.**

The presiding officer of the public body shall ensure that the members of the public body are provided with **annual training** on the requirements of this chapter.

### **PURPOSE OF ACT:**

#### **52-4-102. Declaration of public policy.**

(1) The Legislature finds and declares that the state, its agencies and **political subdivisions, exist to aid in the conduct of the people's business.**

(2) It is the intent of the Legislature that the state, its agencies, and its political subdivisions:

- (a) **take their actions openly**; and
- (b) **conduct their deliberations openly**.

- **When discussing items in work meetings, please keep the purpose of this act in mind. It is important to keep an open mind and avoid making a decision until you have heard from an applicant/petitioner and receiving public input.**

### **DEFINITION OF MEETING:**

#### **52-4-103. Definitions.**

(4) (a) **"Meeting" means** the convening of a public body, with a **quorum present**, including a workshop or an executive session whether the meeting is held in person or by means of electronic communications, **for the purpose of discussing, receiving comments from the public about, or acting upon a matter over which the public body has jurisdiction or advisory power.**

(b) **"Meeting" does not mean:**

- (i) a **chance** meeting;
- (ii) a **social** meeting; or
- (iii) the convening of a public body that has both legislative and executive responsibilities where no public funds are appropriated for expenditure during the time the public body is convened **and:**

(A) the public body is convened solely for the discussion or implementation of administrative or operational matters for which no formal action by the public body is required; **or**

(B) the public body is convened solely for the discussion or implementation of administrative or operational matters that would not come before the public body for discussion or action.

- **IN SHORT: If there is a quorum present, and a decision regarding the matter will be made at any point by the Council, it is a meeting. To err on the side of caution, if there is a quorum present in anything but a social setting, it should be considered a meeting.**

**52-4-201. Meetings open to the public -- Exceptions.**

(1) A meeting is open to the public unless closed under Sections **52-4-204**, **52-4-205**, and **52-4-206**.

(2) (a) A meeting that is open to the public includes a workshop or an executive session of a public body in which a quorum is present, unless closed in accordance with this chapter.

**ADDITIONAL PROVISION OF THIS SECTION:**

- **A workshop or executive session held on the same day as a regular session may only be held at the same location except under specific circumstances (see Code for details)**

**PUBLIC NOTICE:**

**52-4-202. Public notice of meetings -- Emergency meetings.**

(1) A public body shall give not less than 24 hours public notice of each meeting including the meeting:

- (a) agenda;
- (b) date;
- (c) time; and
- (d) place.

**ADDITIONAL PROVISIONS OF THIS SECTION:**

- **Public notice shall be given of annual meeting schedule.**
- **Public notice is satisfied by posting at City office and to local newspaper or media correspondent. Please note South Weber provides additional posting as a courtesy to the public.**
- **Beginning April 1, 2008, notice shall also be posted on the Utah Public Notice Website created under Section 63F-1-701.**
- **A public body is encourage to develop and use additional electronic means to provide notice.**
- **Notice requirement may be disregarded if it is necessary to hold an emergency meeting, but must give must give best notice practicable.**
- **Agenda shall provide reasonable specificity on topics to be considered.**
- **A public body may not take final action on a topic in an open meeting unless it is listed under an agenda item and properly noticed (unless relating to an emergency meeting).**

## **MINUTES – OPEN MEETING:**

### **52-4-203. Minutes of open meetings -- Public records -- Recording of meetings.**

(1) Except as provided under Subsection (8), **written minutes and a recording** shall be kept of all open meetings.

- **Written minutes are the official record.**
- **Written minutes and recordings of open meetings are public records under GRAMA (Government Records Access and Management Act, Title 63, Chapter 2)**
- **Either written minutes or a recording shall be kept of a site visit or traveling tour.**
- **Retention for recordings of open meetings is one year after approval of written minutes.**

## **CLOSED MEETINGS:**

### **52-4-204. Closed meeting held upon vote of members -- Business -- Reasons for meeting recorded.**

(1) A closed meeting may be held:

- (a) **if a quorum is present**; and
- (b) if two-thirds of the members of the public body present at an open meeting for which notice is given under Section **52-4-202** vote to approve closing the meeting.

(2) A closed meeting is not allowed unless each matter discussed in the closed meeting is permitted under Section **52-4-205**.

- **When making a motion to enter into a closed meeting, remember to announce the reason for holding the closed meeting.**

### **52-4-205. Purposes of closed meetings.**

(1) A closed meeting described under Section **52-4-204** **may only be held for:**

(a) discussion of the **character, professional competence, or physical or mental health of an individual**;

(b) strategy sessions to discuss collective bargaining;

(c) strategy sessions to **discuss pending or reasonably imminent litigation**;

(d) strategy sessions to **discuss the purchase, exchange, or lease of real property if public discussion of the transaction would:**

(i) disclose the appraisal or estimated value of the property under consideration; or

(ii) prevent the public body from completing the transaction on the best possible terms;

(e) strategy sessions to **discuss the sale of real property if:**

(i) public discussion of the transaction would:

(A) disclose the appraisal or estimated value of the property under consideration; or

(B) prevent the public body from completing the transaction on the best possible terms;



(ii) the public body previously gave public notice that the property would be offered for sale; and

(iii) the terms of the sale are publicly disclosed before the public body approves the sale;

(f) discussion **regarding deployment of security personnel, devices, or systems**;

(g) investigative **proceedings regarding allegations of criminal misconduct**; and

(h) discussion by a county legislative body of commercial information as defined in Section 59-1-404.

(2) **A public body may not interview a person applying to fill an elected position in a closed meeting.**

- **Avoid going into closed session if you are not sure one of these criteria is met.**

### **MINUTES/RECORD OF CLOSED MEETINGS:**

#### **52-4-206. Record of closed meetings.**

(1) Except as provided under Subsection (6), if a public body closes a meeting under Subsection 52-4-205(1), the public body:

(a) **shall make a recording** of the closed portion of the meeting; and

(b) **may keep detailed written minutes** that disclose the content of the closed portion of the meeting.

- **If a meeting is closed for the discussion of the character, professional competence, or physical or mental health of an individual; or discussion regarding deployment of security personnel, devices, or systems:**
  - **a recording is not required;**
  - **detailed minutes are not required; and**
  - **the person presiding over the meeting must sign a sworn statement affirming that the sole purpose for closing the meeting was to discuss said purposes.**
- **Minutes and recordings of closed meetings are protected under GRAMA, and may only be disclosed under a court order.**

### **ELECTRONIC MEETINGS:**

#### **52-4-207. Electronic meetings -- Authorization -- Requirements.**

(1) A public body may convene and conduct an electronic meeting in accordance with this section.

- **On 14 November 2006, the South Weber City Council passed Resolution 2006-50 to allow for electronic meetings in accordance with Utah law.**

**PENALTY FOR VIOLATION:**

**52-4-305. Criminal penalty for closed meeting violation.**

In addition to any other penalty under this chapter, a member of a public body who knowingly or intentionally violates or who knowingly or intentionally abets or advises a violation of any of the closed meeting provisions of this chapter is **guilty of a class B misdemeanor**.