

MINUTES OF COUNCIL STRATEGIC PLANNING MEETING – JANUARY 27 & 28, 2012

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THE WEST VALLEY CITY COUNCIL MET IN A STRATEGIC PLANNING SESSION ON FRIDAY, JANUARY 27, 2012, FROM 7:00 A.M. TO 6:00 P.M.; AND ON SATURDAY, JANUARY 28, 2012, FROM 8:10 A.M. TO 12:35 P.M., IN THE CLUBHOUSE, STONEBRIDGE GOLF COURSE, 4415 LINKS DRIVE (2400 SOUTH), WEST VALLEY CITY, UTAH. MAYOR WINDER CALLED THE MEETING TO ORDER.

THE FOLLOWING MEMBERS WERE PRESENT:

Mike Winder
Steve Buhler
Don Christensen
Tom Huynh
Karen Lang
Corey Rushton
Steve Vincent

Wayne Pyle, City Manager
Paul Isaac, Assistant City Manager / Acting City Recorder

STAFF PRESENT:

Jim Welch, Finance Director

1. **GATHER AND BREAKFAST**

The City Council convened and with the City Manager and staff ate breakfast between 7:00 A.M. and 7:50 A.M.

2. **INTRODUCTION: “WHY STRATEGIC PLAN” – WHY, WHAT & HOW OF THE STRATEGIC PLAN**

City Manager, Wayne Pyle, reviewed and discussed the agenda outline and introduced the topic of “Why Strategic Plan,” and reviewed information including the why, what and how of that Plan. He informed the agenda items for discussion had been placed in three main sections described as “Baseline,” “Generate,” and “Integrate.” He explained Baseline would be approximately two hours to include a compact discussion to bring the two new Council members up to date as quickly as possible on major topics. He stated the Generate portion would take approximately four hours and would include review of goals and objectives and discussion by Council and staff regarding issues and topics of concern for the upcoming year. He explained the Integrate portion had been scheduled to take two hours and would incorporate prioritization and changes to the Strategic Plan resulting from discussion and direction by the City Council.

Mr. Pyle discussed and defined the Strategic Plan as the Council’s formally articulated policy that guided the focus on priorities, identified action plans and formally defined how results of the Plan were articulated. He explained the Plan required review each year

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by the Council to provide an understanding of the City's direction. He further explained West Valley City's form of government, the Council/Manager form, relied on the City Council to articulate the destination and direction of the City. He indicated the Strategic Plan also provided for the setting of expectations and establishing accountability, which reduced the chance for misunderstandings. He stated the Strategic Plan set forth and communicated what would be done and provided an agenda for completion of those tasks.

City Manager, Wayne Pyle, discussed and explained four points of the Strategic Plan, objectives, goals, action items, and result measurements (benchmarks, action items and results).

3. **2011 & 2012 STRATEGIC PLAN REPORTS**

Mr. Pyle stated the planning process was an on-going process beginning with each new fiscal year at which time the Strategic Plan was put into action. He explained the Plan would be formalized and enacted with the final results presented by City staff to the City Council in a Study Session. He indicated City staff reported results to the Council and then the process started over for the following year.

Councilmember Vincent inquired if reports included just two quarters when presented. In response, the City Manager stated those reports included calendar year results, but the Plan was made every fiscal year.

Councilmember Lang inquired if street maintenance was funded with storm water funds. City Manager, Wayne Pyle, explained several funds were involved in that expenditure including sanitation funds and storm water funds.

Councilmember Huynh inquired why the City had the worst graffiti problems. City Manager, Wayne Pyle, stated time had been scheduled later for a more detailed report on the graffiti issue.

Mayor Winder stated action items that were out of the control of a department should be removed.

City Manager, Wayne Pyle, showed the Council examples of department action items and Council action items. The City Council reviewed, discussed and made recommendations for consideration by City staff as action items were defined.

Councilmember Vincent stated certain items such as the traffic study request was not a Police Department function and could be moved to another department.

The City Council discussed issues related to public relations and the City Manager stated this subject would be a topic for later discussion.

4. **WEST VALLEY CITY HISTORY BRIEFS – SIX MINUTE BRIEFS ON WEST VALLEY CITY TOPICS FOR COUNCIL CONTEXT**

City Manager, Wayne Pyle, discussed West Valley City history briefs for edification of the new Council members. He discussed City revenues including property tax, sales tax and utility tax, in addition to justice court revenues, licenses and permits.

Mr. Pyle discussed expenditures and informed that the Police Department required the largest City expenditure.

Councilmember Vincent commented regarding land use planning issues, particularly in the northwest area of the City.

City Manager, Wayne Pyle, reviewed compensation for employees and the overall trend of the general fund budget, including sales tax trends.

City Manager, Wayne Pyle, discussed growth and demographic trends and informed the City's population was currently at 130,000, with a growing Hispanic population. He advised the median income was \$52,971.00, and the number of owner-occupied housing had fallen. He reported over 87% of land had been developed with 13% of land for development being the ATK property. He advised West Valley City was quickly becoming fully developed.

City Manager, Wayne Pyle, presented and briefed the City Council on the following topics:

Neighborhood Revitalization

City Manager, Wayne Pyle, discussed neighborhood revitalization and showed a relatively new house that had become full of junk. He stated this code enforcement problem continued even in some of the newer neighborhoods and was an important issue of concern.

Administrative Code Enforcement (ACE)

City Manager, Wayne Pyle, discussed Administrative Code Enforcement (ACE) issues.

Councilmember Huynh stated it was difficult for some people to come into compliance with issues, particularly the older citizens.

The City Manager stated code enforcement officers worked diligently with people who had hardships and assisted them in coming into compliance by extending deadlines and other means.

Maverik Center

City Manager, Wayne Pyle, discussed an agreement with the Elmore Group and Centennial Management. He stated West Valley City had 40% ownership of the value of

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the Grizzlies hockey team in exchange for past due rent of the Maverik Center. He advised this was a “win/win” situation when it had been negotiated, the alternative being the loss of the team playing at the Center. He further explained current options were either the terms of the agreement be renegotiated or the team would leave West Valley City. He stated the team was still not profitable; but the negotiations had provided a degree of stability in the short term.

Mr. Pyle also discussed the role of Centennial Management and their relationship with the team. He explained Centennial Management and the team were two separate entities and marketing was part of the venue’s responsibility.

The City Manager discussed background information stating the Maverik Center had opened in 1997, with the 2002 Winter Olympics being the main catalyst for building that facility. He stated there were still great modern amenities at the facility and the contribution from the general fund had decreased over the last three years. He reported debt service would be completed by 2028.

Upon discussion, Mayor Winder inquired regarding the life expectancy of the Maverik Center. Councilmember Vincent stated the Huntsman Center at the University of Utah was 35 years old. Councilmember Rushton stated Madison Square Garden was still viable; therefore, longevity of a facility was dependent on how well it was maintained.

UTOPIA

City Manager, Wayne Pyle, stated UTOPIA was founded in 2002; and he discussed background information. He summarized the history of UTOPIA beginning with the initial phase of construction in 2004. He stated UIA had been founded in 2010. He indicated UTOPIA had been awarded \$16 million in the 2010 Federal Stimulus Program and then the UIA bonding was awarded in May of 2011. He indicated UTOPIA was in a stable situation with the member cities committing to pay the debt service.

Upon inquiry by Councilmember Buhler, the City Manager explained some City funds had been provided towards UTOPIA’s operating costs, but had been paid back for those allocations. He further explained the City’s responsibility was for monthly debt service payments.

Fairbourne Station

City Manager, Wayne Pyle, reviewed the 10-year history of the development of the City Center project now known as Fairbourne Station. He discussed the Embassy Suites Hotel and Promenade projects. He discussed the ICO multi-family housing project which was awaiting HUD financing and on schedule for late spring of 2012. He informed the office side was now being reviewed, including the Jones property on 2700 and 3500 South Streets, and the retail side (Toys R Us and Staples).

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The City Manager asked the City Council to begin thinking about the need for funding of a parking plaza in order to accommodate the office phase of the development.

Mr. Pyle discussed staff developed options regarding possible relocation of City Hall and the Public Safety Building. He stated from a financial standpoint the possibility of the Public Safety Building moving to another location seemed viable. He discussed various options such as buying out the State's share of City Hall. He reported, in total, the project future costs could be in the area of \$80,000.00 with the City being responsible for some portion of that cost. He discussed another option that would cost approximately \$50,000.00.

Councilmember Vincent inquired regarding the possibility for Hines to report and provide an update to the City Council. He also expressed a preference for an "employment center" versus a residential center.

Economic Development Plan

City Manager, Wayne Pyle, discussed economic development issues and plans. He stated the City's economic development plan had been developed in 2004 and over the last three to four years had been updated and fully implemented. He indicated that plan had provided a real competitive advantage and, now, three years into the current plan, staff had been added who would focus on development, retention and redevelopment.

Administrative Issues and Organization Chart

City Manager, Wayne Pyle, reviewed various administrative issues and an organizational chart.

Mayor Winder recessed the meeting at 9:45 A.M. and reconvened the meeting at 10:05 A.M.

5. **ISSUE AND IDEA DISCUSSION – COUNCIL AND STAFF TOPICS THAT MAY AFFECT STRATEGIC PLAN**

City Manager, Wayne Pyle, informed a list of concerns that Council members had submitted to him and been scheduled for discussion. Those matters were discussed as follows:

Public Relations

City Manager, Wayne Pyle, inquired how the Council desired to define the philosophical function of public relations by the City. He advised the Public Relations Director was not an Executive Staff level position; however, that person was invited to attend all Executive Staff meetings. He mentioned the time period when another individual had been in charge of public relations and reported directly to the City Manager. He advised that due to cutbacks that position had almost been eliminated entirely. He stated staff had been transferred out of that division to other departments. He informed public information officers existed in the Police and Fire Departments. At that point in time, the

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public relations budget had been cut by approximately \$250,000 and, as a result, the current public relations department had evolved.

Upon discussion, Mayor Winder discussed having the right people in public relations and doing the right things for the City. Councilmember Rushton inquired regarding the administrative position in public relations and asked if it was part time or three quarters time and if the position was responsible for the publicity profile. He stated the publicity profile was unnecessary and available anyway on the Internet. Councilmember Vincent suggested that a Historical Society volunteer could perform that task. Mayor Winder inquired about a more concentrated effort that could be made with social media opportunities with the constant and consistent answering all questions “tweeted” to the City. He stated it would have to be monitored daily, even hourly. Councilmember Christensen stated a better rapport needed to be created with the newsprint and television media. Councilmember Christensen stated such a rapport could create an environment where the media would routinely call the public relations staff to check out articles or ask questions for clarification. He stated a good example was when the media called and wanted to check on an article. He expressed that public relations in general needed to be more proactive by going out to get the media and manage the media and the event. He stated the media should want to call and take information from public relations when at City events. He cited an example of a recent Council meeting where the Council was instructed not to engage in interviews following the Council meeting yet public relations personnel did not intervene on the Council’s behalf. Councilmember Huynh stated public relations should take a more proactive role. He also stated if a Twitter account was set up each entry would need a response.

Upon further discussion, Councilmember Vincent stated too few videos were being produced for Channel 17, the City’s website and YouTube. Councilmember Rushton expressed the need for public relations to respond to erroneous reporting and correct inaccuracies. He stated rapport with outside media was lacking. Councilmember Huynh added the media needed to have a relationship with the City such that they would call public relations before doing a story. He indicated the Public Relations Division needed to be more involved with the local media, including visiting them at their stations or places of work.

Upon further discussion, Mayor Winder suggested the need for at least two positive content articles published per week. Councilmember Vincent stated more professional standards needed to be put in place. He indicated if public relations staff were to be spokespersons for the City, they needed to be ready at all times. Councilmember Huynh reiterated that a better relationship with the media would create a more positive image of the City. Councilmember Lang inquired about the possibility of inviting media to Maverik Center events and, after discussion the Council expressed a consensus for doing so.

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Upon further discussion, some members of the Council expressed the importance of being mindful about what was written on private Facebook accounts. He discussed an example of a director posting inappropriate and negative comments about a car dealership in the City. Councilmember Lang stated interaction with Facebook and Twitter would need to be constantly monitored.

City Manager, Wayne Pyle, reminded members of the Council of a plan discussed several years ago to add a call center where issues could be addressed. Councilmember Lang expressed concurrence with a call center concept and stated it would be worth pursuing. She stated, however, calls should be transferred to the right personnel where problems could actually be resolved. She suggested this could be a prestigious job for a volunteer who was fully trained.

Upon further discussion, the City Manager was directed to draft a communication plan for further discussion and consideration by the City Council.

Animal Shelter

City Manager, Wayne Pyle, discussed Animal Shelter concerns and issues.

Councilmember Vincent stated he recently visited the Animal Shelter at which time he inquired regarding how to convince animal owners to license and tag their animals. He stated the Shelter employees were very hurt by the recent media coverage of the Shelter. He explained after that visit he had developed a different perception and a much better feeling as to how problems were being handled at that facility.

Councilmember Christensen stated people did not realize that the carbon monoxide chamber at the Shelter was not the same kind of chamber most people were aware of.

Councilmember Vincent suggested the Shelter be open on Saturdays.

Councilmember Huynh suggested an open house be held to provide factual information about euthanasia.

Councilmember Vincent expressed the need to take advantage of the adjacent park and perhaps do some things like take the dogs out on the lawn so people driving by could see the animals for possible adoption. He stated a Saturday opening would be a good place to start. He also discussed improvement of on-line licensing.

Councilmember Lang discussed problems with selling animals out of homes or selling animals at stores such as WalMart and she stated they needed to be cited if not in compliance with ordinances or regulations. She stated fees should be charged for breeders. She expressed the need for a “no street selling” ordinance.

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Mayor Winder expressed the need to educate the public on responsibilities with respect to spaying and neutering of pets.

Councilmember Christensen suggested having veterinarians put animals down rather than staff at the Shelter.

City Manager, Wayne Pyle, stated he would continue to update the Council regarding steps being taken regarding issues at the Animal Shelter.

Mayor Winder recessed the meeting for lunch at 11:55 A.M. and reconvened the meeting at 1:00 P.M.

6. **ISSUE AND IDEA DISCUSSION CONTINUED**

City Manager, Wayne Pyle, discussed the current vehicle take home policy. He explained the pros and cons of rotating the police vehicles versus officers having their own vehicles.

Upon discussion, Councilmember Vincent expressed his concern regarding police officers using city vehicles for personal use. He discussed the gas used when a vehicle was utilized for personal use, including insurance in the event of an accident. He inquired if all occupants would be covered with worker's compensation.

City Manager, Wayne Pyle, discussed the City's policy regarding car allowances and stated he had no new recommendations in that regard, in particular regarding the car-perman policy.

Councilmember Vincent requested to see if the charge per mile should be increased, and Councilmember Buhler requested liability issues be reviewed.

After further discussion, the Council requested to review additional information regarding compensation and income, taxes, W2's and daycare, and use of City vehicles for personal use inside the City and outside the City.

Home Remodeling Program

City Manager, Wayne Pyle, discussed the Home Remodeling manual prepared by the CED Department, and showed various options for remodeling homes. He explained criteria for the program, funding options, possible discounts at Home Depot and Lowes home improvement stores for residents to be able to afford to remodel. He advised CDBG (Community Development Block Grant) funds could be used as a funding source, with State funds being another possibility. He advised much of these funds had already been targeted. He discussed another option using community reinvestment funds where loans were extended by private institutions.

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Upon discussion, Councilmember Vincent inquired if the program would include purchasing the pre-approved plans at City Hall, and hiring a contractor to go to work. He discussed that the plan was only for owner-occupied dwellings.

City Manager, Wayne Pyle, stated one of the main purposes of the program was to sustain the community and to keep current homeowners in the City by providing a means to enhance their properties. He also advised of the possibility of remodeling our own model home as a starter so citizens could picture how it could be done.

Graffiti

City Manager, Wayne Pyle, discussed graffiti issues.

Mayor Winder expressed the need to shift some resources from code enforcement to help solve graffiti problems.

The City Manager explained there had been a shift in the behavior of graffiti perpetrators in that they had moved from walls to signs and tagging inside neighborhoods. He stressed the need to rejuvenate the enforcement effort. He advised cameras were still being used, but perhaps the City was taking off graffiti inside neighborhoods as a matter of assistance or just being helpful.

Upon discussion, Mayor Winder suggested consideration be given to having two or three employees performing graffiti removal. Councilmember Christensen stated the graffiti hotline was always full and the proper department needed to be identified on the Web with an easier link to the page for reporting the graffiti. Councilmember Vincent suggested checking into getting a “graffiti app” and people could simply take pictures and submit.

Councilmember Huynh inquired regarding Police Department involvement in graffiti removal. City Manager, Wayne Pyle, cited an example of how police were used to help catch violators.

Upon further discussion, Councilmember Vincent stated with respect to inside the neighborhoods people thought they should call the City to remove graffiti from their own fences, when in fact that was an owner’s responsibility. He questioned if the City was doing too much graffiti removal inside neighborhoods. Councilmember Lang stated the police actually put pressure on residents to remove the graffiti, something they would not do for a broken window.

The City Council indicated there were still some issues for discussion; but they directed the City Manager to move on to the budget discussion.

7. **BUDGET UPDATE**

Finance Director, Jim Welch, discussed and reviewed revenue distribution and revenue streams.

Upon inquiry by Councilmember Rushton, the Finance Director stated salary savings was not considered a revenue source but rather a decrease in expense. He also explained approximately 3% of the budget was salary savings.

Councilmember Vincent inquired how point of sale was determined. He also discussed a zip code issue and asked if it was certain the taxes being collected belonged to the City.

City Manager, Wayne Pyle, advised there had been discussion at the legislature regarding an adjustment or redistribution of the formula for sales tax. He advised it would be preferable for the City to remain the way it presently existed.

Finance Director, Jim Welch, discussed and explained the truth in taxation requirement to capture the judgment levy rather than just lose it every year. He stated that several years ago the Council decided to hold a truth in taxation hearing each year in order to recapture that levy.

The Finance Director discussed cumulative property tax rates compared to municipal and consumer price indexes over a 15 year period.

The City Council discussed the philosophical issues regarding when property taxes increased.

Finance Director, Jim Welch, discussed and reviewed the utility taxes.

Upon inquiry by Councilmember Vincent, the City Manager stated talks had not been pursued with Granger-Hunter Improvement District regarding franchise fees.

8. **PERSONNEL/COMPENSATION UPDATE**

Assistant City Manager, Paul Isaac, discussed compensation issues, including proposed pay increase plans and benefit challenges as a result of Utah Retirement Systems (URS) changes and mandatory funding requirements.

After discussion, the City Council expressed a consensus and directed the City Manager to implement changes necessary regarding the above-discussed compensation issues.

Mayor Winder recessed the meeting at 3:40 P.M. and reconvened the meeting at 4:00 P.M.

9. **STRATEGIC PLAN GOAL/OBJECTIVE REVIEW AND PRIORITY INTEGRATION**

City Manager, Wayne Pyle, discussed Strategic Plan goals and reviewed objectives and priority integration. He inquired if any objectives should be changed and Council members discussed action items summarized as follows:

Transportation

Find solutions to east/west congestion.

Change to: Maintain current traffic conditions along east/west corridor.

Find solutions to east/west congestion on 3100 South (Bangerter Highway to 5600 West).

Review signalization.

Remove: Improve and provide curb, gutter, sidewalk and trail system, as these would continue in the department action plans.

Public Safety

Leave reduce crime through police efforts...

Double efforts against graffiti and find new technologies to combat graffiti instead of eradicate graffiti.

Add: Increase visibility of the Police and Fire Departments in the neighborhoods.

Remove: Reduce public safety response times.

“Work with Public Works to reduce speed in neighborhoods.” instead of “reduce speed in neighborhoods.”

Make certain some of the action items are prevention-related; focus effort toward measured results.

Upon discussion, Councilmember Vincent inquired about a registry for gang involvement. Councilmember Lang inquired if there was a crime problem or a crime image problem, or both. She also expressed the need to do more in the area of customer service in the Police Department. She stated more should be done to retain the City’s police employees.

Community and Economic Development

Modify and preserve residential neighborhoods to enhance resident neighborhoods.

Eliminate “enforce” ordinances and enhance blight bullet.

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Under “Improve and enhance partnerships with existing businesses” develop ways to include the Chamber of Commerce, including facilitation between businesses.

Maverik Center could do more to give a “heads up” regarding upcoming events.

After the words “existing business” add “external stakeholders.”

Under “Accelerate efforts for new business and economic development” modify to say “continue efforts for new business and economic development.”

Citizen Development

Citizens are the City’s most valuable asset.

Add finding ways to increase use of volunteers throughout the City and encourage citizen involvement.

Eliminate first bullet and replace with the volunteer bullet.

Be more involved in the high schools. Some communities have an actual goal to increase graduation from high school as positive graduation statistics add to economic development. The community college or university could be more involved.

Modify third bullet by adding “through the Internet and social media.”

Add action item to increase citizen involvement through volunteerism.

10. **ADDITIONAL COUNCIL ISSUES**

Council Citizen Outreach Budget

The City Council discussed having a Council citizen outreach budget which would allow for payment of expenses related to interaction with citizens in respective districts. Some members of the Council stated this would help each Council member in their efforts to develop a better understanding by citizens of government. Councilmember Vincent stated there would need to be accountability so that Council members did not engage in campaigning but strictly used for City business.

City Manager, Wayne Pyle, advised that appropriate controls could be established for the proper accountability for such expenditures.

Upon further discussion, Councilmember Lang expressed concern regarding the outreach budget concept and stated pay could be used to accomplish those goals.

Sister Cities

Councilmember Lang expressed her opinion that there was not a real benefit from sister city relationships. Councilmember Vincent concurred. Mayor Winder stated the Sister City program was a good thing, but more ways to involve the community were needed. He indicated he had concerns about limiting involvement of the City in that program. Councilmember Vincent stated this was not a large line item but there were a lot of “soft” costs. He stated there were significant costs associated with visits of delegations from other cities, including transportation costs, hotel accommodation costs and food.

11. **WRAP UP/ITEMS FOR FUTURE CONSIDERATION**

Upon general discussion, it was determined the remainder of issues could be addressed either in an upcoming study meeting or on an individual basis.

Councilmember Lang expressed desire to discuss the sign ordinance.

Councilmember Vincent expressed desire to discuss the Jordan River Marketplace project.

Mayor Winder expressed desire to talk more about Fairbourne Station.

Upon further deliberation and review of matters still to be studied, the Council determined to meet the following morning (January 28, 2012, at 8:00 A.M.) as previously noticed, to continue with discussion of the remaining items.

Mayor Winder recessed the Strategic Planning Meeting at 6:00 P.M. on Friday, January 27, 2012.

Mayor Winder reconvened the Strategic Planning Meeting on Saturday, January 28, 2012, at 8:10 A.M.

12. **ADDITIONAL COUNCIL ISSUES - CONTINUED**

Protest Ordinance

City Manager, Wayne Pyle, discussed consideration of a protest ordinance to minimize protests around some retail outlets, cemeteries, and others. He also stated the sign ordinance was an on-going discussion with City staff and he proposed a review by the Law Department for analysis regarding differentiating between free speech zones and the sign ordinance. He advised protest ordinances were generally for specific areas.

Skate Park

City Manager, Wayne Pyle, stated the matter of a skate park had been brought up for consideration by previous Councils. He recommended the skate park idea could be revisited when resources were available in the future.

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Upon discussion, Councilmember Rushton stated the skate park issue should be included in a broader overall park plan instead of a separate topic of discussion in the Strategic Plan. He indicated one approach might be to put the skate park back on the “list” as part of the overall park planning. Councilmember Vincent stated perhaps Salt Lake County should be approached again to determine if a partnership could be formed to build a skate park in the City. He also stated the issue of a separate park tax to build and maintain parks had been “skirted” around from time to time. He indicated trails were also an issue. Councilmember Lang inquired why the City was behind in building parks on schedule and she expressed the view the City could hardly maintain them when they were built. Councilmember Huynh inquired about a location for a skate park and stated he would be concerned for businesses in the area, particularly on 5600 West, if that was being considered.

City Manager, Wayne Pyle, advised that as the discussion about a skate park continued it appeared the “skate park group” seemed willing to take accountability for ensuring the park would be kept clean and curfew ordinances enforced.

Upon inquiry by Councilmember Lang, the City Manager informed cost of a skate park would be approximately \$500,000.00 with several different funding options.

Councilmember Rushton stated he believed this project was a real high priority and suggested allocating seed money towards the project even though it might not be built for years to come.

City Manager, Wayne Pyle, advised he would begin to try to place the skate park project back on the priority list.

City Vehicles

Councilmember Christensen advised he had received clarification regarding use of vehicles for personal use.

City Manager, Wayne Pyle, advised he would provide further clarification to the City Council the following week regarding vehicles.

4100 South Sound Wall (northeast of 2200 West)

Discussion ensued regarding the issue of a sound wall on 4100 South northeast of 2200 West. Councilmember Rushton informed he had told citizens the City had never built a “sound wall.” Councilmember Vincent stated sound walls did bring more graffiti problems. Councilmember Rushton stated such walls were crime problems.

City Manager, Wayne Pyle, indicated the project itself was not the issue but rather whether it really solved anything. He discussed the possibility of consulting with the

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Utah Department of Transportation (UDOT) but stated the possibility remained that not everyone would be totally happy with whatever the decision.

Councilmember Vincent stated possibly UDOT could advise how the wall could be made to be effective.

2700 South Corridor

The City Council had a general discussion regarding the 2700 South corridor. The City Manager was requested to determine what could be done to improve that corridor. Councilmember Rushton stated the strategy should be that if it needs repair or improvements, the Utah Department of Transportation (UDOT) should be approached with that information. He further stated a special district should be lobbied which could be created by a petition of neighborhoods, such as 50% of the residents. Mayor Winder expressed belief there was a double threshold and installation of sound walls would be a “dangerous slope.” Councilmember Vincent explained that Senator Karen Mayne had worked hard regarding clean up along the 5600 West corridor. He stated UDOT needed to be approached. Councilmember Rushton expressed the need to either turn the matter over to the State or participate in studies and try to build them ourselves.

3100 South and Bangerter Highway

Councilmember Buhler inquired regarding the northwest corner of 3100 South and Bangerter Highway where a house had been removed leaving it to look like an unfinished project. He stated a fence had been put up with a house remaining, and it looked like a mess.

City Manager, Wayne Pyle, stated he would direct that the property owners be contacted and requested to finish the project. He explained where UDOT did not have a defined budget it was very difficult to get them to follow through and complete the work. He expressed agreement it would be advantageous to have a long-term plan to clean up the major corridors.

Citizen Survey

The City Council discussed a citizen survey. Councilmember Rushton inquired about the usefulness of a citizen survey and discussed the importance of asking the right questions. He discussed revamping the questions. Councilmember Rushton expressed desire for a more standardized survey with benchmarking by using the University of Utah. Mayor Winder suggested some of the strategic goals could be tied to the survey. He questioned that from a strategic plan point of view, did more consideration go to people’s feelings of safety in neighborhoods versus the need for more cops.

City Manager, Wayne Pyle, stated the survey did not cost a lot of money and could be reviewed and updated.

Upon further discussion, some members of the City Council expressed desires to set time aside to review the survey. Councilmember Rushton indicated if the survey was conducted again, the Council should study the questions and be involved in the process. Councilmember Lang requested the survey be sent to the Council electronically for review.

City Manager, Wayne Pyle, stressed the importance of keeping the trends in place and being careful about the questions. He stated trends and history were important to ensure improvements were being made. He advised the month of May was the present timeline for the survey.

Election Issues

The City Council discussed various issues regarding elections. Some members of the Council discussed the possibility of changing the order of names appearing on a ballot which would not always be alphabetical. The City Council discussed whether the need existed to gather at City Hall on election night as some members indicated they would feel more comfortable watching the returns at home.

City Manager, Wayne Pyle, advised that the City Recorder was always attempting to get more voter turnout. He stated people who choose not to vote were generally happy with the status quo. He indicated the question had been posed by the Mayor regarding how much the City should do to turn out the vote.

Upon discussion, Councilmember Rushton stated it was not the City's job to "get out the vote". Councilmember Buhler expressed agreement. The City Council also discussed Meet the Candidates Night with some members questioning if the two-hour format should be changed for that event. Some members suggested the need to just give a prepared statement rather than explain the same thing to each individual person over and over again. Councilmember Christensen stated many of the questions were directed to the incumbents at the Meet the Candidates nights. Councilmember Rushton stated a method should be developed for asking questions that did not just focus on someone's "pet peeves."

After further discussion regarding how names should appear on a ballot, the City Council expressed a consensus that the names should be listed in alphabetical order.

City Manager, Wayne Pyle, summarized the Council's direction regarding the above election-related issues. He stated an election night party would be eliminated and the Meet the Candidates Night would be shortened in length from two hours. He also stated the question and answer period would be eliminated. Other things such as banners and photographs on the web would remain the same. He stated based on Council consensus the names listed on a ballot would appear alphabetized.

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Property Tax Decrease

The City Council discussed various issues regarding property tax. Some members of the City Council expressed concern regarding the approach to the truth in taxation process and the need to do a better job of explaining proposals. Councilmember Buhler suggested preparation of historical data regarding tax rates over the previous 10 years, and perhaps include statistics from other states. The Council discussed percentage of property value charged in tax and Mayor Winder stated it mattered only on household income and payment was on both income and property tax.

Upon inquiry by Councilmember Huynh regarding inflation, the City Manager suggested a philosophical strategy pegging the tax to the CPI (Consumer Price Index). Councilmember Rushton stated the City should only tax to provide needed services. Councilmember Vincent indicated no matter how much information was given with respect to truth in taxation sometimes citizens just did not believe that explanation.

Upon inquiry, the City Manager advised it was a very positive step to give consideration to the truth in taxation every year. Councilmember Buhler expressed the importance of providing a full and detailed explanation of truth in taxation at the public hearing. The City Manager advised consideration would be given to improving the truth in taxation discussion and the inclusion of public relations in that process. Councilmember Rushton suggested use of a survey regarding the best way to approach incrementally increasing taxes.

Promenade

The City Council discussed various matters regarding the Promenade. Councilmember Vincent expressed the need to charge an association fee to those living along the Promenade to cover costs of maintenance.

City Manager, Wayne Pyle, advised that up to two additional personnel would be needed to assist with maintenance of the parks and the Promenade.

Upon further discussion, Councilmember Lang expressed the need to utilize volunteers to help with park maintenance and planting of flowers, and other projects, particularly in neighborhoods.

Upon inquiry, the City Manager advised at least 75% of the Promenade would be constructed this year.

Fire Station

The City Council discussed the priority and consideration of construction of a new fire station in the southwest area of the City. Councilmember Vincent discussed the possibility of sharing a fire station with Salt Lake County. The Council also discussed identifying property for the fire station project. Some members discussed the issue of

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whether to build where the City wanted a station or purchase an existing station from Salt Lake County. Members discussed various possible locations for a fire station and concluded in the vicinity of U-111 would not be desirable. Some members stated along 6200 South would be desirable, and the County's station could be a possibility at that location. Councilmember Rushton suggested negotiations in that regard with Salt Lake County.

Upon further discussion, Councilmember Lang expressed desire for a building maintenance fund in the Fire Department to maintain the buildings as maintenance was preferable to bulldozing. She also stated maintenance at the stations should be a priority. She inquired regarding why maintenance staff acted as project manager for the hotel project rather than working on City buildings.

City Manager, Wayne Pyle, explained that in some cases the City's fire stations were very old and did not accommodate the existing apparatus. He also advised that an outside project manager for the hotel had been given consideration, however, it was determined that protection of the City's investment was of utmost importance and City personnel would insure proper expenditures.

Upon further discussion, Councilmember Vincent reminded that during the last 10 years the City had attempted to build a capital improvement budget. Councilmember Rushton inquired if the Lodestone property between 5400 South and 6200 South could be an appropriate place for a fire station.

Mayor Winder summarized the above discussion indicating the Council had expressed a consensus to consider purchase of the County station, and investigate other options as well.

Mayor Winder recessed the meeting at 9:50 A.M. and reconvened the meeting at 10:10 A.M.

Residency Incentive

The City Council discussed opinions, observations and suggestions regarding a residency incentive program and/or requiring directors to live in the City.

Councilmember Lang stated there was a general feeling certain positions such as planners and directors should live in the City. She also stated a new policy in this regard should not apply to present staff but rather to future employees.

City Manager, Wayne Pyle, stated that from a philosophical standpoint, the City Manager should be required to live in the City; but from a competitive standpoint, it might not be prudent to require residency beyond that.

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Upon further discussion, some members of the City Council discussed ideas on who should be required to live in the City, stating living in the City provided a certain “ownership” of the community. Councilmember Vincent stated if the City was planning subdivisions in the right way, people would move into the City and a residency bonus could make some difference. Some members of the Council also discussed drafting a plan for future hires with an ultimate goal of implementing a residency requirement for certain positions. Other kinds of incentives were also discussed such as free golf or fitness center memberships. Councilmember Buhler expressed the desire to have people “invested” when they worked and if an employee had lived outside the City (for say 10 years) and had never decided to move into the City then he questioned whether their job had really been done in making West Valley City a better place to live. Mayor Winder suggested the appropriateness of requiring the City Manager and the Assistant City Manager to live in the City. He stated it was not “cut and dried” to say an employee would be more invested in the City if they lived here. He further stated there were employees who lived in the City who were not actually that “invested” so there could not always be a correlation drawn. Councilmember Rushton stated he believed it better to require residency in the City. The City Council expressed a consensus that this was an important issue.

The City Manager summarized the above discussion and informed he would come back to the City Council with a draft plan to either incentivize employees to live in the City or methods that future employees could be incentivized and/or motivated to move into West Valley City.

Limited Travel

The City Council discussed travel by the City Council. Councilmember Lang expressed concern elected officials attended too many conferences and she discussed the importance of being responsible in this area. She recommended putting together a travel agenda annually outlining Council members’ planned attendances at conferences. Mayor Winder stated travel was necessary particularly this year and recommended review of a travel and conference schedule in November.

City Manager, Wayne Pyle, advised the travel budget had already been reduced by 75%.

Police Department Press Conferences

The City Council discussed Police Department press conferences. Some members of the Council expressed concern that the press conferences regarding the Susan Powell missing person case had been overdone. Council members requested more updating when these types of cases were underway so questions from citizens could be appropriately answered.

City Manager, Wayne Pyle, stated there was a cost involved regarding investigations but it could be irresponsible not to pursue every lead in a case. He also stated it was a difficult decision to balance the attempt to pursue leads, solving cases and spending too

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much money. He advised that as long as leads were coming in the obligation was to continue to attempt to solve the case.

Shelter Hours and Five Day Workweek

The City Council discussed public hours at the Animal Shelter and a five-day workweek.

City Manager, Wayne Pyle, clarified that when necessary employees covered Fridays and weekends.

Utah Cultural Celebration Center (UCCC) Goal

The City Council discussed if the goal to measure resident participation at the Utah Cultural Celebration Center (UCCC) facility should be changed. Some members of the Council indicated the survey questions should be changed to align with the measurement. Mayor Winder stated more proactive work should be done to get people to attend the exhibits.

The City Council discussed public relations and advanced advertising with church groups and schools as pertaining to the UCCC events and activities. Councilmember Vincent expressed the importance of making the facility profitable with an outdoor stage that would accommodate theatrical plays.

West Ridge Golf Course Employees

The City Council discussed closure of West Ridge Golf Course due to construction of the Mountain View Corridor and how employees were being absorbed at Stonebridge Golf Course or with other duties

Volunteers

The City Council discussed the City's volunteer program.

City Manager, Wayne Pyle, advised the organization was not well equipped to handle the volunteer effort.

Upon discussion, Councilmember Vincent expressed the necessity of better motivating neighborhoods to work in neighborhood parks and building up ownership of neighborhoods. He stated a volunteer program was more complicated than just expressing the need for more volunteers and did not always correlate to cost savings, however, could be viewed as a positive in the community. Councilmember Lang stated when kids worked in a park they became more vested in that park.

13. CITY MANAGER DISCUSSION ITEMS

Employee Group Status

City Manager, Wayne Pyle, stated West Valley City had many employees who were very dedicated to the City. He indicated, at the same time, employees continued to think about

their futures, including whether to continue employment with the City or look elsewhere at “greener pastures.” He explained some longer tenured employees had reached the end of their promotion opportunities making compensation an important issue.

Emergency Preparedness

City Manager, Wayne Pyle, stated the City and employees reacted professionally in the event of emergency situations and there were some areas that still required proactive work to be even better prepared. He discussed areas such as technology, communications and public relations. He informed much more needed to be done in this regard, however, there were limited resources that sometimes precluded proactive measures.

Legislative Programs

City Manager, Wayne Pyle, discussed several matters where attention was very important to the welfare of the City. He discussed The Ferguson Group, the City’s lobbyist in Washington, D.C., and requested input from the Council regarding satisfaction and “bang for the buck” realized from those expenditures. Councilmember Rushton suggested meeting with The Ferguson Group to discuss information that would be important for future decisions.

Paperless Agenda

City Manager, Wayne Pyle, advised that Councilmember Christensen had desired to discuss a paperless agenda system. Upon discussion, some members of the Council stated a preference for having hard copies of documents. A discussion ensued regarding looking for ways to minimize the use of paper, particularly for larger documents.

14. **OTHER AND WRAP UP**

Upon discussion, Councilmember Rushton expressed some concern the Council had possibly given the City Manager direction in some areas that might not be realistic, particularly on the issue of compensation and retention of police officers.

City Manager, Wayne Pyle, commented that adequate compensation of employees weighed on his mind and he recognized the City Council’s difficult position due to a lack of funds. He stated the City Council was required to plan when there really was no money.

Upon discussion, Councilmember Lang stated she would recommend increasing taxes a little at a time to maintain infrastructure or build capital. She expressed the importance of being responsible and not just considering what was more politically correct. Mayor Winder expressed the need to balance that with when “enough was enough.” Councilmember Buhler stated he was glad West Valley City was diverse in its commercial, retail, and industrial base.

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THERE BEING NO FURTHER BUSINESS OF THE WEST VALLEY COUNCIL, THE STRATEGIC PLANNING MEETING OF FRIDAY, JANUARY 27, 2012, AND SATURDAY, JANUARY 28, 2012, WAS ADJOURNED AT 12:35 P.M. BY MAYOR WINDER.

I hereby certify the foregoing to be a true, accurate and complete record of the proceedings of the Strategic Planning Meeting of the West Valley City Council held Friday, January 27, 2012, and Saturday, January 28, 2012.

Paul D. Isaac
Acting City Recorder