



City of West Jordan
 Annual Report
 July 1, 2007– June 30, 2008



*Our Employees
 “Make the Difference”*



City Manager Gary Luebbers (center) named parks superintendent Brian Clegg (left) as “Employee of the Year” and Assistant Fire Chief Marc McElreath (right) as “Manager of the Year.”

On the Cover ...

Employees Who “Make the Difference”

It takes more than 400 full-time and 100 part-time employees to keep the City of West Jordan running smoothly. These employees work for a variety of departments and provide an array of services from police and fire protection, to utility services like water, sewer, and trash collection, to building and maintaining parks and roads, and much more.

The city has an employee recognition program titled “You Make the Difference” that recognizes employees who show outstanding job performance and make significant contributions to the work environment. Some of these employees are pictured in this FY 2007-08 Annual Report. Each month nominations from employees, department supervisors, managers, and department heads are processed. The winners receive a \$50 Visa card (donated by Wells Fargo Bank) and a “You Make the Difference” certificate.

The City of West Jordan has about 4.15 employees per 1,000 residents. In comparison Salt Lake City has 15.13 employees per thousand; Ogden 7.62; South Jordan 6.12; Provo 5.43; Sandy 5.53; and West Valley 4.79. Different cities provide different services so the numbers aren’t a true apples to apples comparison. But the numbers provide a good benchmark that indicates the city is operating efficiently, which is made possible because of good employees who work hard.

City of West Jordan
Annual Report
FY 2007-08

(For the period of July 1, 2007 through June 30, 2008)



The Annual Report for fiscal year 2007-08 is designed to give residents an inside look at how the city operates. This report introduces you to the people responsible for running our city and outlines accomplishments achieved by the city's varying departments. It also includes goals, projects, and presents you with information to measure the city's performance. It's your city, and we'd like to invite you to learn more about it.

Compiled and Produced By:

Finance Department
Public Information Officer

Special Thanks To:

All the employees, managers, and directors who gave both their time and best efforts to provide the information contained in this report.

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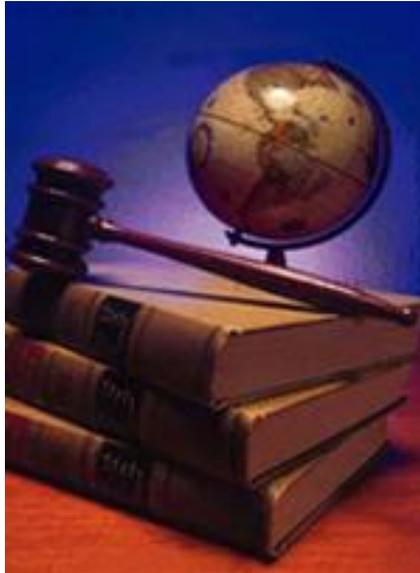
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CITY ATTORNEY DEPARTMENT



Mission Statement

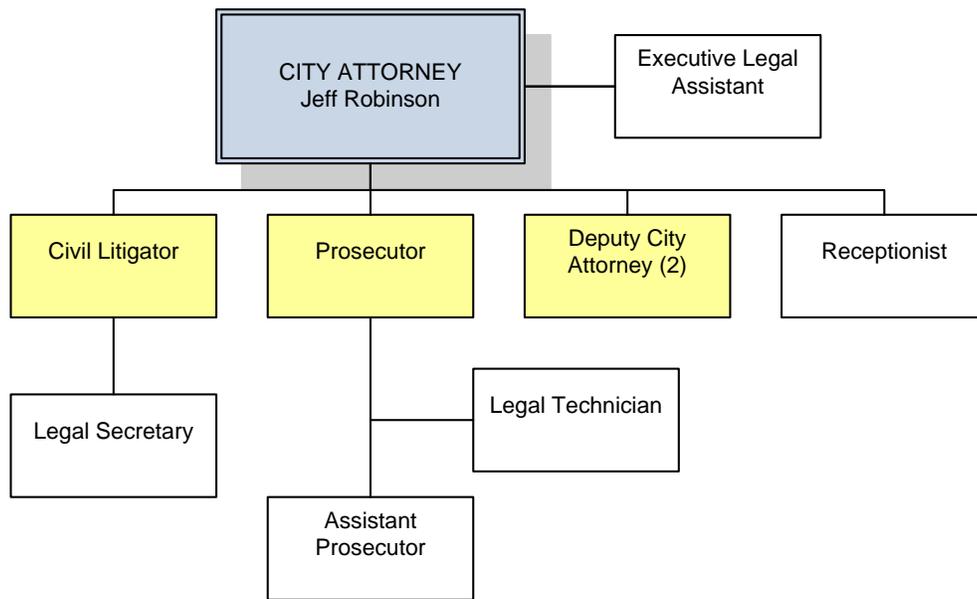
The mission of the West Jordan City Attorney's Office is to: (a) provide timely and authoritative legal advice to the city and its officials; (b) vigorously and effectively defend the city's legal rights, operations and interests in Administrative and Judicial forums, including appellate courts; and (c) vigorously, justly and effectively prosecute those who violate public policy, trust or criminal law.

Introduction

The department of the City Attorney provides comprehensive legal service and advice to the city's administrative branch and to the City Council. The department represents the city and its officers and employees and supervises the hiring and progress of outside legal counsel.

In addition, the department is responsible for the prosecution of all misdemeanor level criminal offenses, selected class "A" misdemeanors, some enhanced misdemeanor offenses to felonies, and civil nuisance abatement actions.

Organizational Structure



Senior Staff

Jeff Robinson, City Attorney

Responsibilities include: providing authoritative legal advice to the city and its officials, reviewing issues/projects brought to the City Attorney's office, assigning and supervising staff regarding issues and cases, researching or following up on requests for legal opinions, overseeing the work-product of legal staff, and supervising outside legal counsel, including those retained by the Utah Risk Management Mutual Association (URMMA), to defend suits brought against the city or its officials.

Accomplishments

GENERAL ADMINISTRATION

Initiatives

The following are illustrative initiatives undertaken during FY 2007-08:

1. Recodification of Municipal Code. The department completed a comprehensive review and revision of the Municipal Code, and after City Council approval, submitted it to Sterling Codifiers. The department expects to complete this project by end of 2008.
2. Staffing. Replacements for the Risk Manager and Deputy City Attorney positions have been hired, and a replacement for the position of Civil Litigator is currently being sought. In addition, an experienced legal technician has been hired to organize and work with the Prosecution Division. The legal secretary, hired to work in the Civil Division, has been cross-trained to provide support to prosecutor case preparation.
3. Civil Disputes. Continued to handle more civil disputes in-house with salaried staff and, thereby, controlled costs by minimizing the use of more expensive outside legal counsel. These matters included collection efforts on reconstruction costs incurred in repairing Fire Station 55, for land acquisition cases, seeking damages for the defective design of a storm drain system on the 7800 South project, garbage fees, past due utility bills, code enforcement actions and collections of false alarm fees.

Conferences/Training

The department participated in the following education seminars:

1. International Municipal Lawyers Association Conference on Government Law
2. BYU State and Local Government Seminar
3. Annual Utah Municipal Attorney's Association Spring Seminar/Conference
4. Prosecutors attended the spring Utah Prosecutor Conference and Case Law Update, Municipal Prosecutor's Conference, and Domestic Violence Conference.
5. City Prosecutor attended Utah Prosecution Council's DUI seminar.
6. Risk Manager attended the federally sponsored FEMA Emergency training. Also, attended federal preparedness requirements training (NIMSCAST) regarding compliance to receive federal assistance after a disaster along with Weapons of Mass Destruction. Risk financing for the Associated Risk Management (ARM) accreditation.
7. Legal Technician attended the Utah Prosecutors Assistant Association's annual conference.

Legal Presentations

The department has participated in the following continuing legal education and training events by making presentations:

1. A paper that briefed approximately 104 federal and state cases affecting local government presented to the Utah Municipal Attorney's Association's Spring Conference. Similar presentation was given at the State and Local Government Seminar sponsored by BYU Law School.
2. City Attorney made a presentation for the Chamber of Commerce concerning Strong Mayor form of city government and the role of a City Attorney. Also, made a similar presentation to the West Jordan Rotary Club.

3. An article regarding metadata in the non-discovery context was written by the Civil Litigator and published in the March/April 2008 Utah Bar Journal.
4. Civil Litigator gave a presentation at the Utah Municipal Attorney's Association's annual conference relating to sexually oriented business ordinances.

Community/Professional Service

The following are some examples of professional participation:

1. The City Prosecutor serves as the president-elect on the Utah Prosecutor Council, an organization that assists in the planning and organization of Domestic Violence training, along with various other prosecution programs.
2. The Risk Manager serves as vice-president for Public Risk Insurance Management Association (PRIMA).

CIVIL

Contracts and Collections

The attorneys were instrumental in reviewing, commenting, and creating contractual arrangements and enforcing existing ones. They materially benefited the city and its operations and include:

1. Jordan School District. Interlocal Cooperation Agreement with Jordan School District for development of the school site located at approximately 6000 W. 7000 South.
2. Mutual Aid Fire Agreement.
3. Kearns Improvement District. Interlocal cooperation agreement with Kearns Improvement District for construction of an interconnection between Kearns' culinary water system and the city's culinary water system.
4. Cougar Detention Basin. County asserted that it was entitled to substantial impact fee reimbursement related to the Cougar Detention Basin project. City accounting demonstrates that the city overpaid impact fees under the old city/county interlocal agreement. County confirmed that the city's accounting was correct.
5. Western Stampede Celebration. Reviewed, revised and created numerous agreements for promotion of the West Jordan Western Stampede Celebration which included: Bull Rider Contract, Concession Stand Use, SeatAdvisor for ticket sales, Wrangler voucher promotion, Dodge sponsorship and Rental of Rodeo Arena pens.
6. Rotary Service Foundation Field of Dreams. Contract with Rotary Service Foundation to construct adaptive ball field on city property.
7. Qwest Franchise. Studied proposal language and terms accepted by Salt Lake and other Utah jurisdictions. Evaluated what proposal West Jordan should make.
8. Questar Gas Franchise. Finalized Questar Franchise Agreement to address remaining city concern. Prepared staff report and resolution authorizing mayor to execute the franchise agreement.

9. Jordan Hills Villages Remediation Contract. Completed contract with Jordan Hills Villages for remediation of 8200 South from SR-111 to the Three Forks Subdivision (approximately 6100 West) and 6700 West from 7800 South to 8200 South.
10. Wells Fargo Bank Service Contract. Prepared agreement for banking services following the determination to engage Wells Fargo. The request to incorporate a standard form prepared by Wells Fargo would only be accommodated if it was revised.
11. Community Service Movie Showcase. Prepared professional services agreement.
12. Daughters of Pioneers. Reviewed proposal and completed Addendum No. 1 to the lease between the City of West Jordan and the Archibald Gardner Camp of the Daughters of the Utah Pioneers.
13. Big Sky Outdoor Bus Shelter. Contract for construction and maintenance of bus shelters within public rights-of-way.
14. Template Indemnification Agreement. Drafted and finalized template indemnification agreement for use of the eminent domain exception recently amended to West Jordan Municipal Code Section 87-3-111, which formerly required a plat to be recorded prior to issuance of a building permit, regardless of whether the property was subject to eminent domain.
15. District Attorney Lease. Completed lease between the City of West Jordan and Salt Lake County District Attorney for use of space on the first floor of the City Hall building,
16. County Main Library Interlocal. Reviewed Salt Lake County's Library Interlocal Agreement to accommodate construction of new main County library and administrative offices in the city, adjacent to Veterans Memorial Park.

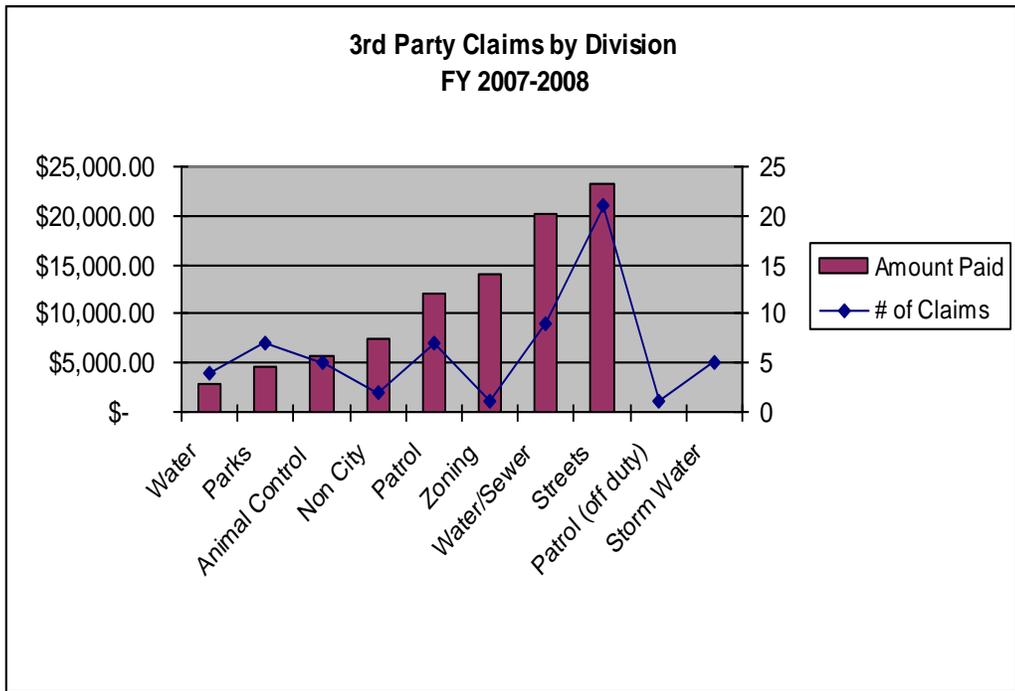
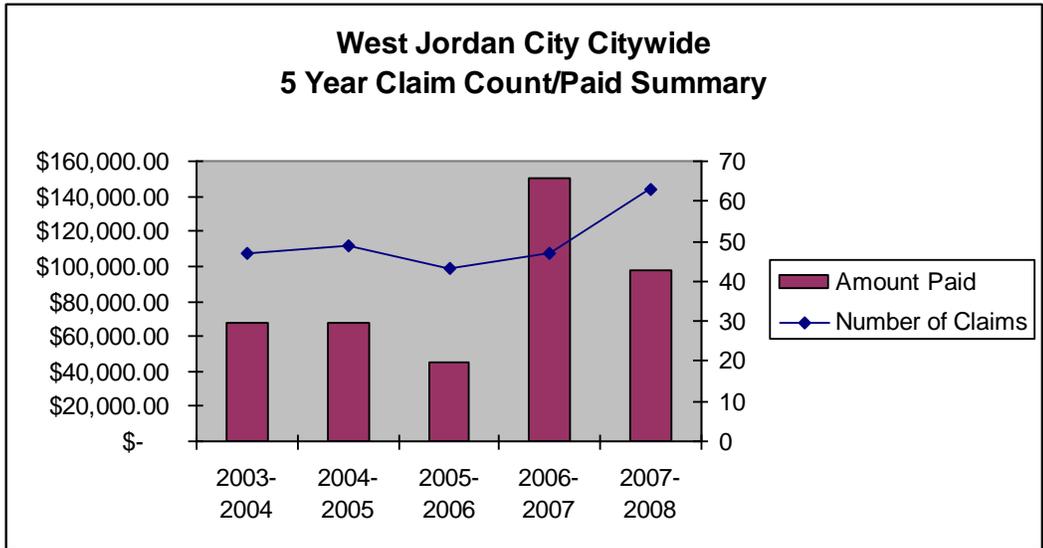
Risk Management

Risk management is responsible for the management and administration of the city's insurance programs, including liability and property insurance plans. Risk management also manages general and auto liability claims against the city, as well as providing assistance to recover money for damage to city property. The risk management division continues to fairly and expeditiously review claims against the city, together with periodically recommending city procedural changes to reduce the risk of liability losses and better serve city residents.

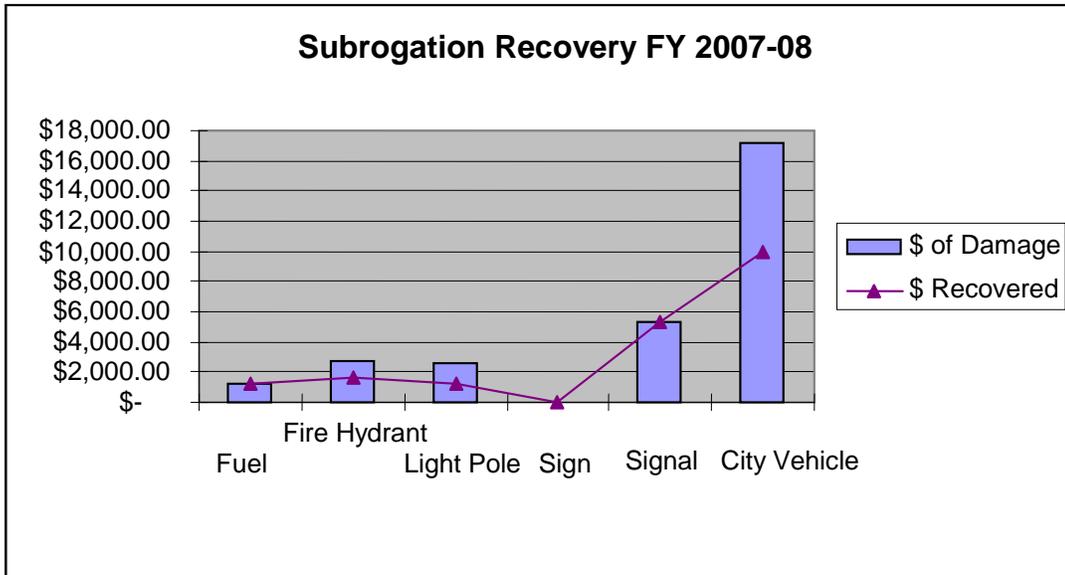
1. Member of URMMA. The city is a member of the Utah Risk Management Mutual Association which provides member cities with general liability, auto liability and reinsurance coverage. West Jordan has a \$15,000 deductible with self-insurance retention of approximately \$400,000, at which point the pool's Joint Protection Program would attach up to \$1 million followed by reinsurance policy capping at \$6 million. In addition, the city purchases \$1 million coverage to protect the city and employees from auto liability exposures while persons are operating city equipment while off-duty or outside the course and scope of their employment. Property insurance is also purchased through URMMA as part of the assets pool and provides approximately \$51 million property coverage with a \$10,000 deductible. New for FY 2008-09 was the addition of earthquake and flood endorsements. The amount of coverage is pooled with other cities in the valley and is minimal, but this will satisfy FEMA's minimum requirements allowing the city to become eligible for federal assistance at the time of a disaster.

2. **Liability Claims.** In FY 2007-08, 63 liability claims were filed against the City of West Jordan for a total incurred amount of \$104,408. Historically, there have been less than four additional claims filed after the end of the fiscal year. The actual number of claims received for FY 2007-08 appears to have increased, however, the claims data is being captured with greater accuracy than was possible in the past. These improved processes will help identify loss trends and problem areas so they can be more readily identified and corrected.

The city has been proactive in reducing litigation costs related to claims that have gone to suit. Working closely with URMMA, the city has seen a significant reduction in the overall cost to defend the city. Although the total amount paid for claims has seen a significant decrease over last year, the trend continues on a mildly upward path.

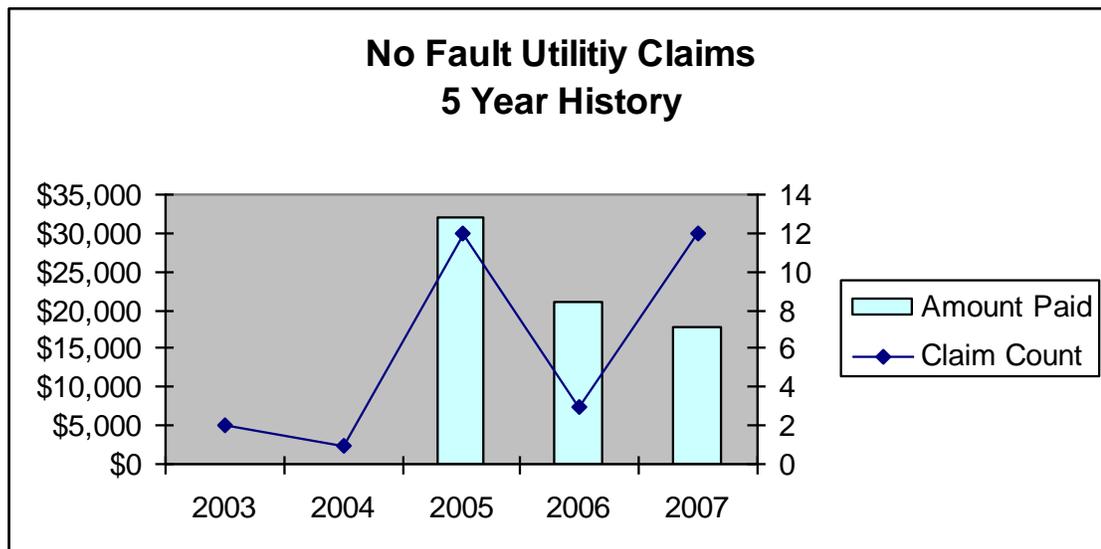


- Recovery Claims (for damage to city property). Risk management collected \$19,332 of a reported \$29,008 in damage cost caused by third parties, approximately 67% recovered. The funds collected are returned directly to the affected city work units.



- No Fault Utility Claims. As per the West Jordan City Code, Chapter 6 No-Fault Utilities Claims, \$60,000 was allocated to assist citizens with clean-up and damage to personal property caused by a breach of a city-owned and maintained water/sewer system. The city received 12 claims and incurred \$17,886 in paid losses. Seven of the claims received were not actually considered No Fault Utility claims, five were related to storm water run-off and two others were not water/sewer escape from the city's lines. These claims were denied as there was no liability and no provision for this type of loss under the No-Fault ordinance.

Risk management is working closely with the Public Works Department to help keep clean-up costs as reasonable as possible. By contacting the citizens as quickly as possible and informing them of the claim process, the no-fault coverage available and the steps necessary to make a



claim, the cost per claim will continue a downward trend.

5. Miscellaneous Actions

- a. Created paperless file system for claims processes.
- b. Improved claims data capture process.
- c. Assisted with drafting of Disaster Response and Recovery Ordinance.
- d. Prepared a draft Volunteer Policy.
- e. Continued working with the Fire Department to improve Disaster Preparedness city-wide.

Litigation

The department handled or assisted in the defense of numerous suits.

1. Bingham. Jack and Cheryl Bingham commenced a civil action against the city in Third District Court, claiming a legal right to continue storing inoperable motor vehicles on agricultural land. The Third District Court entered partial summary judgment for the city and against the Bingham, dismissing their complaint with prejudice and entering an order prohibiting the Bingham from storing inoperable vehicles on their property and from operating a business without a license. The city continues to pursue a nuisance claim against the Bingham.
2. Bingham Park Development. On May 1, 2006, Bingham Park L.C. filed a complaint in the Third Judicial District Court, naming the City of West Jordan as a defendant. Bingham Park alleged that the city and Bingham Park entered into a development agreement, and that Bingham Park had requested reimbursement pursuant to the alleged agreement. The city contracted with outside counsel for legal representation in the matter, and the matter was ultimately settled.
3. CH2MHill/7800 South. The city commenced civil action against CH2MHill to recover damages sustained because of the defective design of a storm drain system. Discovery is being conducted, and the city is vigorously pursuing the case to trial.
4. Dannon. Dannon commenced civil action against the city, alleging it contaminated Dannon's food product. The city has tendered its defense to Jordan Valley Water Conservancy District (JVWCD) and cross claimed against JVWCD and its subcontractor. URMMA has retained legal counsel to vigorously defend this action.
5. Eoff (Personal Injury-Motorcycle Accident). URMMA-retained defense counsel has made a damage/injury assessment and determined that out-of-pocket medical and lost income damages are in the range of \$1.5 million. However, the claims of legal liability are weak. The city is vigorously defending the case.
6. Fire Station No. 55-SL&A Architects. The city filed suit against SL&A Architects regarding the design of Fire Station No. 55 for the unpaid balance of city damages to repair the new Fire Station. The city has negotiated a settlement to be considered by City Council.
7. Group Chemical, Ltd. Group Chemical asserted the city owed them money for certain supplies and threatened to sue. The city documented payment to a related company and notified Group Chemical that the city had discovered additional information alleging a scheme by Group Chemical to defraud municipalities nationwide. Group Chemical agreed not to sue the city.

8. Kmart/Spratling. This is a condemnation action. The city's counsel obtained summary judgment on the right to condemn. However, the issue of damages is pending. Plaintiff has filed their appraisal claiming severance damages of approximately \$80,000. The city's appraisal was \$2,500. The city contracted with outside counsel for legal representation in the matter, and the litigation is ongoing.
9. West Jordan Market Place, LC. On March 5, 2007, West Jordan Market Place, LC filed a complaint in the Third Judicial District Court, naming the City of West Jordan and PacifiCorp, dba Utah Power & Light as defendants. The plaintiff has alleged breach of contract, constitutional taking, and unjust enrichment related to the reimbursement provisions of the Development Agreement and construction of certain infrastructure within the PC. The city contracted with outside counsel for legal representation in the matter, and the litigation is ongoing.
10. Stone Creek Ivory Development. Developer's density proposal was rejected by the City Council. Subsequently, Ivory filed suit in State Court, which the city had removed to Federal Court. The city's counsel successfully negotiated a settlement before engaging in extensive and expensive discovery, and the case has been dismissed with prejudice.
11. Redwood Professional Plaza, L.C. ("RPP") and Tingey Line Burial Dispute. On November 5, 2003, Redwood Professional Plaza, L.C. ("RPP") obtained approval of phase 1 subdivision plat for development of the property, subject to six conditions, one of which was burial of utilities. On November 7, 2007, when development of the property was nearly complete, RPP and its general contractor filed a complaint in the United States District Court disputing the requirement for burial of the overhead utilities. The city has contracted with outside counsel for legal representation in this matter, and the litigation is ongoing.
12. Warnick (Civil Rights-Unlawful Detention). City's outside counsel argued a motion for summary judgment before Federal Judge Dale Kimball. Judge Kimball granted summary judgment in favor of the city. Subsequently, the plaintiffs appealed U.S. District Court's summary dismissal. Briefing in the 10th Circuit Court of Appeals is almost complete. The city anticipates a favorable decision.

Ordinance Enforcement

1. Jones Property. The City Attorney's Department coordinated with the Planning & Zoning Division and community service officers to eliminate a nuisance and to stop the illegal use of property at 1650 W. 9000 South.
2. Garbage Fee Collections. Filed numerous small claims cases against residents who were delinquent in their garbage collection accounts. Received favorable judgment from small claims court.
3. Utility Bill Collections. Worked with the Utilities Division to prepare cases for small claims court on delinquent accounts. Default judgments were obtained and some delinquent balances were collected. Judgment liens will be filed to assist in ultimate payment, if real property is subsequently sold.
4. Gary Larsen/Jed Larsen. Research was completed and correspondence sent to homeowners who have invalid or illegal water connections to the city's water system.

5. Tax Assessment Notices. The department received several notices of tax assessments filed against property that is owned by the city, including some used for roads and parks. It located information on prior owners of the assessed parcels and effectuated collections from developers or previous owners.

Land Use

1. Glezos Development. The attorneys conferred and cooperated with the Planning & Zoning Division to confirm that an illegal subdivision had been corrected. Further, the department reviewed and interpreted certain zoning ordinances addressing the public improvements required by the legal subdivision.
2. Jordan Valley Water Conservancy District. JWCD attempted to obtain a building permit before it formally received title from a court action. Section 87-3-111 was modified by Ordinance 08-10, allowing an exception for property subject to eminent domain requiring that a plat be recorded before issuance of building permits with a number of conditions that must be met.
3. J. Station LLC. The department is assisting finance in collecting delinquent amounts owed for water and sanitary sewer service. The amount owed is more than \$18,000. Collection efforts are ongoing.
4. Oaks Fence Encroachment. The department corresponded with Cory and Hollie Mahony and Steven Mandarino to secure their compliance with prior agreements to pay the city for city land on which their fences encroach. The city has received payment from Steven Mandarino.
5. (Stone Creek) SID. Attorneys conferred with the Planning & Zoning Division and the finance department regarding certain alleged deficiencies in the Stone Creek Special Improvement District. They also conferred with outside SID legal counsel and have participated in several discussions with Peterson Development to resolve any alleged deficiencies. Resolution is ongoing.
6. Jensen Land Development. Drafted and mailed letter to legal counsel for Jensen Land Development advising him that his client will be required to contribute its proportionate share of public improvements associated with the Maple Hills development (at 6400 West, north of 7800 South) only at such time as development of the Jensen Land Development property occurs. The letter also set the factual record straight and demonstrated that the attorney's other legal assertions were in error. All his claims were refuted, including the assertion that the Development Agreement with another developer amounted to an unconstitutional taking of the Jensen land.
7. Maple Hills Waterline Easement. City Attorney met with lawyers and experts from the LDS Church regarding a needed waterline easement, which has a lien imposed on it and which lien is in a foreclosure action. After seeking to broker a voluntary subordination agreement, the security holder and the Church's representatives are in the process of negotiating a settlement. It is expected that it will allow the plat to be filed, with the required fee-title of the utility easement in the city.
8. Southside Church of Christ. Southside Church of Christ requested reimbursement of impact fees. Request was denied based on an analysis consistent with the state statutes, impact fee study, consultant input, and past analyses for similarly situated developments. Also, counsel for the Church was advised that the Church's claim that it did not have to bury power lines,

under the Religion Land Use Act, was denied. Burying utility lines is not an illegal burden on a religious institution under the law.

9. Utah Light Rail. Addressed environmental clean-up requirements in §87-5-113 with UTA legal counsel. Reviewed EPA Reasonable Steps Letter and Utah Enforceable Written Assurance Letter.
10. Wheatland Phase I and II. The department met with staff and representatives of the developers of Wheatland Phases I and II regarding construction of 4690 West. Coordinated revisions to the lateral support easement for 4690 West, which easement is currently being processed by the property owner.

GRAMA Requests

The department handled a number of difficult and complex matters related to citizen record requests.

1. Personnel information status of all city employees, including the date of hire and gross salary. Also, information on top ten paid city employees.
2. Salt Lake Tribune Appeal to State Records Committee. Refusing to pay city costs of \$500 and improperly sought confidential/private information on juveniles. State Records Committee rendered a decision primarily favorable to the city. It ordered the Tribune to pay the city's cost to generate records. Tribune was not entitled to protected medical information, but it decided the addresses of juveniles (on balance) should be provided.
3. Matthew LaPlante (Salt Lake Tribune). Records reflecting the status of the disposition of every DUI case for a period of ten years.
4. Eric Watson (Salt Lake Tribune). Records reflecting the compensation of all city employees and other employment information for a period of five years.
5. Tony McGuire. Records reflecting the expenses and income regarding the Diamond Rio concert.

General Legal

One of the department's primary goals is to provide effective and timely legal service or advice to achieve city objectives, while minimizing legal risk and resolving disputes in a fair and cost effective manner. Many such events avoided loss or risk that cannot be discussed here. However, the following issues are illustrative:

1. Attended annual council/management semi-annual policy retreat and strategic planning retreat.
2. Annexation Study/Township Survey. Interlocal Agreement with Salt Lake County and other jurisdictions to fund state mandated annexation study.
3. Justice Court Recertification. Processed and submitted report, safety plan, resolution and legal certification for Justice Court recertification. City Council resolution with forms forwarded to State Court Administrator's office.
4. Justice Court Reform. Meetings with Utah League of Cities and Towns and Utah Association of Counties regarding proposed justice court reform.

5. GRAMA Issues. Meetings with valley-wide police, records personnel and other municipal attorneys to discuss GRAMA issues.
6. Herriman Challenge to Jordan School District Vote Split. Salt Lake County was served a summons in a suit filed in federal court, challenging the state legislation allowing school districts to be split. The county's attorney faxed a notice of an expedited hearing to the West Jordan's City Attorney. This "tender" purported to require the City of West Jordan and other cities (intending to vote on a School District split) to assume the legal responsibility for the suit and defend it on behalf of the county. The city declined the county's attempted "tender" and denied its demand for indemnification for defense costs. Federal court's decision was to let the election proceed.
7. Electronic City Council Meetings. Research and advice rendered to City Council regarding electronic meetings.
8. City Logo used in Advertising. Cease and desist letter sent to vendor to not use city building and claims of reference in advertising.
9. Railroads. Conducted legal research and rendered legal advice regarding the pre-emption of federal law over railroads and railroad train yards.
10. Bail Bond Forfeitures. The department processed unpaid bail bond forfeitures from sundry bail bonding companies.

Ordinances

The department assisted in a number of significant ordinance revisions.

1. Comprehensive Review and Recodification of Municipal Code. The office coordinated significant changes of the current West Jordan Municipal Code with other city departments. City Council provisionally adopted the proposal, which was then forwarded to Sterling Codifiers to commence the recodification process. The office expects to complete this project by the end of 2008.
2. Disaster Response and Recovery. The Disaster and Recovery Ordinance provides the basic elements establishing a recovery organization and authorizing a variety of pre- and post-event planning and regulatory powers and procedures related to disaster recovery and reconstruction.
3. Proposed Volunteer Policy. The volunteer policy identifies official City of West Jordan volunteers and identifies who is covered by city policies, such as worker's compensation and general liability, as per Utah State Statute §67-20-4.
4. Zoning classifications for land annexed through Taylorsville boundary adjustment.
5. Save the Veterans Memorial Park Ordinance.
6. Ordinance increasing compensation for Planning Commission and Board of Adjustment.
7. Mass Transit zoning ordinance.
8. Solid Waste Collection.
9. Streetlight operation and maintenance fee.

10. Eminent Domain exception to §87-3-111.

Employee Issues

The department assisted Human Resource on numerous sensitive matters regarding personnel, along with other assorted issues.

1. FLSA. Evaluated city compliance with FLSA laws and regulations. Conferred with Finance, Human Resources, regarding FLSA requirements and city personnel and accounting practices, with the goal of assuring compliance with applicable law.
2. City Health Insurance/Retirement benefits. Conferred with Human Resource and representative of city health insurance regarding changes in retirement benefits.

CRIMINAL PROSECUTION/CODE ENFORCEMENT

1. Office Procedures. The city's prosecutor and staff have worked diligently to address and correct paper flow problems, improve response times and reduce the number of witnesses subpoenaed to only those actually needed. They have also reduced the number of District Court filings.
2. Implemented the use of a Laser Fiche scanning process, which allows staff electronic access to all prosecution case file results and notes. This process will enhance search capabilities, and assist in retention schedules.
3. Community Action Team Meetings. Staff has attended numerous CAT meetings in order to help identify problem properties and identify follow-up action, to bring these properties into compliance. Close tracking and coordinated enforcement efforts are being employed to correct violations, which include land-use laws, health code violation, licensing, and fire and weed regulations.
4. Court Case Load [FY 2007-08]. The prosecutors dealt with 1,798 pre-trial conferences and 460 jury/bench trials in the Justice and District Court, for FY 2007-08. The prosecutor also screened numerous cases from the Police Department to discern what charges would be filed.

Goals and Objectives

It is the City Attorney's objective to complete the following during the next fiscal year:

1. Complete the Municipal Code recodification.
2. Continue to review legislative updates for any senate/house bills that will affect municipalities.
3. Continue to take a proactive role in advising the City Council, City Manager, department heads and other city employees regarding legal issues and potential problems. The goal is to effectively achieve city policy objectives without undue risk of suit or liability.
4. Attend City Council and various key committee meetings as directed by the City Manager. Thereby, the department will advise city officials regarding their proper roles, responsibilities and scope of authority. The goal is to provide timely and correct legal advice so that they each

function efficiently, effectively and achieve city policy objectives within appropriate legal parameters.

5. Work to create safety and risk awareness programs that promote safe practices to reduce costs resulting from unnecessary accidents and litigation.
6. URMMA benefit cost analysis. The city has been in the URMMA pool for several years and there have been numerous changes in the insurance market and the city itself. Risk management will complete a review of the products and services available on the open market and compare costs of various available programs.
7. Improve the processes for subrogation of third parties causing damage to city property. Risk management is increasing awareness through the city and is proactively seeking reimbursement for damage costs to help offset the cost of equipment repairs/replacement. Working with the city's litigation attorney the city will be increasing efforts to aggressively seek reimbursement from uninsured parties.
8. Continue to handle more civil disputes in-house with salaried staff to control costs by minimizing the use of expensive outside legal counsel.
9. Implement the use of a Laser Fiche scanning process on all civil files. This process will enhance search capabilities, ensure security of files, assist in retention schedules, and advance us toward our goal of a paperless office.
10. Prosecution will continue to take a proactive role in the ongoing education/training for the Police Department, with emphasis on search and seizure and lawful arrest issues.
11. Continue to identify serious nuisance and other non-compliant properties, by using legal avenues of action to bear on resolving these problem properties and abate their negative impact on the community.

Special Projects

1. Codification and republishing of Municipal Code.
2. Advance toward a paperless office file system.
3. Continue training each city department regarding amended state and city law changes.

Performance Measurements

1. Assignments are evaluated and assigned in writing with completion dates. Tracking of these due dates is done regularly with a quarterly review and a status conference with each attorney by the City Attorney.
2. All telephone calls are answered within three rings and all telephone messages are returned within one working day, unless pre-empted by vacation or illness.
3. E-mails will be acknowledged with a reasonable form response date or answered within one working day unless pre-empted by vacation or illness.

CAPITAL PROJECTS DEPARTMENT



Mission Statement

Implement the city's capital improvement strategic plan by completing designs, property acquisition, construction, inspection and testing for designated projects by optimizing the available financial, consultant and in-house professional resources.

Introduction

The Capital Projects Group has managed or administered over \$13 million in capital projects during the last year. The most notable projects include the reconstruction of Prosperity Way and 8200 South; the intersection of 7800 South and Airport Road; the expansion of the Airport detention basin; the completion of the new water tank at 7800 South and 4000 West; design of the next phase of improvements at the Ron Wood Baseball Complex; open space purchases in Maple Hills and the Utah Lake Distribution canal trail right of way; the design of the southwest side (Copperton) water lines; and the continued plant expansion at the South Valley Water Reclamation Facility.

Accomplishments

1. All projects completed this year were within budget and time-to-construct goals, which include change orders limited to defensible changes in scope or reasonably unforeseen underground conditions.
2. Resources were managed to address changing City Council goals without negatively impacting key capital facility plan projects.
3. We have made significant strides moving into a rationally sequenced process of design/property acquisition in the first year and construction in the second+ year(s).

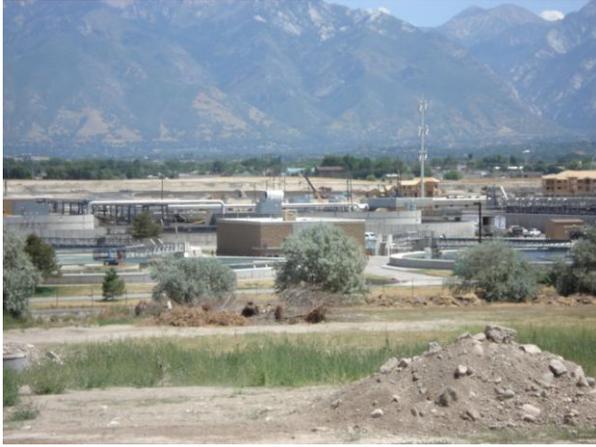
Goals and Upcoming Projects

The standard performance goals for capital projects are to (1) plan for and implement projects prior to experiencing adverse impacts; (2) prepare and follow a rational and buildable capital strategic plan; and (3) manage contracts to deliver projects on time and within budget, and with less than 10% change orders.

Some key projects budgeted for FY 2008-09 include:

- Implement first year of Pavement Management Plan, including crack and chip sealing, slurry sealing, and overlaying a significant number of stressed roadways.
- Complete design to extend 7800 South full width from 4000 West to 4800 West, including a high-volume merge with New Bingham Highway.
- Complete betterments associated with construction of the Mid Jordan TRAX line.
- Repair 7800 South bridge across Jordan River.
- Begin construction on the second phase of the new Ron Wood Baseball Complex.
- Complete improvements at Railroad Park.
- Complete design for a new detention basin by the Bagley Industrial park.
- Complete upgrade and repair improvements to 3200 West in conjunction with the construction of a major JVWCD water line.
- Complete the canal diversion structure at the beginning of the new trail/open space acquisition north of Jordan Landing.
- Complete the water distribution improvements from the new JVWCD tank near Copperton to bring water into city pressure zone 6.
- Complete design for the city's new water storage tank adjacent to the Copperton JVWCD tank.

- Add third pump at the SR111/7800 South pump station to increase response to the zone 7 water tank.
- Contribute continuing capital to the wastewater treatment plant expansion at South Valley Water Reclamation Facility.



Plant expansion: South Valley Water Reclamation Facility, West Jordan



New water storage tank at 4000 West and 7800 South



Outlet structure at Airport detention basin.



Approach to expanded intersection: 7800 West and Airport Road



Rebuilt 8200 South



Rebuilt Prosperity Way

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COMMUNITY DEVELOPMENT DEPARTMENT



Mission Statement

Provide professional planning, housing, redevelopment, economic development, and community development services to improve the quality of life for the residents of West Jordan. The Community Development Department is committed to providing excellent customer service to the public in the public interest to support the city to achieve both long- and short-term goals and objectives for management of growth and development.

Introduction

The Community Development Department achieved many objectives during FY 2007-08. The statistics and reports conveyed herein are part of our ongoing effort to provide reliable information reporting the significant accomplishments and direction of ongoing programs.

Included in the accomplished objectives are customer service to development and construction, updates to long-range plans, community/redevelopment assistance, and overall city grant coordination. A total of 24,990 contacts were made in the permit center through the staff on-call services. This includes 5,150 personal service contacts in the permit center at the front counter. This continued service provided consultation to prospective applicants who submitted 988 building permits and applications for 313 land-use permits. In addition, staff reviewed 667 business licenses and performed over 9,600 inspections.

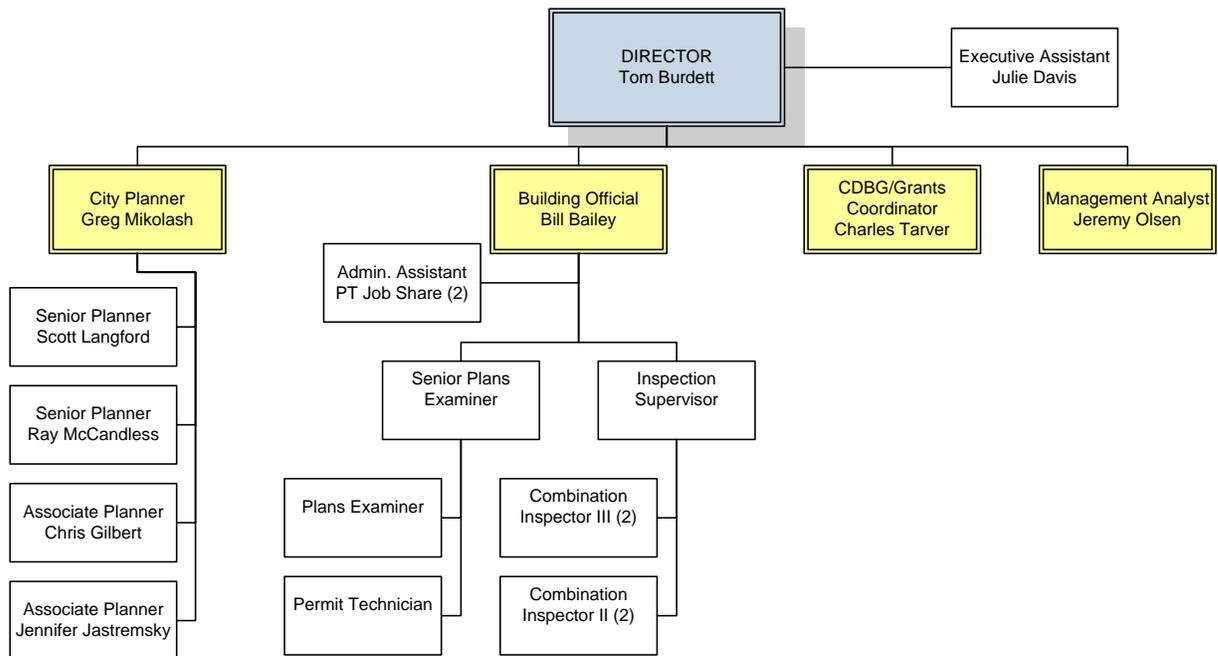
The Community Development Department has made a concerted effort to focus their work on the needs of the community and the priorities of the City Council. By working together with the Office of Development Assistance, we assist the public with planning and community development services to prevent situations that may result in growth conflicts. With a focus on communication with the community, the department contributes to improving the quality of life for our citizens.

Several highlights to be noted include:

1. Challenged the U.S. Census that resulted in adding 5,971 persons to the city estimate to support a current estimate of 102,918.
2. Rezoned the 1,650 acres in the newly adopted Westside Master Plan area.
3. Completed the review and approval of Jordan Landing phase 6, additional 208,712 sq. ft in the technology park and construction of the city's first full-service hotel, the Hampton Inn.
4. Participated in the completion and adoption of the master plan for Airport # 2, consisting of 881 acres.
5. Established zoning overlay districts for transit oriented development in support for lands surrounding six planned light rail stations around the future Mid-Jordan TRAX line.
6. Recruited the Oracle Company to locate a new global information technology center in West Jordan.
7. Supported economic development activities with corporate expansions for Jordan Valley Medical Center, Dannon Yogurt, SME Steel and Mountain America Credit Union.
8. Grant from Utah Jazz for new basketball court in Veterans Memorial Park.
9. Designed and printed several new brochures to market sub-area plans and economic development opportunities in the city.

Through the dedicated efforts of our staff and appointed committees, the department has made great progress in providing innovative, high-quality, professional service to the community. Many of the city's goals are being reached through efforts made by the Community Development Department.

Organizational Structure



Senior Staff

Tom Burdett, AICP, Director of Community Development

Under general administrative direction, Tom Burdett plans, directs, manages, and oversees the activities and operations of the Community Development Department including Planning & Zoning, Building and Safety, and CDBG/Grants. Tom also coordinates assigned activities with other city departments/divisions and outside agencies, and provides highly responsible and complex administrative support to the City Manager.

Greg Mikolash, AICP, City Planner

Under administrative direction, Greg Mikolash plans, organizes, and directs the project workload for the Planning & Zoning Division. Greg and his support staff provide staff assistance to the Planning Commission, City Council, Board of Adjustment, and other city commissions, boards and committees.

Bill Bailey, Building Official

Under administrative direction, Bill Bailey plans, organizes, and directs the work of the Building & Safety Division.

Charles Tarver, CDBG/Grants Coordinator

Under administrative direction, Charles Tarver plans, organizes, and directs the work of the CDBG/Grants Division; and provides staff assistance to citizens, public service agencies, service providers, the Department of Housing & Urban Development, and the CDBG/HOME Committee. The CDBG program is a federal program where funds are distributed to municipalities to use for low- to middle-income housing projects.

PLANNING & ZONING DIVISION

Accomplishments

The Planning & Zoning Division expends most of its resources with development review. The division reviews and researches proposed projects to determine compliance with the General Plan, zoning ordinance, subdivision regulations, and other adopted codes. Compliance with goals, policies, objectives, and regulations is crucial in determining that proposed projects are compatible with the city's vision and are in the best interest of the community.

The Planning & Zoning Division serves a key function in the development process, working hand-in-hand with the Office of Development Assistance, Engineering Department, Fire Department, Police Department, and Public Works Department to help facilitate timely and accurate reviews, which are submitted for development processing.

A wide range of planning applications have been reviewed this past fiscal year. The following is a list of planning permit application types (and the number of each type) submitted for review between July 2007 and July 2008:

Conditional/Temporary Uses	60
Lot line Adjustments	4
Ordinance/Master Plan Amendments	17
Preliminary Site Plans	11
Final Site Plans	17
Amended Site Plans	10
Preliminary Subdivisions/Condominiums	12
Final Subdivisions/Condominiums	11
Amended Subdivisions/Condominiums	7
Variances	1
Temporary Sign Permits	128
Rezones	18
Miscellaneous/Other Applications	17
Total Applications July 2007 to July 2008	313

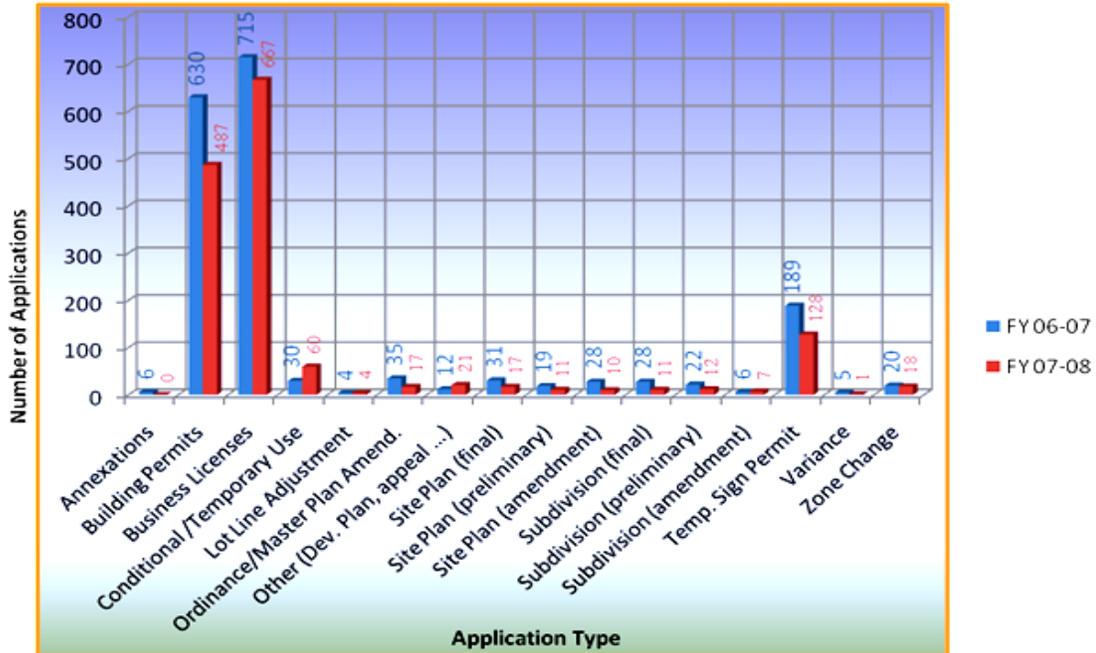
The above list includes only applications submitted for development review and approval and does not include assigned long-range projects to which each of the four existing full-time planners manage an average of four at any given time. Because building permits and business licensing are accounted for and reviewed in union by divisions outside of Planning & Zoning, these are listed separately from actual development applications. Building permit and business license applications submitted between July 2007 and July 2008 were as follows:

Building Permit Reviews	487
Business License Reviews	667

The following graph illustrates the type and number of specific application types received in the past two fiscal years. It is noted that other than in single-family building permits and sign permit

applications, all other categories submitted for development purposes have remained generally constant from FY 2006-07 to FY 2007-08.

APPLICATION TRENDS FY 2006-07 COMPARED TO FY 2007-08



The following matrix shows the type and number of specific planning applications reviewed over a five-year period and during FY 2007-08. The line chart below illustrates the application submittal trends for each type of application for FY 2003-04 to FY 2007-08.

ANNUAL TREND OF APPLICATIONS REVIEWED

Selected Application Trends FY 2003-04 to FY 2007-08					
	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
Annexations	0	0	1	6	0
Building Permits	2587	1029	707	630	487
Business Licenses	750	680	712	715	667
Conditional /Temporary Use	63	53	57	30	60
Lot Line Adjustment	3	2	9	4	4
Ordinance/Master Plan Amend.	48	29	33	35	17
Other (Dev. Plan, appeal ...)	13	22	8	12	21
Site Plan (final)	49	17	21	31	17
Site Plan (preliminary)	41	23	21	19	11
Site Plan (amendment)	7	8	14	28	10
Subdivision (final)	35	13	22	28	11
Subdivision (preliminary)	16	19	14	22	12
Subdivision (amendment)	4	4	5	6	7
Temp. Sign Permit	202	196	231	189	128
Variance	5	0	4	5	1
Zone Change	33	23	41	20	18

Goals and Objectives

1. **Goal:** To provide the technical assistance necessary to manage the city's urban growth and redevelopment according to adopted policies, plans and directives.
 - a. **Objective:** The Planning & Zoning Division continues to update existing codes and ordinances as needed and as directed to implement the city's General Plan and other land use related plans. (Ongoing)
 - b. **Objective:** The Planning & Zoning Division maintains and updates revisions to the Comprehensive General Plan. The city's General Plan was last updated in 2003. We anticipate modifying, updating, and revising this plan every five years. Several areas of the plan need substantial updating including: Land Use Element, Housing Element, Capital Facilities Plan, and Economic Development Element chapters. It is expected that it will take approximately one year to complete the needed updates to the General Plan, while consuming the majority of just one planner's available time in that period to manage this project.
 - c. **Objective:** Procedural updates continually occur in order to complete project reviews in a timely and accurate manner. (Ongoing)
 - d. **Objective:** The Planning & Zoning Division will provide professional planning services, staff support, and assistance for the City Council, Planning Commission, Board of Adjustments, Design Review Committee, Open Lands Committee, and the General Plan Committee (on an as-need basis). Assistance will be provided to applicants submitting requests for rezones, text amendments, conditional/temporary use permits, subdivision plats, site plans, appeals, variances, annexations, and other miscellaneous applications. General everyday assistance will continue to occur as provided to the citizens of West Jordan, either via telephone, fax, e-mail, or front counter service. (Ongoing)
2. **Goal:** To provide a high level of professional planning assistance and expertise to the city's elected and appointed officials, residents, builders, developers, business owners and other governmental agencies.
 - a. **Objective:** Refinements of the "one stop permitting," pre-application process and coordination with the Office of Development Assistance will continue in order to improve communications and provide a high level of professional service to citizens and the city as a whole. (Ongoing)
 - b. **Objective:** Education and training shall be made available to the planning staff providing current city planning opportunities, strategies, and methods. This is particularly important for the planners that are AICP (American Institute of Certified Planners) certified, because it is now a requirement of a professional planner to maintain certification maintenance credits to be current and considered a professional planner.
3. **Goal:** To provide consistent, equitable, and timely review of applications for building and development proposals.
 - a. **Objective:** The Planning & Zoning Division will provide consistent, accurate interpretations and enforcement of the zoning and subdivision standards to assure that

the city will continue to provide safe, livable neighborhoods, convenient places to work, and attractive commerce centers. (Ongoing)

- b. **Objective:** Provide optimum customer service to developers, builders, contractors, and the general public with interpretations of the city's zoning regulations, the General Plan, and development processes in a timely, accurate and friendly manner. (Ongoing)
- c. **Objective:** Ensure that the plan review process is equitable and expedited without sacrificing the standards and codes as adopted by the city. (Ongoing)

Special Projects

1. West-Side Specific Plan

The West-Side Planning Area (WSPA), adopted by the City Council in July 2006, set the pattern and base for future development for the area of our city west of 5600 West. Now that the ordinance and plan are in place, the city must strive to implement and enforce the standards and goals of the WSPA through master planning and the enhanced involvement of the newly adopted Design Review Committee. In an effort to help facilitate and educate the citizens of the city and the development community what the West-Side Specific Plan entails, the Planning Division, in conjunction with the city's public information officer, has prepared a West-Side Master Plan brochure. This brochure illustrates and defines the intent of the plan (which supports incentive-based zoning) and is meant to procure development that is well-planned and will serve the needs of the city's residents well into the future.

In 2007, the city received an Award of Merit in Ordinance Development for its preparation and adoption of the West-Side Planning Area.

2. Mid-Jordan Transit Line Planning

The planning staff completed the city's first Transit Station Oriented Development ordinance which was adopted in the summer of 2006. The Future Land Use and Zoning Maps were updated to show the location of future TSOD's where they border the six proposed Mid-Jordan Transit Line station sites. This ordinance accomplishment establishes the city's desired land uses and character of development around future transit stations in our community. Because UTA is intending to have complete and light rail service along the line by late 2010, early 2011, both the city and UTA have been coordinating on a weekly basis to ensure that planning and timelines for the rapid installation of the line proceeds as smooth as possible.

3. Jordan Landing

Jordan Landing is completing the sixth phase of their master planned development, recently completing the newly constructed Hampton Inn – the city's first full-service hotel. Also recently approved is the Mountain America Credit Union corporate headquarters expansion.

4. Oracle

The city has been working diligently over the past few months securing a location for a new 250,000 sq. ft. data center building in West Jordan. Oracle specializes in developing and marketing database management systems and is the world's largest enterprise software company.

5. Salt Lake Airport II

The Master Plan for Airport II is completed. Infrastructure study has begun for build-out of on-field facilities. Staff will continue to coordinate with Salt Lake City Department of Airports.

Performance Measurements

1. Review all development applications for compliance with code and development standards and specifications, and notify applicant of required revisions within 15 workdays of receiving complete application and five workdays after resubmission.
2. Review residential building plans within seven business days of receiving a complete application, and notify applicant of any required modifications.
3. Schedule development applications requiring Planning Commission review no later than 45 days after receiving complete application, including all required corrections and modifications to comply with city codes and regulations.
4. Assist the Design Review Committee in continual training and conduct reviews for the West-Side Planning Area and all planned developments.
5. Assist the Parks, Recreation and Open Lands Committee in making decisions regarding trail placement, land acquisition for future open space, and assist in general city recreational needs.
6. Continue to assist the Planning Commission and City Council to amend, update, and modify the zoning map and ordinances necessary to implement the General Plan and goals of the city.
7. Provide outstanding customer service and a high level of professional and technical advice to the public and all city departments. This objective will be met through timely response to inquiries, plan reviews, inspection requests, complaint resolution as well as front counter courtesy and interaction. Phone calls shall be returned within 24 hours, requests for information shall be processed within 48 hours, unless extensive research is required. If extensive research is required to process a request, a timeframe for the information will be agreed upon. All contacts shall be handled in a friendly, professional manner.
8. All Planning division employees shall maintain a high level of proficiency with the City View database management program in order to manage project reviews, financial transactions, and inter-department communications.
9. Provide technical support for the City Council, Planning Commission, and other Committees enabling them to fulfill their roles by having professional and technically correct reports for background information. Reports to these groups shall be as comprehensive as time allows and shall be completed with enough advance time for review by the responsible departmental managers.
10. Unprogrammed directives, including special studies, shall be programmed for completion within an agreed upon time schedule.

BUILDING & SAFETY DIVISION

Accomplishments

1. Issued 988 building permits totaling \$144.9 million in valuation; 30 new commercial and industrial building permits, 79 single-family dwelling permits, 286 multi-family living units, and 849 miscellaneous permits.
2. More than 900 plans were reviewed for code compliance by the permit technician, the plans examiner, the senior plans examiner, and the building official.
3. Performed over 9,600 field inspections, which included: building, electrical, plumbing, mechanical, structural fires, mud tracking water meter violations, and complaints.
4. Issued certificates of occupancy for:

Ambulatory Surgical Center & Physical Therapy	Single Engine Hangar Salt Lake Airport #2	Brubaker Sortech office/warehouse
Able Auto and Towing	Redwood Village Façade upgrade	West Jordan Retail (Bonna Vista)
The London Bridge Dental Lab	Salt Lake Valley Community	On Trac Financial
Redwood Pediatric Dental	Oquirrh Shadows car wash	Simply Sushi
Bajio Grill	Carters	Arrow Rock and Stone
Jordan Landing Phase 6	Davi Nails	PetSmart
Michaels	Northwest Standard Corp	Cypress Credit Union
Rue 21	Sport Chalet	Arctic Circle
Dannon expansion	KraftMaid	Credit Union One
India Fusion	Menlove Self Storage	Jiffy Lube



KraftMaid Cabinetry



FourSquare Properties

5. Commercial Permits Issued in 2007-2008 include:

Amberly Condominiums	Liberty Landing Apartments	Aarrow Landscape
Barnes Sortech office/warehouse buildings 13,14,15	Water Tank for Jordan Valley Water Conservancy District Zone D	Kingdom Hall of Jehovah's Witnesses
Generator Exchange	Sunset Ridge 5 LDS Church	LaFlor De Salt Lake
Wheatland Village Retail Center	Jordan Valley Hospital Phase 2 expansion	Mountain America Credit Union Training Center
Painter Warehouse	Jordan Landing Phase 6	Deseret Retail Shell
84 Lumber	LDS Seminary	Menlove Self Storage
Starbucks/Bajio	Sport Chalet	Jordan Village Center
Oquirrh Shadows Carwash	Electrical Control Techniques	8815 Professional Office Plaza
PetSmart	Credit Union One	Arctic Circle
Arrow Rock and Stone	Hampton Inn & Suites	Church of Christ
Salt Lake Airport #2 Hanger Expansion	Little Critters Learning Center	Serengeti Springs Apartments
Mountain States Plumbing	Gator Carwash	Michaels
SME Steel office building	Formco	Direct 2 Net
Chick-fil-A		

6. Use of laptop computers in all inspector vehicles for wireless inspections that provide real-time inspection results viewable by this office. It provides the staff a means of responding to builder, contractor, and owner inquiries in minutes when it used to take a full day. Building & Safety is leading the charge in the utilization of City View database software and using it to its potential.
7. Participates as a key division on the code enforcement team and assists in the Community Action Team on properties that have required inspection to determine life safety or health concerns.
8. Assists in the development process and plays an essential role with the Office of Development Assistance.
9. Participates and has membership in all of the state and local code organizations including: Utah Chapter of ICC, Bonneville Chapter of ICC, Beehive Chapter of ICC, Utah Chapter of the IAEE – Layne Western (Senior Plans Examiner) is currently the Utah Chapter president and will be the Northwestern Section president (seven states) in 2011, Utah Association of Plumbing and Mechanical Officials, Utah Chapter Uniformity Council, and State of Utah Building Codes Commission. The city's building official attends and participates in the development of new codes and changes to the existing international codes.
10. Attended 504 continuing education hours of training in the new Building, Electrical, Mechanical, Plumbing, Fire, and Accessibility codes.

11. Building & Safety manages the permit center.



The city's first hotel, the Hampton Inn, opened in spring of 2008. It is located at Jordan Landing.

Goals and Objectives

1. **Goal:** Provide technical assistance to the public and professional builders informing them of building code regulations, new changes, and code interpretations.
 - a. **Objective:** Continue participating in training and education opportunities to learn the new 2006 international codes that were adopted statewide January 2007.
2. **Goal:** Provide professional and technical field inspections and plan review services to all applicants and permit holders in the city and do so in a timely manner.
 - a. **Objective:** Process residential permit applications and perform first-time residential reviews in five days or less and commercial reviews in three weeks or less including fee calculations and correction reports sent to applicant (electronically if available).
 - b. **Objective:** Provide 24-hour turnaround on inspection requests obtained through inspection request process, and provide professional quality plan review service and field inspections while providing superior customer service in both programs.
3. **Goal:** Continue to improve the express permitting process.
 - a. **Objective:** Provide same-day turnaround of minor permits including most decks, garages and carports, sheds, basement finishes, water heater and furnace replacements, and small additions and remodels.

Special Projects

Additional inspection load:

1. Inspect water meters, crocks, and lids at each inspection. Report and document theft of service or illegal connections to city water supply.

2. State required weather barrier and flashing inspections, this adds two to three additional inspections for each new building, including dwellings, to our workload but will protect property owners from non-complying stucco, brick, and siding installations.
3. Zoning inspections for brick/rock/architectural features.
4. 20+ structural fire inspections per year.
5. 600+ miscellaneous enforcement inspections: grading complaints, mud tracking, drainage problems, code enforcement, illegal sign removal, etc.
6. Additional time spent on lot grading inspections to verify compliance with approved engineered drainage plans.
7. Business license inspections: Building & Safety perform multi-discipline inspections covering Planning & Zoning compliance and Fire Department checklists for home occupations saving multiple trips to the same properties.
8. One or two daily follow-up quality control inspections by building official and/or supervisors.



Jordan Valley Medical Center Expansion – 7/08



Phase 6 at Jordan Landing – 7/08



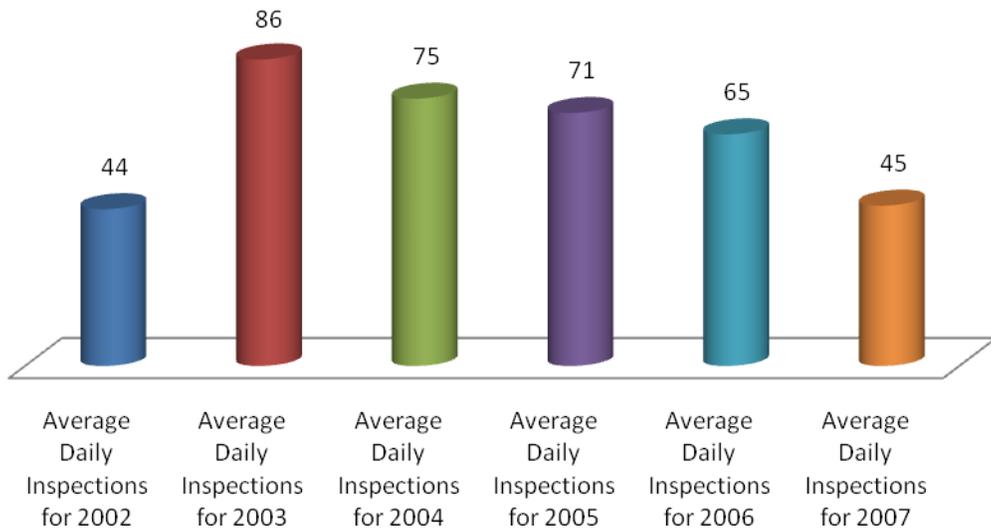
Dannon expansion 7/08



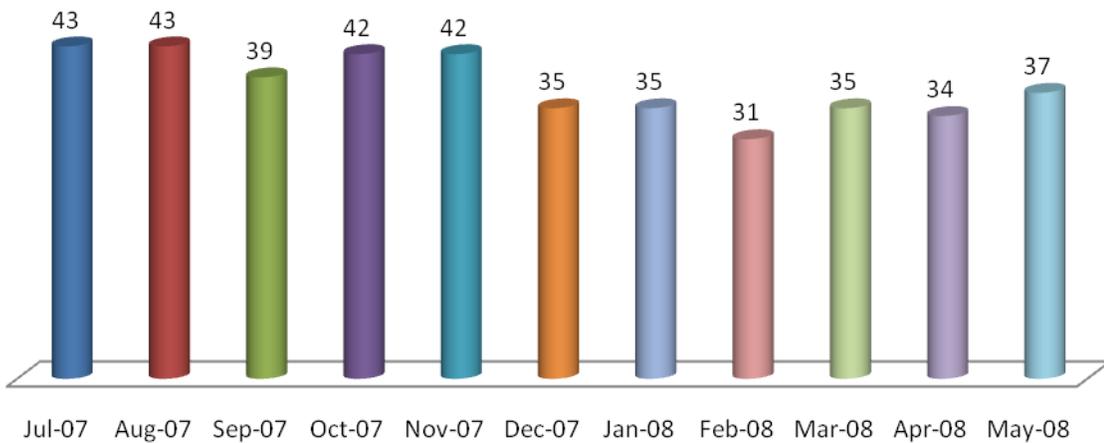
Dixie Valley Shopping Center facelift 7/08

Performance Measures

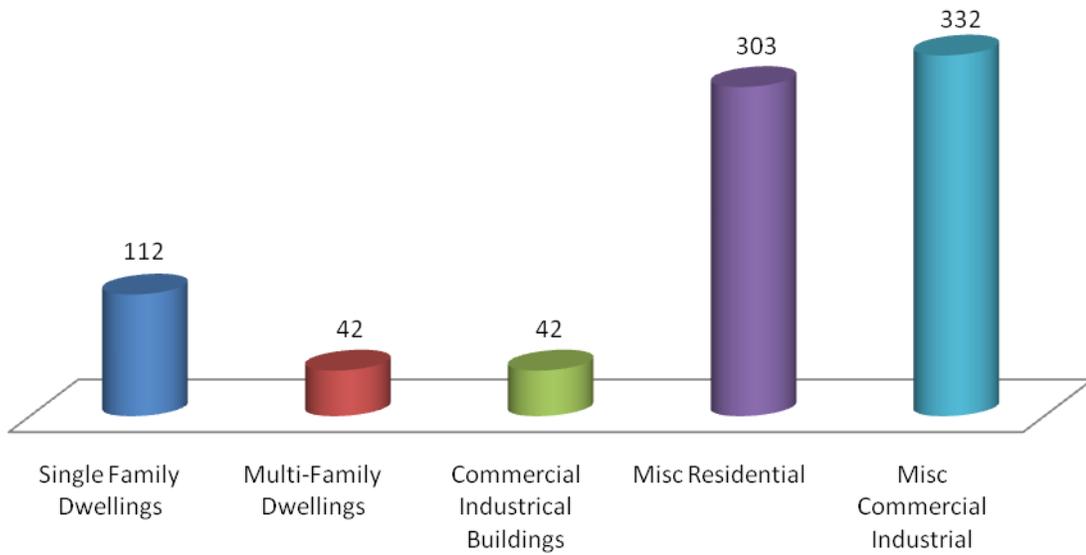
Average Daily Inspections per Calendar Year 2002 Thru 2007



Average Daily Inspection Per Month for Fiscal Year 2007-2008

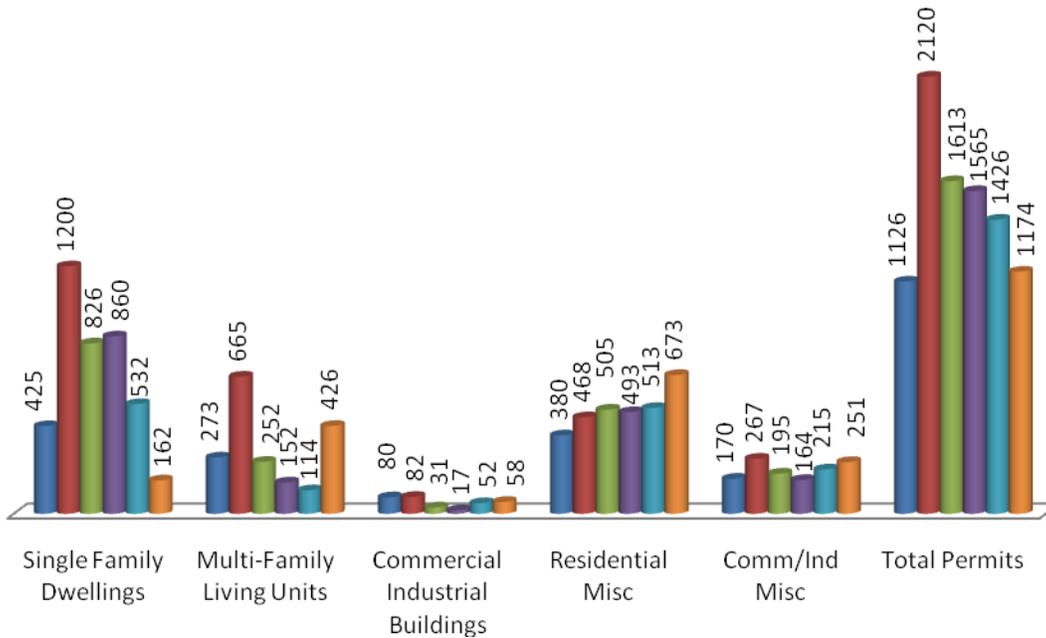


Plan Reviews for Fiscal Year 2007-2008

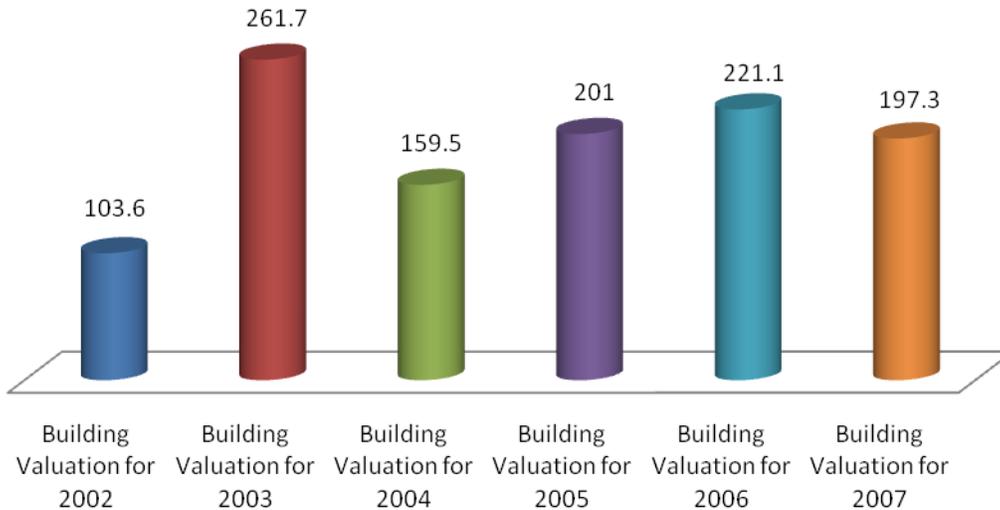


Permit Statistics for Calendar Years 2002 Thru 2007

■ 2002 ■ 2003 ■ 2004 ■ 2005 ■ 2006 ■ 2007



Building Valuation in Millions for 2002 Thru 2007



CDBG/GRANTS DIVISION

Accomplishments

The CDBG/Grants Division is the primary contact for most grant activities for the city. The division reviews and researches proposed projects to determine compliance with the Department of Housing & Urban Development and other funding agencies' regulations and other adopted plans of the city. Compliance with the goals, policies, objectives, and regulations is crucial in making the determination that proposed projects/activities are compatible with the city's vision and are in the best interest of the community.

A wide range of funding requests and applications were reviewed and submitted this year. Applications were submitted on behalf of the West Jordan Fire Department, Police Department, Public Works, Attorney's Office, and Administrative Services. This division is committed to consistently improving the communication and efficiency of this process and delivery of these services. Following is a list of new funding for projects during the upcoming year:

West Jordan CDBG FY 2008-09		Funding
Community Action Program	Food Pantry-3 Day Food Supply	\$4,000
Community Action Program	Housing/Financial Counseling	\$6,000
YWCA	Crisis Shelter & Support Services	\$5,000
Community Services Council	Utah Food Bank	\$5,000
South Valley Sanctuary	Women's Shelter	\$9,500
Sandy Counseling	VISIONS counseling	\$2,500
The Road Home	Emergency Winter Housing	\$4,000
The Road Home	Salt Lake Community Shelter	\$5,000
Family Support Center	Crisis Nursery	\$6,500
Family Support Center	Home Counseling Program	\$3,500
Legal Aid Society	Legal assistance	\$9,500
Community Services Council	211 Program	\$1,500
Kostopulos Dream Foundation	Disability Camp Program	\$2,500
Big Brother/Big Sister Program	Youth Mentoring Program	\$2,000
Wasatch Front regional Council	Planning & Coordination	\$5,575
Boys & girls Club of South Valley	Heartland After School Program	\$4,827
Community Health Centers	Dental Program	\$2,000
Administration	Administration	\$79,476
Assist	Emergency Home Repairs	\$60,000
Community Services Council	SHHIP – Home Repair	\$20,000
Downpayment Assistance	Home Purchase	\$42,328
Housing Rehab	Low Interest Repair Loans	\$49,425
Debt Service 108 loan	Senior Center Payment	\$214,129
Curb, Gutter & Sidewalk	Curb Cuts	\$100,000
House of Hope	Playground Equipment	\$2,000
FY 2007-08 CDBG Total		\$646,260
HOME (Salt Lake County)	Affordable Housing Program	\$100,000

Goals and Objectives

1. **Goal:** To provide the technical assistance necessary to manage funding in compliance with the city's new urban growth and redevelopment.
 - a. **Objective:** A funding matrix will be developed and updated for grant priority review in order to maintain the desired direction of management and the City Council. (Ongoing)
 - b. **Objective:** The CDBG/Grants Division will provide professional grantsmanship/management services, staff support, and assistance for the City Council, public service agencies, service providers, Historic Preservation Committee, and Open Lands Committee. Assistance with preparation and submission of funding requests will be provided to public and private applicants. (Ongoing)
2. **Goal:** To provide a high level of professional grantsmanship expertise and recommendations to the city's elected and appointed officials, residents, public service agencies, service providers and other governmental agencies.

- a. **Objective:** Refinements of the grants process and coordination with city management and City Council will continue in order to provide a high level of professional service and response. (Ongoing)
 - b. **Objective:** Education and training will be made available to the CDBG/Grants Staff to ensure that current Department of Housing & Urban Development and funding agencies requirements maintained. (Ongoing)
3. **Goal:** To provide consistent, equitable, and timely review of funding requests for assistance proposals.
- a. **Objective:** The CDBG/Grants Division will provide consistent, accurate interpretation and management of the Community Development Block Grant Program and other funding agencies in support of other departments and divisions within the city. (Ongoing)
 - b. **Objective:** Provide optimum customer service to the general public, developers, public services agencies, service providers and City Council with interpretation of CDBG and other program regulations. (Ongoing)

Special Projects

1. Utah Jazz Basketball Court

The CDBG/Grants staff secured funding from the LHM Charities, Utah Jazz, and the city for the reconstruction of the outdoor basketball court in Veterans Memorial Park. This project was completed in June 2007 and a ribbon cutting was held during August 2007.



Jazz Bear showers kids with Silly String at the ribbon cutting.

2. Lead Testing Day

The CDBG/Grants staff conducted a lead testing day for West Jordan residents and agencies. The event was held in the Community Room of the West Jordan Justice Center and site visits

were made to the Children’s Justice Center and South Valley Sanctuary for onsite testing. A total of 515 tests were conducted as part of National Community Development Week events.



Testing toys for lead to promote community safety.

REDEVELOPMENT AGENCIES

Redevelopment agencies are created as a tool for local governments to clean up blight and to implement the development goals of the community. They assist with economic and housing redevelopment as well.

RDA / EDA Budget Summary		
RDA	Name	08-09 Budget
#1	Town Center / Cantlon	\$460,703
#2	Industrial Park	\$110,785
#3	Southwire	\$23,458
#4	Spratling / Home Depot	\$386,264
#5	Downtown	\$279,641
#6	Briarwood	\$112,630
EDA		
#1	Dannon	\$0 (completed)
#2	KraftMaid	\$1,246,671
#3	Oracle Data Center	TBD
Total		over \$2,600,000

1. **Town Center / Cantlon (6600-7000 South, 1700-1850 West):** Created December 12, 1989; Expires 2021; Term 32 yrs, 13 yrs. remaining. Established to create a new retail center. Status: active. Center has been developed, current tenants include: Target, Albertsons, Party City, Office Depot, and Petco.
2. **Industrial Park (1100-1500 West, 7800-8000 South):** Created September 18, 1990; Expires 2022; Term 32 yrs, 14 yrs. remaining. Established to remove blight, improve 7800 South gateway and industrial park. Status: inactive. Center has been developed, current tenants include BMC West. Property owners have not submitted any requests for assistance.
3. **Southwire (3200-3600 West, 8500-8800 South):** Created September 18, 1990; Expires 2022; Term 32 yrs, 14 yrs. remaining. Established to provide public infrastructure, finance construction of 3200 West, remove blight, accelerate construction of industrial center. Status: active. Southwest Industrial Park was developed using RDA assistance. Southwire has closed its business, but currently LKL Associates and Alside Supply Center are operating within the RDA. Tax increment payments are currently being made to Heber Rentals.
4. **Home Depot (1300-1700 West, 8800-9000 South):** Created October 29, 1992; Expires 2024; Term 32 yrs, 16 yrs. remaining. Established to develop retail center, install public infrastructure including construction of 1510 West and traffic signal, and remove blight. Status: Completed. Center has been developed – current tenants include Kmart, Home Depot, Big 5 Sporting Goods. Small retail building on 9000 South is completed but not yet occupied. Final tax increment payment was made to Home Depot in July 2008.
5. **Downtown (1700-1900 West, 7600-7900 South):** Created May 11, 1993; Expires 2025; Term 32 yrs, 17 yrs. remaining. Established to remove blight, install public infrastructure and roads, including bond financing of 7800 South construction, renovate 2 retail centers, and revitalize downtown area. Status: active. Redwood Road and 7800 South projects have been completed. Independence Square shopping center was rebuilt in 2000 and 2001. Debt service payments are scheduled to be repaid by February 2010.
6. **Briarwood (1500-1825 West, 7700-8200 South):** Created September 30, 2003; Expires 2018; Term 15 yrs, 10 yrs. remaining. Established to create a light rail station, remove blight, install public infrastructure. Status: Discussions regarding development concepts are ongoing with property owner. Property owner has not yet submitted requests for tax increment assistance.

CULTURAL AND RECREATIONAL BOND

Portions of selected RDA budgets are also used to pay off the city's Cultural and Recreational Bond. The bond is expected to be paid off by 2012. The bond has funded construction of these projects:

- Veterans Memorial Park
- Ron Wood Baseball fields
- Soccer Complex

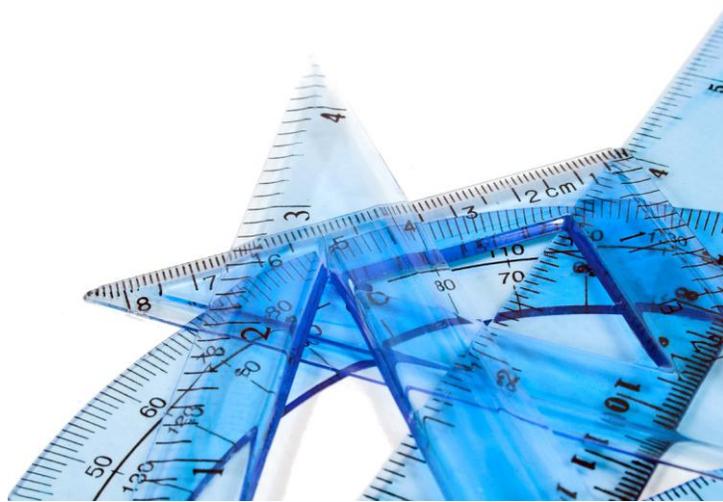
ECONOMIC DEVELOPMENT AGENCIES

1. **Dannon (6165 West 9280 South):** Created July 11, 1995; Status: complete. All improvements and payments associated with this area have been made. Payments were

completed in 2002. During 2008, and without the aid of RDA funds, the Dannon facility was able to expand from approximately 175 employees to over 200 employees.

2. **Bingham Business Park / KraftMaid (10026 South Prosperity Rd):** Created July 19, 2005; Expires 2024 (Tax increment years 2007-2024); Term 17 yrs, 16 yrs. remaining. Established to encourage economic development and installation of public infrastructure. Status: active. KraftMaid building is complete, infrastructure work continues along Prosperity Road. Since creation of the EDA, additional industrial permitting has reached nearly 1 million square feet, which is over double the permitting rate prior to creation of the EDA. Revenues are used for repayment of public and private improvement bonds. Final debt service payments scheduled for 2018. Employment currently 565 (down from 875 last year), projected to reach 1,300 by 2010.
3. **Oracle Data Center (6100 West Old Bingham Hwy):** Created July 22, 2008; Established to support construction of public infrastructure and encourage job creation at the Oracle Data Center—initially 25 above-average wage jobs, increasing to 75 jobs over three years, and to 100 within five years. Tax increment funds are estimated at \$11,794,872 over a 10-year period.

ENGINEERING DEPARTMENT



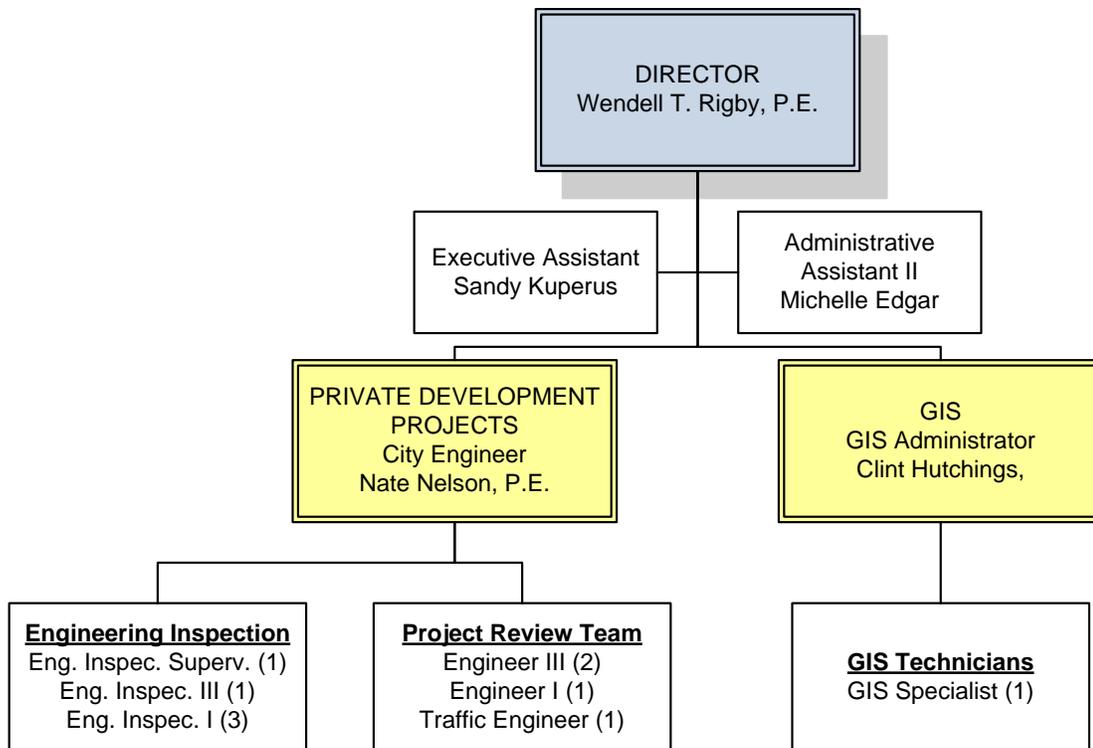
Mission Statement

Provide adequate and cost effective engineering and technical services for transportation, water, storm water, wastewater, parks and trails, and building construction through good engineering planning, design and construction. Provide good customer service to residents, other city departments and outside agencies.

Introduction

The Engineering Department continues to implement changes in organization, staffing, capability to provide services, and attitude toward providing services and customer service over the last year. We have lost several key staff members over the last year and are attempting to recover from those losses. The department contains exceptional staff with excellent skills in both technical matters as well as being able to communicate and coordinate with other city departments and outside agencies. The staff is busy, and I believe enjoy what they are doing, and do it well. We find ourselves providing services and coordinating on a consistent basis with almost every department in the city. We enjoy that coordination and the relationships we are developing inside and outside of the city organization.

Organizational Structure



Senior Staff

Wendell T. Rigby, P.E., Director of Engineer

Oversees all department functions and coordinates closely with the Community Development, Public Works, Fire and Police Departments. Divisions within the department include the Private Development Projects and Geographical Information Systems divisions. Wendell has 28 years of experience and has been with the city for almost five years.

Nate Nelson, P.E., City Engineer

Responsible for all private development project review, processing through the Planning Commission and construction. Nate has 14 years of experience and has been with the city for more than four years.

Clint Hutchings, GIS Administrator

Responsible for all functions of the city's geographical information system, which serves all city departments. Clint has eight years of experience and has been with the city for a little more than two years.

PRIVATE DEVELOPMENT PROJECTS DIVISION

Accomplishments

1. The Private Development Projects Division completed the revision of the city's Master Drainage Plan and is preparing to have it approved by the City Council. Along with the master plan update, the capital facilities plan is also being updated and staff is proposing to update the storm water impact fees as well.
2. Completion of the city's Master Culinary Water Plan. Staff finalized this master plan and its capital facilities plan and submitted it to the City Council for their review and approval. The master plan and its capital facilities plan were adopted by the City Council earlier in the year.
3. Update of the Sewer, Police and Fire Impact Fees. The City Council approved the yearly update of these fees based upon the increases in the construction cost index.
4. Rewriting of the Road & Bridge Policies and Design Criteria Manual. This item was completed and approved by the City Council this fiscal year.
5. Rewriting of the Landscaping & Irrigation Policies and Design Criteria Manual.
6. Rewriting of the Sanitary Sewer Policies and Design Criteria Manual.
7. Implement revised Public Improvement Guarantee Code for bond releases, based upon 'system' releases, whose purpose is to increase the quality of the constructed work product and speed up the bond release process.
8. Implemented the revised Land Disturbance Ordinance to allow for a land disturbance permit for 'clearing and grubbing' of a project. The purpose was to allow initial work activities to begin on a project, while completing the finishing touches on approvals.
9. Implemented a four-week-review-period for initial private development reviews and one-week-review-period for redline reviews. Staff consistently completed their reviews within these two timeframes.
10. Worked closely with management and staff in the continued implementation of the Office of Development Assistance.
11. Improved communication between the development community and city staff by holding regular coordination meetings and establishing a single point of contact through the Office of Development Assistance.
12. Continued with the implementation and enforcement of erosion control and mud tracking for construction sites within the city. We have provided staff with training and assistance in how to deal with the problems and violations. Staff has also been a resource to the private development community, engineers, and contractors in this regard.

13. Continued with the use of City View in tracking projects and generating reports for the progress of projects.

Goals and Objectives

1. **Goal:** Approval of the city's Master Drainage Plan.
 - a. **Objective:** The Private Development Projects Division has completed this work with a final report presented to the City Council in August 2008.
2. **Goal:** Update the Sewer Master Plan.
 - a. **Objective:** City staff is presently working on the completion of a computer model of the city's sewer system, which will then be used to prepare an update of this master plan.
3. **Goal:** Update the Parks, Storm, Water, Sewer, Police and Fire Impact Fees.
 - a. **Objective:** Working with several consultants and city staff, the Engineering Department will update these fees through the updating of their master plans or through the annual construction cost index adjustments approved by the City Council in 2007.
4. **Goal:** Establish a new written policy on the development and maintenance of detention ponds that are built by private developers.
 - a. **Objective:** With limited city resources for maintenance and operation of detention ponds and with the lack of a storm water utility to provide funding for maintenance, the city is unable to provide maintenance for these ponds at the current rate in which they are being dedicated to the city. Therefore, new policies need to be established in order to limit the number of ponds that are dedicated to the city. Ownership and landscape maintenance needs to be turned over to the land users via HOA's and other private means. A new policy will more clearly define the responsibilities of the city and the developers in this matter.

Special Projects

1. Storm Drainage Policies and Design Criteria Manual.

The Engineering Department is working on a revision of this manual which will significantly increase the city's ability to require and obtain designs from developers and their consultants, which meet standard engineering practice. Additional design criteria and standard drawings will increase the quality of the end product

Performance Measurements

Performance measurements for the Private Development's Review Division can be measured by quality and the number of subdivision lots and commercial site plans that are approved and the amount of time spent in the review and approval process. We currently use City View to track the timetable of projects and have established internal goals for the processing of the projects. The success in meeting

these goals is influenced by the completeness of the development applications received, current project backlog and the developer's ability to respond to reviews in a timely fashion.

We are working to improve the level of service by coordinating closely with the Community Development Department and the Office of Development Assistance in tracking the time of reviews and addressing issues in a timely and proactive manner.

GEOGRAPHICAL INFORMATION SYSTEM (GIS) DIVISION

Accomplishments

Accomplishments of the GIS division this past year have included the following:

1. Implementation of the GIS Master Plan for the future of GIS in the city. Staff completed this document and submitted it to the City Manager for his review.
2. Continued implementation of the 'Hotlinks' project and training of city staff. Over the last several years, engineering staff have completed a significant effort to digitize approximately 3,000 mylar plats and construction drawings so they could be available digitally. These digitized drawings were then assembled and a program developed to access them using ArcReader.
3. Assistance and substantial effort in the development of the pavement management program. Input visual observations and ratings into the GIS Cartegraph software and prepared necessary data and mapping outputs.
4. Implementation of the GIS Steering Committee. The GIS administrator took the lead on establishing this committee and held regular meetings to receive input and work on requests of the committee.
5. City-wide assistance on GIS requests including analysis, and creation of maps and databases.

Goals and Objectives

Continue to provide city staff and the citizens of West Jordan with reliable GIS data and services. Specific goals for the coming year include:

1. **Goal:** Implementation of Internet mapping.
 - a. **Objective:** As part of the FY 2007-08 budget approval, the City Council approved the expenditure to acquire FreeAnce software which will allow residents to obtain GIS information through the Internet. This software will enable residents and others to review GIS mapping which has been prepared by city staff, access it, and retrieve it for their use.
2. **Goal:** GIS user training.
 - a. **Objective:** Establish regular training classes for the various types of existing and new software in use by city staff. This will consist of both in-house and outside training.

Special Projects

The majority of the work proposed and accomplished by the GIS division is in working with other departments. At the present time, we anticipate the following special projects will be undertaken by the division:

1. City property mapping.
2. Identification of storm water detention basins in the city, including privately maintained and city owned and maintained.
3. City boundary and annexation mapping.
4. Water meter location mapping.
5. Maintenance of city zoning and land use maps.
6. Training the Public Works Department water staff to use specific GIS applications.

Performance Measurements

Meeting all the goals identified for the GIS division will represent a significant achievement. Many of the goals set for FY 2007-08 are dependent on having the resources, funding, and cooperation of others to achieve, but all the goals are worthy of our best efforts.

Suggested performance measures are as follows:

1. Complete the installation of FreeAnce software and establish usage protocols.
2. Completion of the GIS work necessary to assist with the pavement management program.
3. Identification of all city-owned property. Acquisition of all documents associated with this ownership.
4. Significant advancement on determining the location of all storm water detention basins in the city.

FINANCE DEPARTMENT



Mission Statement

The mission of the Finance and Administrative Services Department is to: (a) enhance the quality of financial decision making by providing accurate and current financial information to management; (b) prevent fraud by providing strong internal controls; (c) achieve savings in procurement through an open, fair and equitable competitive practices; and (d) improve employee competencies through investment in professional development.

Introduction

The finance staff has been very successful this past year in collecting substantial revenue owed to the city. Some of our major accomplishments in collecting revenues follow.

1. At the city's request, the Utah State Tax Commission completed an audit of telecommunication sales tax payments and determined West Jordan and other cities had not been receiving the local option sales tax. As a result, the city received a one-time gross payment of \$524,917 for back taxes owed from January 2005 through November 2007.
2. An audit of municipal energy sales and use taxes generated a one-time payment of \$11,817 from back taxes from Rock Mountain Power.
3. Over \$4,000 was collected in business license fees from an audit of unlicensed businesses in the city.
4. An aggressive new approach to debt collection has generated over \$10,000 in revenue through the use of the city small claims court to recover severely past due utility bills.

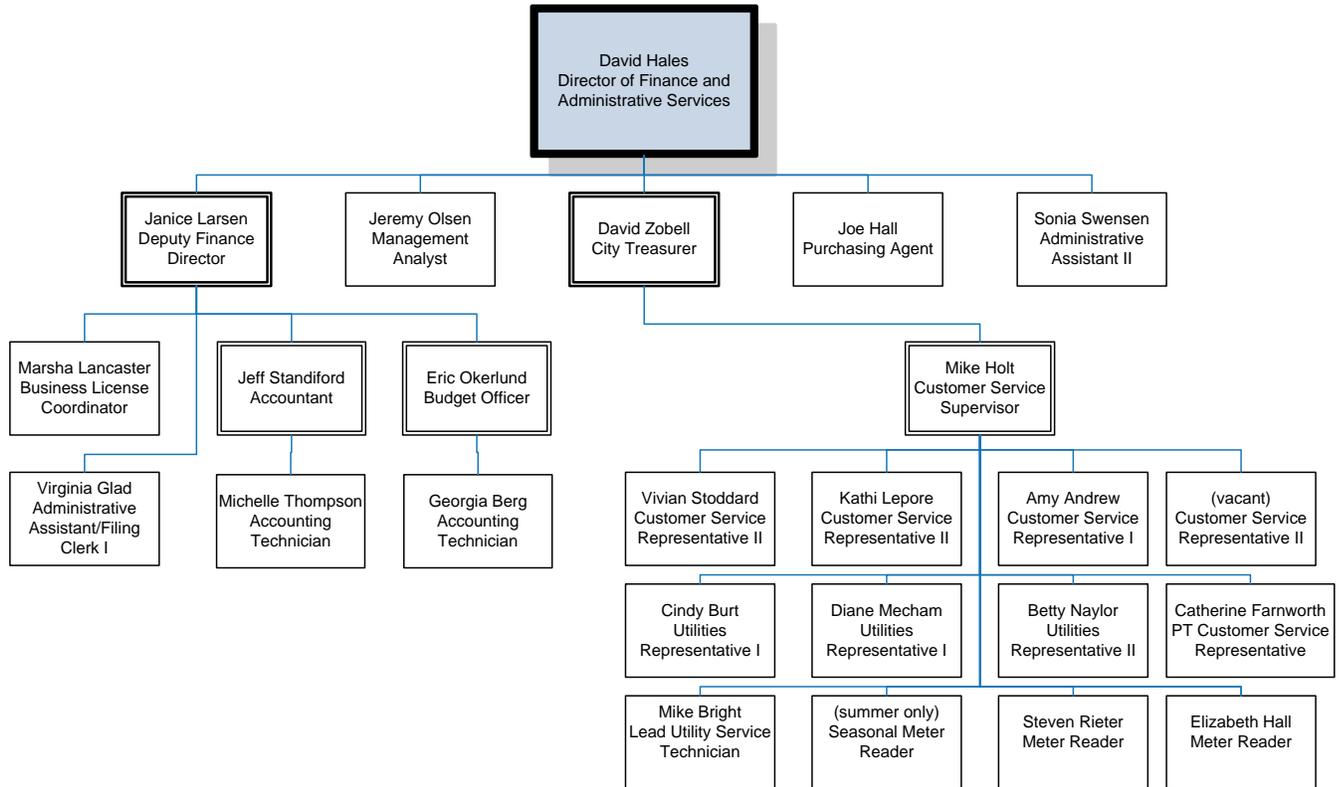
The Finance Department is also continually searching for ways to cut costs or improve our processes to reduce costs. As the result of \$5 million of variable rate bonds being converted to fixed rate bonds, hundreds of thousands of dollars will be saved on future interest expenses. Inaccurate meters are another potential source of significant revenue loss. In order to ensure that we are receiving the correct revenue from customer water use, a new commercial water meter testing, repair and replacement program was launched this past year. Initial findings indicate that many meters are not accurately measuring water used by customers. Meters that are not properly recording water usage are being replaced as needed. Continuing this program is a high priority for the next year.

The workload on departmental employees has significantly increased. A 18.64% increase in the number of utility bills sent this past year and a 8.61% increase in water meter shut offs for failure to pay delinquent utility bills has occurred. Not only has the workload increased with the same amount of staff, but the performance of the city's utility billing and financial software continues to decline. Customers calling in are subjected to long periods of wait time because the city's billing system slowly brings up data needed to answer billing questions.

The department also improved compliance with federal, state and local laws as a result of several important projects completed by staff. An internal audit of the city's payroll practices generated 14 recommendations which have been implemented. This beneficial audit was followed up with an additional 19 improvements to the payroll system by the accountant and accounting technician. Revised and updated employee compensation policies and a new time tracking procedure will aid in compliance with the federal Fair Labor Standards Act and city pay practices. Additionally, the city received a clean opinion on the FY 2007 financial statements and received national awards for both the Comprehensive Annual Financial Report and the Budget book.

The employees of the Finance and Administrative Services Department have performed admirably during the past year. Their performance has been all the more impressive in spite of an increasing workload, limited resources and a failing financial software system. Unfortunately, the economic recession and housing crises has increased the debt collection workload and subjected employees to an ever-increasing number of emotional customers struggling to make utility payments to the city. We all hope that the upcoming year will bring better economic news to the city and its residents.

Organizational Structure



Senior Staff

David A. Hales, Director of Finance and Administrative Services

Janice Larsen, Deputy Finance Director

David Zobell, City Treasurer

Joe Hall, Purchasing Agent

Financial Summary

Budget and Expenses

The following chart shows the approved budgets for the Finance and Utility Billing divisions of the department for FY 2007 and the corresponding expenditures (not including encumbered funds).

Overall, finance only expended about 91% of its approved budget, saving the city \$135,068. Utility Billing expended about 94% of its budget, a cost savings of \$37,385.

FINANCE	Budget	Expenditures	Cost Savings	% Expended
Personnel	\$1,326,655	\$1,217,370	\$109,285	91.8%
Materials and Supplies	\$210,720	\$184,937	\$25,783	87.8%
TOTALS	\$1,537,375	\$1,402,307	\$135,068	91.2%

UTILITY BILLING	Budget	Expenditures	Cost Savings	% Expended
Personnel	\$444,032	\$415,770	\$28,262	93.6%
Materials and Supplies	\$223,278	\$214,155	\$9,123	95.9%
TOTALS	\$667,310	\$629,925	\$37,385	94.4%

Accomplishments

Treasury

1. **Telecommunications Sales Tax Distribution.** Determined that Verizon Wireless and other wireless telecommunications providers were incorrectly distributing the local options sales tax to Salt Lake County instead of the City of West Jordan. The Utah State Tax Commission initiated an audit after being notified in writing of this error. Upon completion of the audit, the city received \$524,917 in July 2008 (posted to May 2008) for back sales tax revenue for the period January 2005 through November 2007.
2. **Investment Earnings.** The city invested an average \$49,376,511 in the Utah Public Treasurers' Investment Fund. Total investment earnings for FY 2007-08 were \$2,342,341. The interest rate went from a high of 5.27% down to 3.02% in June 2008.
3. **Small Claims Court.** Implemented a new debt collection procedure for garbage service customers living in the Oquirrh Shadow area. Some of these customers have large delinquencies owed to the city for past service. Since they receive culinary water from the Kearns Improvement District their water service could not be disconnected. During 2008, over 30 customers with large debts owed to the city were taken to Small Claims Court. Over \$10,000 has been collected and over 18 judgments have been awarded to the city as a result of this new procedure.
4. **Municipal Energy Sales and Use Tax Audit (MET).** An audit of Rocky Mountain Power revenue payments identified 170 city residents that were not being charged the 5.5% MET. Following negotiations Rocky Mountain Power paid the city \$11,817 for back MET taxes.
5. **Banking Services Audit.** Completed a review of merchant account charges (credit card) with Wells Fargo Bank representatives. "Internet off" fees have been lowered resulting in \$1,620 in annual savings associated with the online bill pay program.
6. **Cougar Park Detention & Storm Water Impact Fees.** Salt Lake County alleged that the city owed them over \$3 million in storm water impact fees. In cooperation with the Community Development Department staff documented that \$526,987 in storm water impact fees had in fact been paid in the past to Salt Lake County in compliance with a 1994 Interlocal Agreement relating to Flood Control Impact Fees. Over 100 hours of research was necessary to review information contained in three computer software systems and the collection of old

receipts. Following presentation of accounting records, the county acknowledged that storm water impact fees had been paid in full.

7. **Certified Public Finance Officer.** The director earned the designation of Certified Public Finance Officer from the Government Finance Officers Association in June 2008. Only 375 individual in the United States and Canada have earned this designation which requires demonstrated proficiency in core finance functions by passing five difficult examinations.
8. **Stone Creek Special Improvement District.** Coordinated the calculation of proposed assessments for the Stone Creek SID, which was formed in 1999. Approximately 400 residents received an informative newsletter with detailed information on the SID, proposed assessments, the purpose of the Board of Equalization and maps of the district boundary. Due to legal concerns, the board meetings were canceled. Research continues on how to address several legal concerns raised regarding the original establishment of the SID.
9. **Cost of Service Study.** Identified the need for an updated comprehensive cost of service study (the last comprehensive study was completed in the mid 1990s). Although currently not in the FY 2009 budget, the cost of such a study would be approximately \$50,000. The Cost of Service Study would establish the total cost (i.e. direct and indirect cost) of providing services that are charged a fee or service charge.
10. **Fairway Estates Special Service Recreation District.** Prepared and mailed an annual newsletter to approximately 50 residents living in the Fairway Estates SSRD. The FY 2009 certified tax rate and budget was adopted by the City Council on June 10, 2008.
11. **Bond Refinance.** Refinanced two water system variable rate demand notes (VRDN). Due to the credit crises, the interest rate on the VRDNS went from 3% to 6% in January 2008. These two VRDNS were refinanced into one fixed rate note with a fixed interest rate of 4.1%. The new note has a par value of \$5.076 million and has a debt service schedule of one year less. The City Council approved this refinancing on March 11, 2008
12. **Updated Fees and Service Charges Schedule.** The city treasurer and administrative assistant collaborated with city departments to gather information to update the Uniform Schedule of Fees and Service Charges.
13. **Online Ticket Sales.** Helped to provide online ticket sales for the Western Stampede.
14. **Telecommunications Tax and Increased Municipal Energy Sales and Use Tax (MET).** Officially notified the Utah State Tax Commission, Rocky Mountain Power and Questar Corporation of the adoption of the new Telecommunications Tax (3.5%) and increase in the Municipal Energy Sales and Use Tax (from 5.5 to 6%). According to state law, these tax changes will take effect October 1, 2008.
15. **Banking Services Contract.** A new banking services contract with Wells Fargo Bank was approved by the City Council on August 28, 2007. The annual banking services expense is estimated at \$102,000.
16. **Debt Collection Program.** Initiated a new debt collection program for closed utility accounts. Closed accounts will now receive a final billing, followed by a 30- and 60-day delinquent notice. After the deadline stated in the 60-day notice, the uncollected debt will be forwarded to the collection agency for further collection handling.

Utility Billing

1. **Commercial Testing Program.** Implemented a commercial meter testing program to maintain good meter accuracy and avoid large revenue losses. During 2008, 60 large water meters assigned to the largest water customers were tested and it was determined that 12 were inaccurately measuring (i.e. under registering) water flow in accordance with industry standards. A future report will evaluate the loss of revenue associated with these large meters and the resources needed to implement this program over the long term.
2. **Hydrant Water Meters Audit.** An audit was conducted to inspect all fire hydrant meters that have been checked out by contractors. Also, a new \$25 monthly rental fee was implemented to cover some of the overall administrative costs of the program.
3. **Automated Water Meter Reading Equipment Upgrade.** The city's software used for remotely reading water meters was upgraded by the manufacturer, Master Meter. This new upgrade has made a noticeable difference in reading the water meters. Readings are faster and the accuracy has improved.
4. **J Station Water Delinquency.** Departmental efforts to collect over \$15,000 in past due utility fees from J Station were unsuccessful. The matter was referred to the City Attorney who was successful in getting \$10,000 collected and a written agreement for the balance to be paid. The unpaid balance is due on or before September 9, 2008. The J Station general manager has notified surrounding businesses that they must disconnect from J Station's 8" water meter
5. **Maintenance of Remote Meter Reading Equipment.** In order to avoid past reading errors and downtime, all of the cables for the meter reading equipment have been replaced. Furthermore, future preventative maintenance measures will require replacing these cables every 6 months.
6. **Pet Licenses.** Pet license renewal bills (5,912) were mailed in January 2008. License fees are due on February 28. Approximately 60% of the licenses were renewed on time. Those that were late were assessed a \$15 late fee. Total pet license fee revenue for FY 2007-08 was \$51,990.

Accounting

1. **New Employee Payroll Form.** Payroll personnel created a new form to simplify the process of setting up new employees in the Pentamation payroll module. Needed revisions to the Personnel Action Request form were also made. These forms will help increase accuracy and improve the efficiency of the payroll division.
2. **FY 2007 Audit & Comprehensive Annual Financial Report (CAFR).** The CAFR for FY 2007 was completed under the direction of the Deputy Finance Director. According to state law, the financial statements were audited by the independent accounting firm of Osborne, Robbins & Buhler, PLLC. The auditors gave the financial statements a clean opinion.
3. **Excellence in Financial Reporting.** The Government Finance Officers Association of the United States and Canada awarded the city a Certificate of Achievement for Excellence in Financial Reporting for the FY 2007 CAFR. This represents the 27th year the city has received this prestigious award.

4. **Fair Labor Standards Act (FLSA).** Completed a long and detailed process of implementing a new time tracking system for fire fighters. This new process together with amendments to the Employee Handbook will help ensure that the city has a clean and accurate accounting of overtime hours earned and that compensation is made in accordance with the FLSA.
5. **Long-Term Financial Planning.** Prepared the city's first long-range financial forecast of revenues and expenditures. This initial undertaking has a time horizon of five years. A significant negative fiscal imbalance was identified. Various financing scenarios were completed for use by the City Manager and City Council during an extended budget deliberation process.
6. **Tax rates.** The City Council adopted a 2008 property tax rate of 0.001801 for the general fund and a tax rate of 0.001656 for the Fairway Estates Special Service Recreation District. Both rates were equal to the certified tax rate even though a Truth in Taxation Hearing was held on August 12 to consider raising the property tax rate. Staff compiled various information and data on the general fund property tax for consideration of the governing body. Final reports were submitted to the Salt Lake County Auditor's Office as required by law.
7. **FY 2009 Budget.** Coordinated the compilation of considerable budget information for the fiscal year beginning July 1, 2008. The City Manager's Recommended Budget was presented to the City Council in April 2008. Final budget approval was given on August 12.
8. **Distinguished Budget Award.** The Government Finance Officers Association of the United States and Canada presented the city with the Distinguished Budget Presentation Award for the FY 2007-08 Budget Book. West Jordan was one of only nine cities in Utah to receive this award during 2006 (the latest reporting period).
9. **Fiscal Year Closing.** The fiscal year ended June 30. The accounting division successfully moved the financial software forward to the new FY 2008-09. Journal entries and accounts payable disbursements can still be made in FY 2007-08 fiscal year. Accounts payable will be reviewing payment requests closely to ensure they are entered in the appropriate fiscal year.
10. **Payroll Audit.** Implemented corrective action in response to 14 recommendations of the payroll audit conducted by the Internal Auditor and completed a response report.
11. **Payroll Processing.** The accountant and accounting technician made 19 significant improvements to the payroll process. Some of the improvements are as follows: verified all major payroll fields for accuracy, audited all specialty pay with the assistance of department heads, developed Cognos reports to reduce processing time for benefit payments, saving reports electronically to save paper resources, and provided payroll training to city supervisors.
12. **Western Stampede.** Prepared a year-end income and expense report and submitted it to the City Council.
13. **Voided Checks.** Prepared and implemented a new voided check policy and handling procedure.

Purchasing

1. **Purchasing Manual.** The city's first comprehensive Purchasing Manual was completed and presented to all city departments. This 60-page booklet includes guidance and information on

purchasing laws and policies, step-by-step procedures and copies of forms used in the procurement process.

2. **Employee Training.** Conducted five training workshops attended by 34 employees to acquaint employees with the new purchasing manual and its contents. Provided intensive training to the new public works purchasing technician.
3. **Workload.** Processed 765 purchase orders, annual purchase orders and contracts with an average turnaround time of 4.9 days for informal quotes and 17.7 days for formal bids. Handled 10 construction solicitations.
4. **Procurement Expenditures.** The Purchasing Agent has procurement authority for all purchases over \$2,500. Total dollars spent on these purchases was \$13,261,263
5. **Procurement Savings.** Savings of \$1,859,735 were realized on solicitations. Savings is calculated by subtracting the low bid from the average of the other bids received.
6. **Invoice Scam.** Provided documentation to the City Attorney that payment had been paid to a Florida company demanding payment for an old purchase. This attempt to collect appears to be a scam similar to other payment demand notices received in the past.
7. **Employee Access Software.** Completed testing the viability of the Pentamatic Employee Access software. Determined that this software would not serve the needs of the city especially in the area of Fair Labor Standards Act overtime tracking.

Business Licensing

1. **Business License Audit Program.** An audit was conducted to identify unlicensed businesses in the City. Based on state sales tax and corporation records, 1,171 letters were sent to potentially unlicensed businesses that had registered with the State of Utah. Four hundred ninety six businesses, mostly home occupation businesses, applied for and received city business licenses. Additional resources are needed to follow up on the remaining 675 businesses that did not respond to the city's notification. The addition of a part-time business license collector provided the manpower to conduct this audit. Unfortunately this position was eliminated due to budget constraints.
2. **Unlicensed Businesses.** As a result of the business license audit program, one local business was discovered that has been operating for 15 years in West Jordan without a business license. This business has now been brought into compliance.
3. **One Stop Business Registration.** The city became one of only a few cities who have partnered with the State of Utah to be part of the One Stop Business Registration program. The business license supervisor now receives a daily report of all new West Jordan businesses who register with the state. If the same business fails to make application for a city business license, they are notified by mail of the need to do so.
4. **Itinerant Businesses.** To enhance public safety, a notice was sent to all residents informing them of the city's itinerant and door-to-door business regulations. Salespersons going door to door are required to display a city-issued identification tag. Homeowners can post "no soliciting" signs which must be honored by salespersons. An increase in itinerant business license is directly attributable to this annual notice campaign.

5. **Delinquent Business License Fees.** At the beginning of the year there was a three-year backlog of businesses that had failed to renew their business license. The business license supervisor has aggressively attacked this problem and as a result eliminated the backlog and recovered thousands of dollars in penalties. Citations are now issued to any business that fails to renew their license after three months past the deadline.
6. **New Businesses.** During FY 2007-08, there were 981 new businesses that opened in West Jordan compared with 800 new businesses the year before. Business license revenue totaled \$302,827 which was 11% over the budget estimate. At the end of June 2008, there are 3,243 businesses (1,322 commercial and 1,921 home occupation) licensed in the City of West Jordan.
7. **Business License Enforcement.** Enforcement action was taken against the property owners storing construction equipment and other debris on property located at 1650 West 9000 South. The businesses were issued cease and desist orders as part of a coordinated city action to get the property cleaned up.

Goals and Objectives

Treasury

1. **Goal:** Coordinate a comprehensive Cost of Service study to validate city fees and service charges adopted by the City Council.
2. **Goal:** Establish a central repository for all cost documentation for fees and service charges.
3. **Goal:** Enhance the E-gov Internet utility billing system by matching the batch timing with the Verisign timing.
4. **Goal:** Provide ICMA-RC sponsored retirement planning and retirement fund investor training to city employees. Retirement planning workshops will be offered at least annually and retirement fund investor consultation will be provided at least three times during the year.
5. **Goal:** Implement Wells Fargo Bank's Receivables Manager Service. This new service will result in reduced man hours to process Internet bank checks.
6. **Goal:** Prepare written policies and procedures for the debt collection program.

Customer Service and Utility Billing

1. **Goal:** Prepare a written comprehensive water meter testing, repair and replacement program. Include short- and long-range budget estimates of resources needed to implement the program, including personnel, contractual services, meters, etc. Have it reviewed and approved by appropriate city managers.
2. **Goal:** Prepare written policies and procedures for the payment receipting program.
3. **Goal:** Prepare written policies and procedures for utility billing program.
4. **Goal:** Enhance the technical meter reading and troubleshooting skills of employees by providing appropriate training.

Accounting

1. **Goal:** Improve the process of tracking fixed assets (land, buildings, equipment, infrastructure, etc) , including additions, deletions and the gain/loss on the sale of assets, by transferring all fixed asset records into the new ProSeries Fixed Asset Software. This software will also simplify the depreciation calculations and improve fixed asset reporting.
2. **Goal:** Update and enhance the five-year long-term financial plan. Improve long-term revenue and expenditure, provide more in-depth analysis and update financial strategies to address fiscal imbalances.
3. **Goal:** Identify a best-in-class automated payroll system that could improve accuracy and tracking of hours worked, compensation and all associated leave benefits. This software system should be part of an Enterprise Resource Planning system.
4. **Goal:** Enhance employee cross-training in the areas of budgeting and auditing.
5. **Goal:** Investigate the feasibility and benefits of making accounts payable payments electronically. Report on findings and recommendations to the City Manager.
6. **Goal:** Enhance the use and implementation of technology to improve internal processes. Incorporate new technology tools and methodologies to achieve greater efficiencies and greater accuracy in finance processes.
7. **Goal:** Continue to prepare and implement written policies and procedures for payroll.

Purchasing

1. **Goal:** Update the purchasing manual for FY 2009 and provide annual training to selected city employees involved in the procurement process.
2. **Goal:** Avoid future inefficiencies by performing overdue file maintenance of the vendor file database. Currently there are 19,000 vendors on file and many of them are recorded multiple times.
3. **Goal:** Identify ways to streamline the procurement process by eliminating unnecessary reviews, approvals and procedures that are perceived as adding delays and costs without commensurate benefit.
4. **Goal:** Continue a regular audit of city purchases under \$2,500 to ensure compliance with city and state laws. Compliance is necessary to avoid lawsuits, appeals, protests and protect the city from justified criticism.
5. **Goal:** Prepare specification training material and provide training to all interested employees. This is in response to requested training.
6. **Goal:** Advocate additional state contracts for supplies, equipment and services needed by the city. The Purchasing Agent currently serves on the CCPAC and is preparing specifications for a state bid for large automated garbage cans.
7. **Goal:** Implement an aggressive vendor outreach program. Prepare and distribute a “How to Do Business with the City” brochure. Increasing vendor participation in bids will lead to more competition and lower prices of city-purchased goods and services.

8. **Goal:** Continue to implement innovative costs saving measures and use technology to reduce overall procurement costs.

Business Licensing

1. **Goal:** Continue, subject to available resources, an aggressive enforcement program to ensure all West Jordan businesses are properly licensed as required by city ordinance.

Performance Measurements

Below are listed the new performance measurement indicators for FY 2006-07. Some data may not be available yet, as the Finance Department has just begun to collect the information to report on our performance in these areas.

However, the Finance Department will strive to better measure our performance so that the department can continue to make forward strides in accomplishing creation of a more efficient department that provides quality service to our customers in an efficient manner.

Performance Measure	FY 2006-07	FY 2007-08	% Change
Utility bills processed	287,500	286,219	-0.45%
Water system work orders completed	27,000	26,000	-3.70%
Total utility bills sent June each fiscal year	24,053	28,536	18.64%
Water shut offs performed (approximate)	1,428	1,551	8.61%
Processed cash receipts	268,000	270,150	0.80%
Investment earnings	\$2,751,296	\$2,342,341	-14.86%
Payroll checks issued	12,263	12,949	5.59%
Business licenses	3,015	3,243	7.56%
Accounts payable checks issued	8,264	7,050	-14.69%

Purchasing	FY 2006-07	FY 2007-08	% Increase
Number of PO's, APO's, contracts, and credit card purchases	719	765	6.5%
Percentage of purchases made with credit card	0.3%	.01%	-0.002%
Number of solicitations issued for construction projects	16	10	-38%
Number of solicitations issued for non-construction procurements	131	106	-19%
Number of vendor numbers issued	619	593	-4%
Dollars spent as a result of informal quotes	3,729,732	\$2,072,665	-44%
Dollars spent as a result of formal bids	\$2,251,813	\$6,543,993	191%
Dollars spent as a result of construction bids	\$6,538,505	\$4,644,605	-29%
Total dollars saved as a result of competitive bidding	\$2,319,850	\$1,859,735	-20%

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FIRE DEPARTMENT



Mission Statement

Provide professional and efficient service to mitigate fire, medical, and other risks to life and property, while enhancing public awareness and education through inspections and prevention programs.

Introduction

Many changes have taken place both in the city and its Fire Department over the years. For example, 15 years ago the Fire Department was evolving from volunteer and part paid firefighters (the back bone of the fire service) to full-time firefighters. Since this transformation process, our scope of response capability has blossomed to include not only the business of preventing and fighting fire but also emergency medical technicians and paramedics in every fire station, ambulance transports, heavy rescue and hazardous materials response capabilities and our emergency operations center.



The new heavy rescue truck also serves as a command center and has specialized equipment that protects area residents.

Many of these changes are direct results of the restless, challenging and ever-changing world we all live in. However, it is reassuring to know even though the world is changing at a lightning pace, the reason for getting into this business is still the same – we work to protect and respond. During these times, we usually see individuals at one of the tragic moments in their lives. But that is why we do what we do, to provide help and service. This is indeed a very satisfying profession.

The upcoming year, promises the need to keep up with the city's increased demand for services. Whatever the challenges that change and growth present, our commitment to excellence in providing professional and efficient services will remain the same. With the support of an energetic and dedicated staff, a remarkably able and accomplished city administration, and a terrific City Council, I am confident the West Jordan Fire Department will meet future challenges with the same success that it has met others in the past.

Organizational Structure

Senior Staff

Chief Bradley C. Wardle

Director, Fire Chief, President State Fire Chiefs Association, Chair, Salt Lake Valley Alliance

Assistant Chief Marc McElreath

Promoted to Assistant Chief January 2008. Operations, Budget, Valley Emergency Communications Representative

Battalion Chief Reed Scharman

Fire Marshal, Weed Abatement, Existing Business Inspections, Volunteer Programs including Community Emergency Response Training and Public Education.

Battalion Chief Ron Larsen

Apparatus, Equipment and A-Platoon – Apparatus Specifications, Maintenance/Repairs, Inventory, Fire Equipment Specifications, Special Operations Tech Rescue, Equipment Install, Communications, Buildings and Grounds, Facilities, Duty Chief.

Battalion Chief Clint Petersen

Paramedic and Emergency Medical Services Technician EOC Coordinator, B-Platoon – Continued Medical Education, Re-Certification, Quality Assurance, Paramedic Evaluations, Inter-Hospital Council, Ambulance Billing, Medical Supplies, Emergency Operations Center, Duty Chief.

Battalion Chief Rodger Broomé

Fire Training and C Platoon – Continuing Fire Education, Firefighting/Company Officer Certifications, Special Operations – HazMat, Salt Lake Valley and Metro Fire Training Coordination, Alliance Training, New Firefighter Recruit Academy, Public Information Officer, Duty Chief

Financial Summary

FIRE 104220	ACTUAL FY 05-06	ADJUSTED BUDGET FY 06-07	12-MONTH ESTIMATE FY 06-07	ADOPTED BUDGET FY 07-08
SALARIES & BENEFITS	\$6,675,457	\$6,265,555	\$7,047,315	\$7,569,779
OPERATING EXPENSES	\$795,706	\$979,771	\$928,302	\$1,087,504
CAPITAL OUTLAYS	\$186,919	\$553,708	\$550,074	\$92,390
TOTAL FIRE	\$7,658,183	\$8,624,096	\$8,525,691	\$8,749,673

Revenues for FY 2007-08

WMD Homeland Security Grant	\$38,198
EMS Per-capita Grant	\$26,080
EMS Paramedic School	\$4,500
Fire Inspection	\$37,252
<u>Ambulance Revenue (Net)</u>	<u>\$829,733</u>
TOTAL	\$935,763

Medical Division

The West Jordan Fire Department has four stations, all of which are staffed with emergency medical technicians and paramedics. We have three medic ambulances and two medic engines that are patient transport capable. This marks the first full year of using the 12-Lead EKG cardiac monitors, which enables us to transmit via e-mail EKG rhythms directly to the hospital cath lab.

We have a total of 36 paramedics and 38 EMTs who have mandatory medical training conducted monthly in order to recertify in their respected fields. Last year, the medical division provided in excess of 2,300 training hours for both EMTs and paramedics

In addition, paramedics are required to recertify in advanced cardiac life support and pediatric advanced life support. These re-certifications are conducted annually.

Emergency Operations Center

The Emergency Operations Center (EOC) is activated in the event of a large-scale disaster or a situation that involves emergency planning and control. The EOC is a meeting place where department

directors and political leaders prioritize the needs of the city and conduct emergency operations. It is also used for business and cost recovery.

The West Jordan Emergency Operations Center has been revised and updated continually. We have developed redundancy throughout the center by improving backup communications. We have several VHF radios in the center that can be used by other city departments for EOC communications in the event that the 800 MgHz radios were to fail. The base station radios used in the operations room have been upgraded to allow automatic signal selection to the strongest cell tower available. Three Amateur Radio Emergency Service radio antennas have been permanently installed and wired at Stations 52, 53, and 55.

Apparatus and Equipment

The Fire Department received \$30,000 dollars in the form of a grant from the Department of Homeland Security. This money was used to purchase specialized protective footwear and below-grade-level rescue equipment for the Heavy Rescue program. The West Jordan Heavy Rescue team members have written their own training manuals for some of the disciplines (areas of specialty) that they are trained in. Manuals that have been completed were professionally printed and are being used by other metro fire agencies as a basis for training new Heavy Rescue technicians.

The Fire Department has been informed that future Homeland Security Grant allocations for these programs will continually decrease, and there is a chance that the funds we have received in the past may not be available in the future.

The Fire Department purchased and put into service a new 2008 ambulance. This new vehicle replaced an older 1993 ambulance of the same type and size but has new state-of-the-art equipment.

This upcoming year we look forward to working on and being involved in the development of a vehicle replacement program for all apparatus and equipment. This type of program will be a big benefit for the city and the Fire Department when looking into future replacements of our aging vehicles.

Fire Training and Education Division

The West Jordan Fire Department trained its focus toward the essential knowledge, skills, and abilities of fighting fire. An incident command training program consisting of both didactic and hands-on-skills practice was conducted for the captains. Our engineers trained on advanced pumping needed for operating complex hose-line combinations. Furthermore, live fire exercises involving recreational vehicles and automobiles were conducted to provide “reality-based” practice for crews in coordinating fire attacks with securing a water supply from hydrants.

Firefighters participated in two types of evaluation processes. The first was to demonstrate their skills in an “examination environment” in which a sample of essential skills were performed at the “mastery” level within a time required by the department and the Utah Fire Certification Council. The second evaluation was to demonstrate physical agility and fitness through “task-performance” testing. Task-performance testing could be described as a series of job-specific, physically strenuous skills performed in a series to be completed in a prescribed time.

College classes hosted at West Jordan Fire Station #53 continued throughout the year. General education classes such as, physics, statistics, and some fire science courses were made available to firefighters pursuing their degrees.

Hazardous Materials Response

The West Jordan Hazardous Materials Response program consists of 21 technician-level trained people with all of the other fire personnel trained to the operations level. Based out of Station 52 (just

north of City Hall), our Hazardous Materials personnel train, to acquire new knowledge and skills and maintain OSHA, NFPA, and state competency standards.

In the spring of 2008, our Hazardous Materials personnel joined the FBI, and the Utah National Guard's Civil Support Team, with a federal search warrant service connected to a criminal case. The case hit the national news media when the FBI learned that the suspect had been making a poison. The investigation linked the suspect to a storage unit in our city. A 14-hour operational period resulted in a successful search in support of the federal indictment of the suspect.

Fire Investigations

Fire investigations are conducted on all fires involving significant property losses, injured persons, or fires related to criminal acts. West Jordan has expanded its investigations unit by three additional investigators this year. One investigator was a former Davis County deputy sheriff and the other two completed their Special Functions Officer training through the Utah Police Academy this year. In all, the unit consists of a battalion chief, captain, and three investigators who are all fully certified by the Utah Fire and Rescue Academy as fire investigators as well as certified by Peace Officer Standards and Training.

Performance Measurements

Total Calls	
EMS	3,858
Fire	1,210
Total	5,068

Training Hours	
EMS	8,962
Fire	10,234
Total	19,196

Special Operations Training Hours	
Haz-Mat	1,455
Heavy Rescue	1,875
Investigations	648
Total	3,978

Prevention

We have continued to offer the Ready West Jordan disaster preparedness course as well as the Safety & Health Fair, school presentations, scouts, and station tours.

Activity	Presentations	Participants
Safety Fairs	4	4,650
School Career Days	1	120
School Vehicle Days	3	940
Safety & Preparedness Lectures/Drills	8	800
“Ready West Jordan”	6	150
Scout Meetings		57
Juvenile Firesetters	5	5
Station Tours	70	1,168
TOTAL	30	7,890

Fire Marshal and Code Enforcement

Annual inspections are now being conducted by the operations division, with technical and enforcement support from the prevention division.

We have worked with developers, designers and contractors this year as the state fire code requirement for fire sprinkler systems in multi-tenant housing has come into force. The installation of these systems will have long-term benefits for the residents and for the firefighters who strive to protect life and property. However, in the short term, the inclusion of a new system into the development, design, and construction process has had a steep learning curve. We have provided analysis, explanation, education and enforcement through the review and inspection processes in order to achieve compliance with the requirements.

A significant expansion to the Dannon plant occurred this year. Through the review and inspection process, improved safety systems were built into the facility. Their fire line loop was modified to improve water supply, a new ammonia containment system was added, fire sprinkler and fire alarm systems were improved, and hazardous materials were contained. We were able to assist them with this while their plant not only continued production but while they expanded product lines.

Performance	
New Construction Inspections	530
New Business Inspections	287
Weed Abatement Inspections	83
Plan Reviews	80
Pre-application Meetings Attended	144
Annual Business Inspections	209

Prevention Goal

Our goal is to double the delivery of the Ready West Jordan program, and thereby increase community preparedness. We can do this by including individual businesses in our program deliveries. By including what is nationally known as COOP Training, Continuity of Operations Training, we can target those areas needed to get businesses back up and running after a disaster.

HUMAN RESOURCES DEPARTMENT



Mission Statement

The mission of the City of West Jordan Human Resource Department is to promote an atmosphere conducive to teamwork and high morale among city employees through effective recruitment, retention, employee benefits, and employee development programs.

Introduction

Our goal in Human Resources is to provide the best possible programs and services to the organization in a cost-effective manner. With this cost-effective approach in mind, after each program we complete, we informally discuss as a department how we can improve it. This approach allows us to inject new life into programs, and to make incremental improvements, which over time, provide a framework for success. Our philosophy is to strive not to remain static.

Focus on our Safety Program continues to be emphasized because it reduces claims, thereby saving the city money by indirectly lowering our E-Mod (formula based on number and severity of claims). Over time, this lowering of our E-Mod helps to insulate us against higher workers' compensation premiums. As an illustration of the power of reducing the number of claims filed, there were 37 workers' compensation claims filed in the city in 2007-08, compared to 62 in 05-06. With the average cost of a claim decreasing to \$1,278 this year compared to \$6,329, this translates into a \$345,112 drop in claim costs. This lowering of the number and severity of claims compounds the effect of good safety practices.

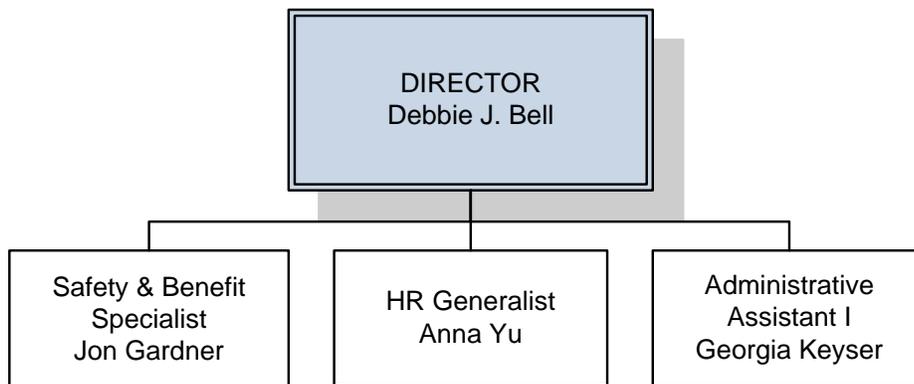
With only five total workers' comp claims filed in FY 2007-08, the star department this year in terms of the number of claims filed is Public Works. This is tremendous considering nearly every job in Public Works involves working with machinery or equipment. Police is a close second in terms of lowering the number of claims filed in FY 2007-08. The "incremental improvement" in the Safety Program in FY 2007-08 was the sharing of a small portion of the Workers' Compensation Fund of Utah dividend refund checks in FY 2007-08 with city employees to promote a joint partnership approach to encourage safe work practices.

The Employee Wellness Program is done with only \$400 of city-provided funding, as compared to Sandy City who spends **\$95,000** annually on employee wellness. To continue our promotion of wellness, Human Resources garnered \$500 in financial support from Turley Insurance Agency and \$500 from Mountain America Credit Union for our annual Wellness Fair. With this financial backing, we expanded the number of "gift packages" we raffled, offering four of the six major prize packages only to those employees who exercise regularly and submit exercise trackers. It was through this program that **185,000 exercise hours** were logged for 55 employees. This is a departure from our previous practice of allowing all employees to be eligible for the major prizes based only on attendance at the Wellness Fair. Again, our goal is to "incrementally improve" this program to encourage wellness and ultimately lower the number of claims filed against our medical insurance plan. Even though small funding usually doesn't bring big results, in FY 2008-09, we want to continue the goal of refining the program and to breathe new life into it. Human Resources plans to form an Employee Wellness Committee, similar to the Safety Committees, comprised of employees from all city departments.

Other tweaks Human Resources made in various programs in FY 2007-08 included offering a new 100% employee-paid long-term care benefit through Met Life. The HR department also garnered \$1,500 in support from Wells Fargo for our "You Make the Difference" Employee Recognition Program which allowed us to expand the number of \$50 VISA gift cards we present to employees nominated for exceptional job performance. In keeping with our goal to be fiscally responsible, these program enhancements were done without city money or funding.

Our challenge is often to do great things without great funding. By continuing to measure our program performance, similar to the *LEAN* manufacturing model sweeping private industry that stresses the "**Do, Check, Adjust**" model, we hope to continue making incremental improvements, striving to "make it happen" by providing the types of programs to our employees that will foster cost-savings and employee satisfaction.

Organizational Structure



Senior Staff

Debbie J. Bell, Human Resource Director

Assumes full management responsibility for ensuring city compliance with federal, state, and local human resource regulations and laws including recruitment, selection, EEO, ADA, FMLA, workers' compensation, benefits administration, personnel records, and administration of classification and appraisal systems.

Accomplishments

Our main focuses in FY 2007-08 included: Benefits, Recruiting, Safety, Recognition and Wellness.

Benefits

The open enrollment meetings were conducted the last week of June 2008, which presented challenges for processing enrollment elections and forms effective July 1, 2008. Despite this, Human Resources was able to compile, record, and process all forms in a timely manner and submit them to Regence Blue Cross Blue Shield of Utah for processing. To date, this annual benefit fair/open enrollment has been the most attended, with approximately 300 employees in attendance.

Recruiting

This fiscal year, Human Resources received and processed 1,081 applications. As the State of Utah had the lowest unemployment rate of 2.3% this fiscal year, the number of applicants for open city positions, has also decreased by 35%. Recruiting was a challenge this year because there were not many unemployed individuals to pull from the available market. Human Resources had to be creative in their advertising efforts to get the interest of both the employed and unemployed individuals. One of the key positions we had to recruit for was the City Attorney's position. For this position, Human Resources created a recruiting brochure which was posted on the city's website and distributed to all attorneys in the state through the Utah Municipal Attorney's Association.

Employee Wellness

Human Resources organized the annual employee wellness fair, which was held in December 2007. There were 160 employees who participated. We continued to offer free beneficial health screening options such as blood pressure, bone density, cholesterol, diabetes, PSA, and vision. To encourage participation, Human Resources staff contacted area businesses and was successful in obtaining donations from Mountain America Credit Union and Turley Insurance Agency, Inc. With the donated money, we were able to put together prize packages such as:

- One night accommodation at the Zermatt Resort and Spa and a \$50 Visa card
- Tuacahn package including one night accommodation at Hampton Inn, St. George, two tickets for Tuacahn, and a \$50 Visa card
- Zion National Park package including one night accommodation at the Cliffrose Lodge and a \$50 Visa card
- Pair of lower bowl Jazz tickets for the game with Portland Trailblazers or the Philadelphia 76ers.

These prizes serve to motivate our employees to attend the fair each year.

Human Resources continues to enhance the Employee Wellness Program by conducting one-hour morning walk in the park, which allows participants to earn extra tickets for the grand prize drawings at the Wellness Fair. Since the exercise incentive program's launch in June 2007, we have coordinated four walks in the park (September, November, April, and June) and tracked over 185,000 exercise hours for 55 employees.

Employee Recognition

Human Resources enhances the employee programs annually. The Employee Recognition Program, "You Make the Difference," has been revised to allow more excellent employees to be recognized and allow more frequent and immediate recognition. The Employee of the Month winners (six employees per month) receive \$50 Visa cards and a certificate of appreciation. The department head awards the winner within a week of final selection. This enhancement has solicited more nominations from the management staff, and we have received positive feedback from employees. All six awards have been given out to exemplary employees every month since it has been revised. The winners have been featured in the City Connection newsletter and the West Jordan Journal. **This year, Human Resources had to contact city businesses to seek assistance in the funding of this program.** Wells Fargo Bank generously donated for the sponsorship of the city's recognition program.

Goals and Objectives

Recruiting

1. Continually monitor the job market and gauge where additional recruiting efforts are needed to increase applicant pool.
2. Use free websites, such as Craig's List and KSL.com, to post job openings.
3. With the release of the city's new website, Human Resources is unable to post city jobs directly to the employment page as of yet. Transition the job posting capability from the I.T. Department to Human Resources.
4. Continue (as has been the request for three years) to have the I.T. Department finalize and implement the online employment application. The Human Resources department is hopeful that I.T. can provide needed technical support for this goal in FY 2008-09.

Training

1. Organize and conduct the FMLA (Family Medical Leave Act) training to educate all supervisors and managers on the basics of FMLA administration.
2. Schedule the URMMA required "New Supervisors Risk Management" training 100 for all new supervisors.
3. Schedule the URMMA required "Clear and Specific Communication" training for all supervisors.

4. Vehicle Safety (URMMA required). All employees to view the “Driven to Distraction” and the “Don’t Meet By Accident” DVDs.
5. Police Liability (URMMA required). Have one employee attend Gordon Graham’s February 2009 training.
6. Sewer Backup (URMMA required). Have one employee attend an URMMA sponsored sewer backup roundtable.
7. Land Use (URMMA required).
8. Have one employee attend one planner’s workshop, a land use workshop, or one planner’s round table.
9. Provide elected and appointed officials with a copy of the URMMA “Training Tip Sheets for Elected and Appointed Officials”.
10. Have one employee view the URMMA reproducible DVD for elected and appointed officials “I Can’t Believe They Said That!”

Compensation

1. Continue to track employee turnover statistics, identify trends, and propose recommendations for employee retention through compensation and benefits to the City Manager.
2. Continue to conduct various compensation surveys as required by the City Manager and evaluate salary schedule for market competitiveness.

Employee Relations

1. Update Employee Handbook and Benefit Booklet and distribute by electronic format to all employees in calendar year 2008.

Health & Wellness

1. Organize annual employee health fair. Monitor participation in the exercise incentive program for effectiveness.
2. Organize an Employee Wellness Committee comprised of representatives from city departments.

Safety & Workers’ Compensation

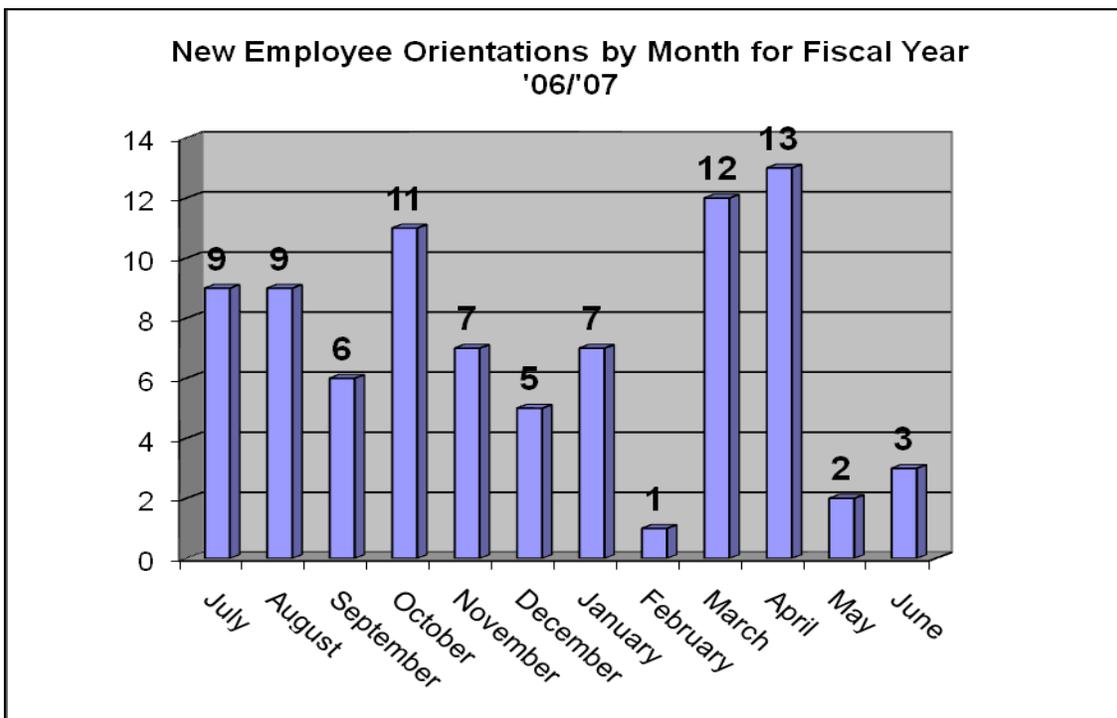
1. Maintain the trend of low numbers of workers’ compensation claims. We’ve reached a point where it’s not realistic to expect large drops in the overall number of claims, but we are certainly working to continue our low number of overall claims. One way that we effectively reduce accidents is by thoroughly evaluating each accident, including how and why it happened, so that we can take proactive measures to help ensure that the same type of accident doesn’t happen again to another employee. In conjunction with the Safety Committees, we will continue to do this with all accidents.
2. Reduce the reporting time for claims. This has dropped from an average of 11 days to report claims in 2004 to our current average of 3.24, but we would like to see an average of less than 3 days. To accomplish this goal, reminders are given in staff meetings, daily briefings, and safety training for employees to report injuries immediately and for supervisors to get proper paperwork sent in to HR as soon as possible.

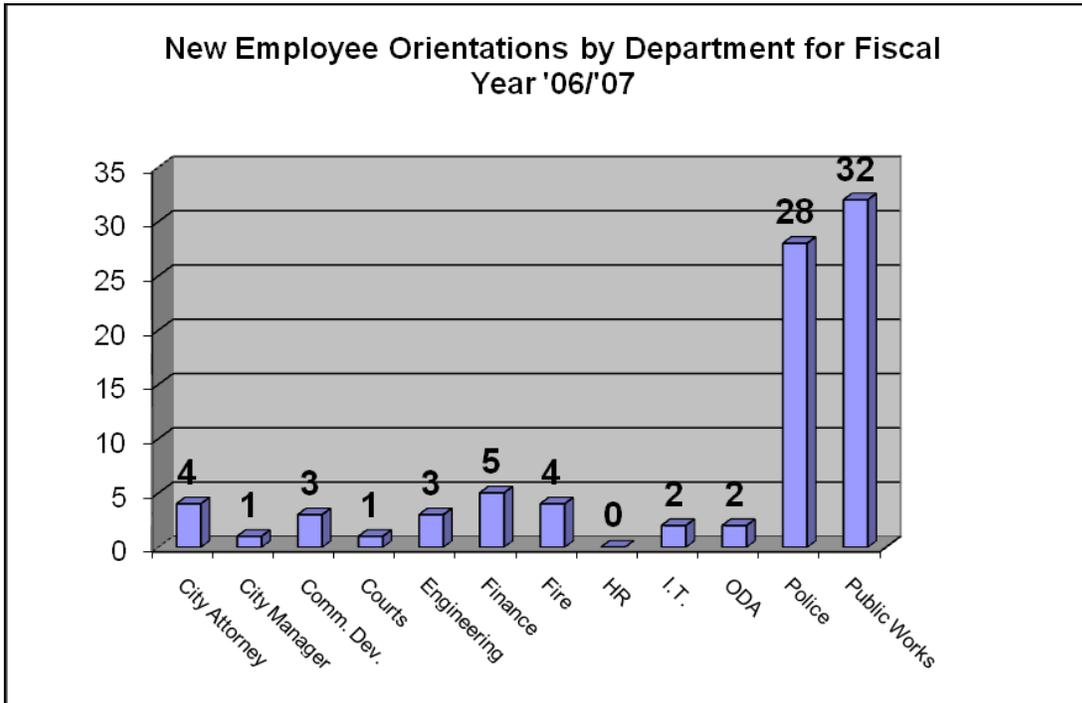
3. Rotate safety committee members on a periodic basis to allow all employees who would like to participate a chance to do so. This will also facilitate the continued flow of new ideas that might further improve the overall safety program of the city.

Performance Measurements

New Employee Orientation

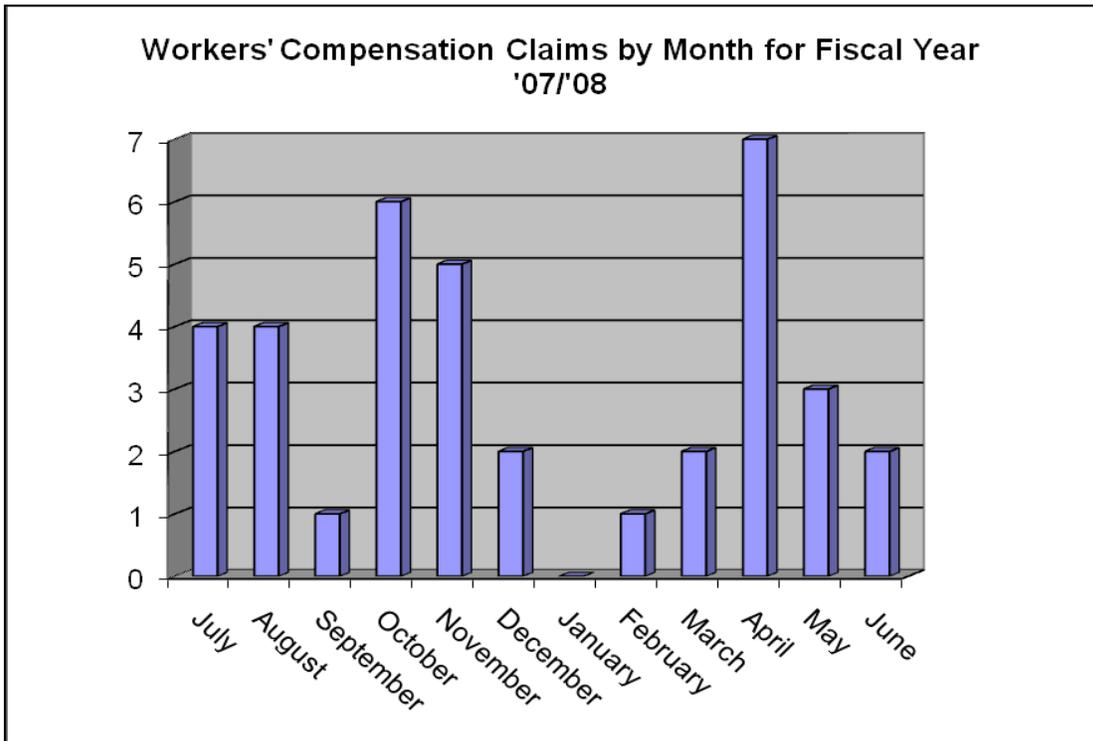
HR held New Employee Orientation for 85 employees, or about seven employees per month, over the past fiscal year. This is a 17.48% decrease in the number of total new hires from FY 2006-07. The decrease is mostly due to hiring less crossing guards and using a staffing agency to hire seasonal parks laborers. Full-time hires during this same period increased 20% compared to FY 2006-07. The orientation typically lasts about four hours for full-time employees and two-and-a-half hours for part-time employees.

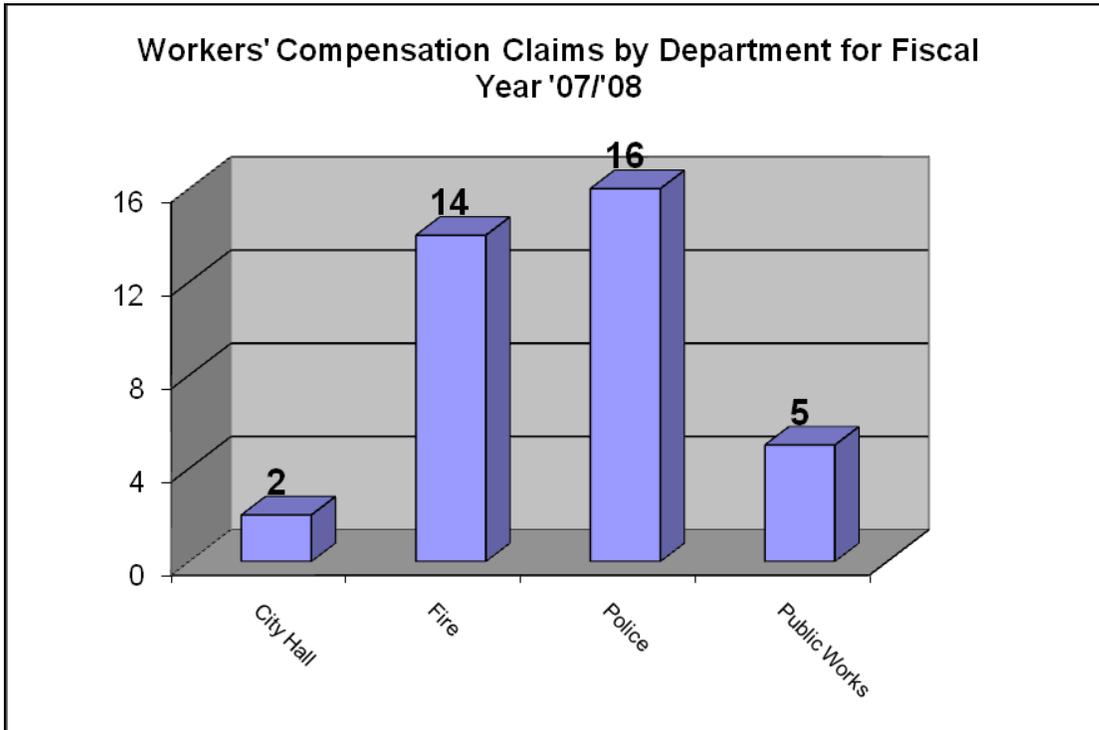




Workers' Compensation

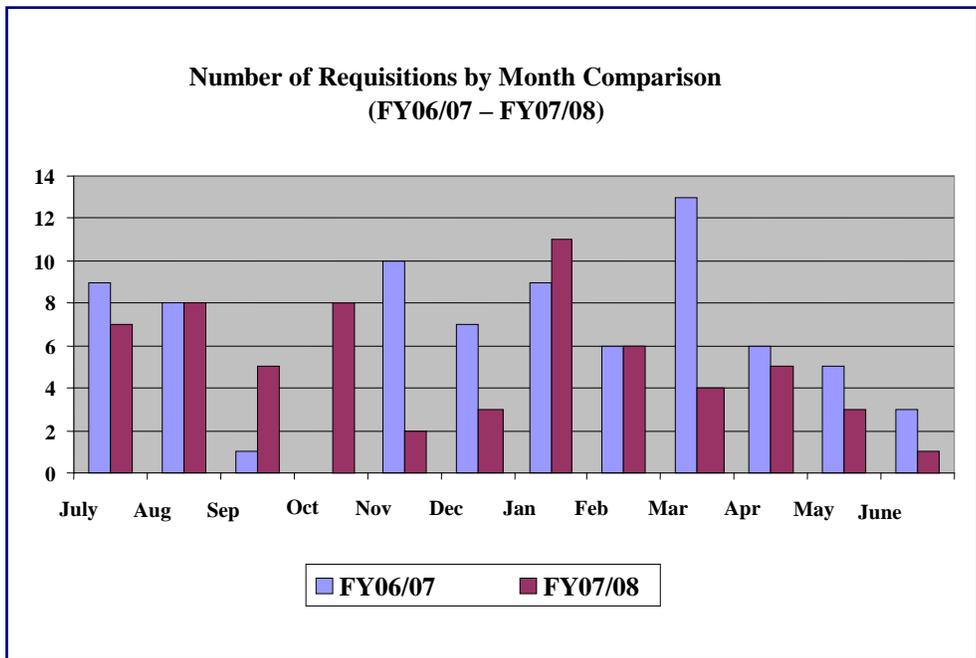
As part of the city emphasis on safety, the HR department keeps records of all workers' compensation claims, files the claims with our insurance, tracks the claim status until completion and helps facilitate the timely return of employees to work. During FY 2007-08, there were 37 total workers' compensation claims filed. The average cost of a claim dropped about 6% compared to FY 2006-07.





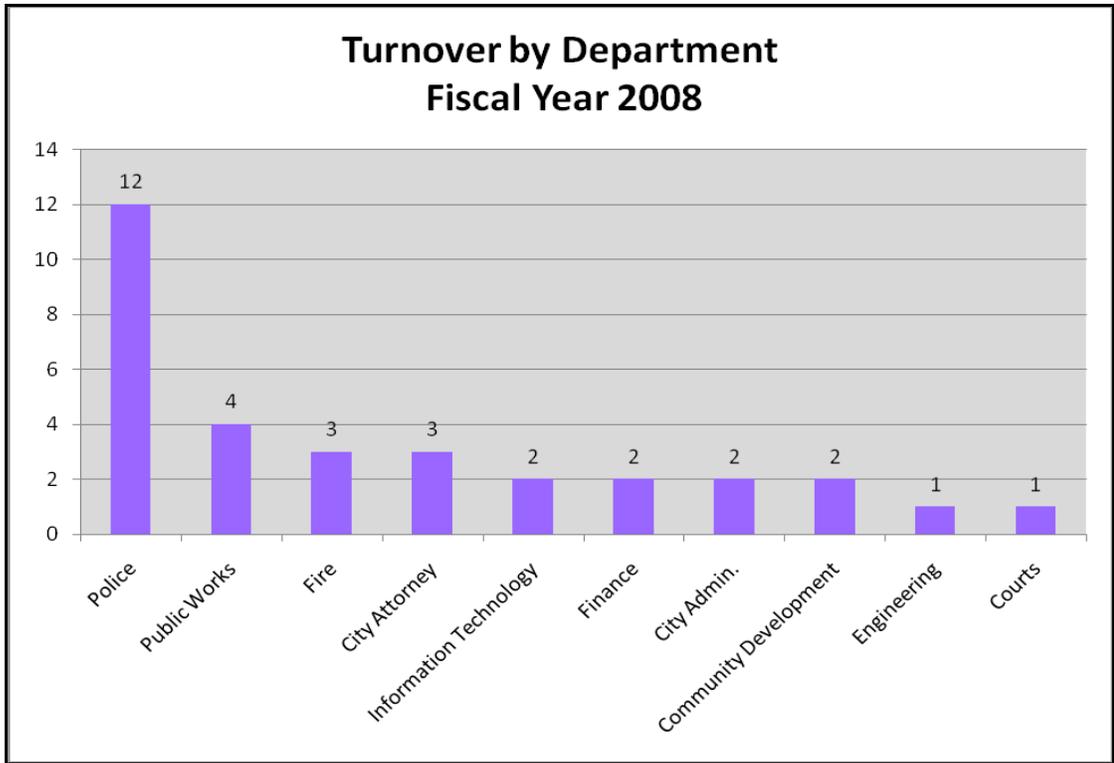
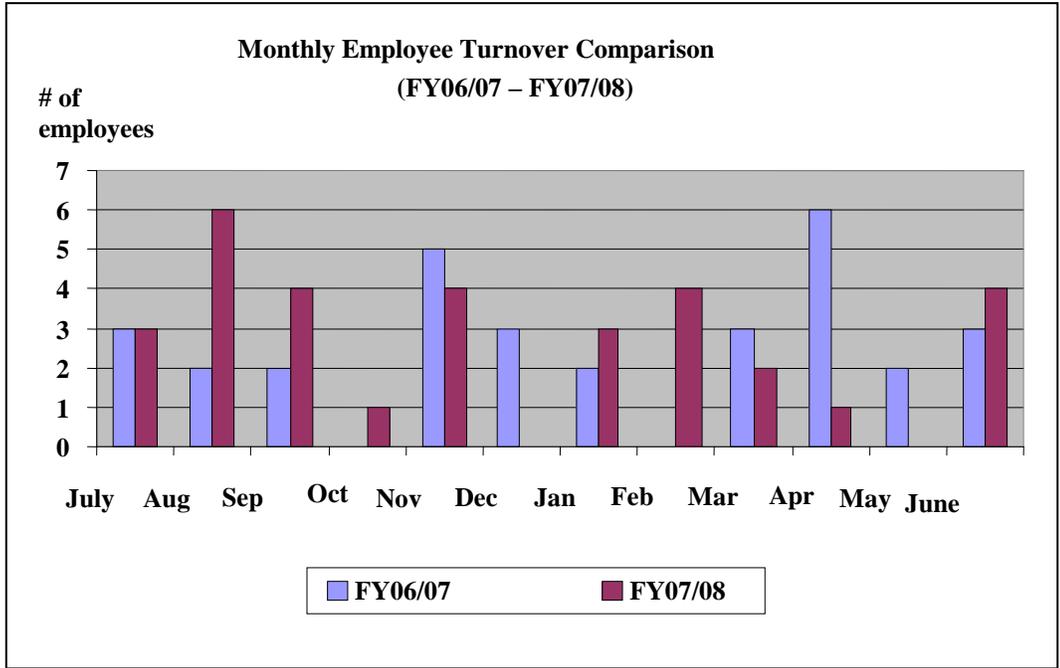
Recruiting

The Human Resources department utilizes the city website, local newspapers, various websites, and even national trade journals and publications to attract the best employees available. However, due to the low unemployment rate in Utah (2.3%), it has been a challenge to get quality applicants due to low availability in the job market. Despite this challenge, Human Resources still completed 63 separate recruitments over the past fiscal year, with a total of 1,081 applications received and processed.



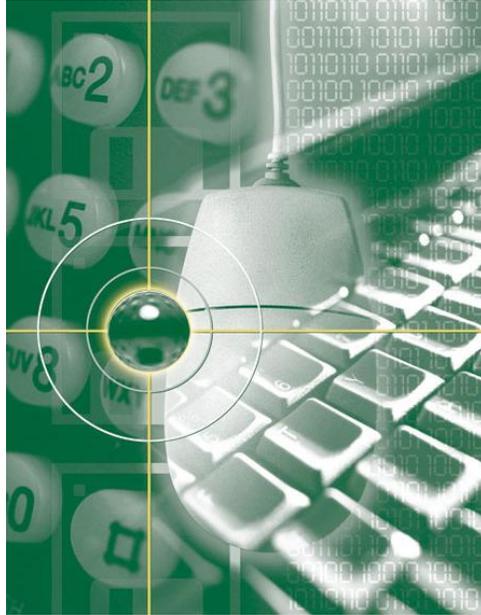
Turnover Rates

The city’s annualized turnover rate for FY 2007-2008 is 8.91%. This is a 0.83% increase from last fiscal year. We had a total of 32 full-time employees who left the city (either through resignation, termination, or retirement.) The turnover rate for the city is lower than the overall turnover rate in Utah at 12.47%.



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INFORMATION TECHNOLOGIES DEPARTMENT



Mission Statement

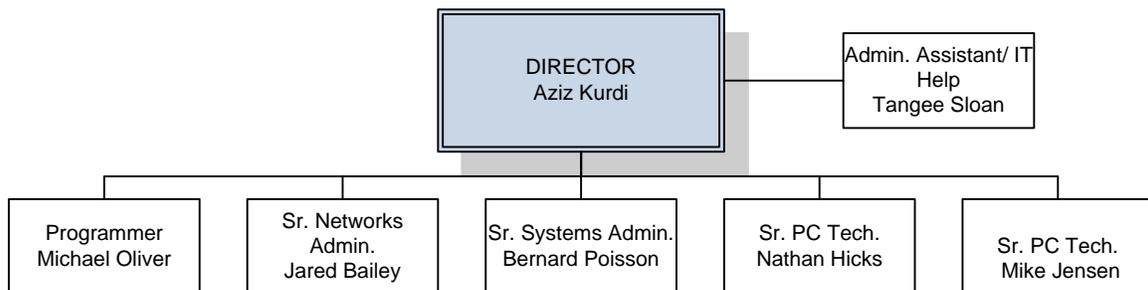
The mission of Information Technology is to provide innovative, contemporary and accessible technology in computing, media and telephone services to enable the personnel of the City of West Jordan to effectively meet their goals as an outstanding community. Information Technology is committed to serving the business operations of the city by providing enterprise-wide integrated system solutions and high-quality customer service to ensure the efficient utilization of technology resources and investments. To accomplish this mission, Information Technology works collaboratively with the city's personnel to provide technological leadership which emphasizes empowerment of the individual through the use of technology.

Introduction

Ultimately, it is the citizen who matters. Information technology by itself is at best interesting. Combine it with city employees who know their business and care about people, and it becomes a powerful tool that improves our community. This is the job of the Information Technology Department.

Under the direction of City Council and the City Manager, we continue to invest in information technology to improve quality of services while reducing cost of delivery. Today, the City of West Jordan is in the process of automating internal processes and web-enabling services that will be available 24 hours per day.

Organizational Structure



Accomplishments

1. Implemented a data exchange of financial information between the CityView system and the Pentamation system so that the accounting information is processed and stored within the same Pentamation system.
2. Designed and developed a robust, dynamic, user friendly website to represent the City of West Jordan in a professional and welcoming format. This site allows both citizens and visitors to interact and communicate with the city in a more efficient and effective manner.
3. Replaced end of life routing and switching equipment for each site.
4. Installed wireless access point for mobile command unit.
5. Upgraded phone systems for Animal Shelter, Fire Stations 53 and 54.
6. Optimized programming for all routing and switching devices, including firewall.
7. Implemented time server device to sync with entire network.
8. Phone system training.
9. Upgraded all IP phones with latest patches.
10. Implement ICOP server to function with ICOP mobile video equipment.
11. Finalized storage area network for CAD implementation.
12. Programmed and implemented a new call routing system for the court clerks.
13. Audited all Qwest Digital and analog services for removal or optimization.

14. Completed design and installation of SAN (storage area network).
15. Redesigned and re-implemented the Exchange infrastructure.

Goals and Objectives

1. Design and develop a robust, dynamic, user friendly intranet to represent the City of West Jordan from an internal perspective in a professional and welcoming format. This site will allow the city employees to interact and communicate with the city in a more efficient and effective manner.
2. Design and develop more effective and proficient processes for existing systems utilized by individual departments to increase efficiency and lower operation expenditures.
3. Design and install a Microsoft SQL Cluster server.
4. Consolidate and virtualize all 35 city servers.
5. Build a data exchange for applications used by police, attorneys and the court.
6. Enhance CityView and Pentamation interface.
7. Surplus old equipment.
8. Redeploy CityView feature.
9. Install new network at public works.
10. Migrate the Court's CORIS database and application to web-based.
11. Print server redesign and implementation.
12. Resize the city's Internet pipe and filter.
13. Replace CAD/RMS hardware.
14. Software licensing count to ensure compliance.

Performance Measurements

<u>Major Workload Indicator</u>	<u>FY-06/07</u>	<u>FY-07/08</u>	<u>% Change</u>
Number of service requests completed	1,700	2,016	16%
Average completion time in days	3.8	.9	76%
Systems and applications updated to current versions	25	254	90%
System and network up-time	99%	99.93%	0%

<u>Existing Benchmark</u>	<u>Performance Goal</u>
Service request completion	Complete 98% within 2 days
Hardware/software problem resolution	Resolve 98% within 24 hours
System/application updates	Implement approved updates within 30 days

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JUSTICE COURT DEPARTMENT



Mission Statement

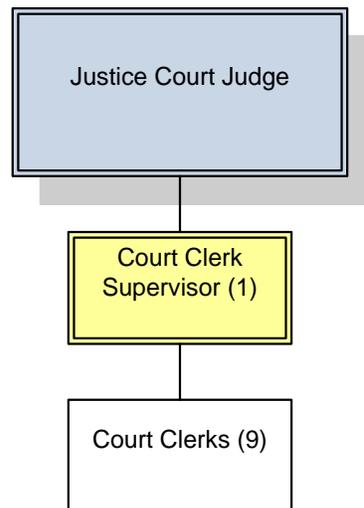
The mission of the West Jordan Justice Court is to provide the people with an open, fair, efficient, and independent system for the advancement of justice under the law.

Introduction

The West Jordan Justice Court is responsible for adjudicating infraction, Class C and Class B misdemeanor violations of State Laws and City Ordinances. The court also provides a small claims forum for civil disputes of \$7,500 or less. The court is now processing an average of 1,380 cases per month, with a high of 1,728 cases being filed in February 2008. The previous fiscal year the court averaged 1,305 cases per month, with a high of 1,498 cases being filed in June 2007.

Actual cost to run the court this past fiscal year was \$790,573. Total revenue collected for FY 2007-08 was \$2,627,787, with \$2,001,273 retained by the city. Projected revenue from fines and forfeitures for FY 2009 is projected at \$2,071,575.

Organizational Structure



Accomplishments

1. Organized an arraignment session specifically for driving under the influence violations.
2. Completed new website design to provide a more user-friendly format.
3. Court forms were placed in the global multi-user network.
4. Revised all garnishment forms to meet the Administrative Office of the Courts criteria.
5. Moved to the 9/80 work schedule which has enabled the court to meet the goals of maintaining a current tracking of past due fines, probations and all other ordered conditions of sentences. It has also allowed the court to conduct bi-weekly staff meetings during regular work hours without interfering with service to the public.
6. Customers calling the court have experienced an enhanced level of service. The wait time has significantly been reduced with the reprogramming of the phone system. One extension was designated specifically for Spanish-speaking customers.

Goals and Objectives

1. Clerks are presently working on the validation of approximately 6,000 warrants active on the Statewide Warrant System. Utah Code Annotated 53-10-208 specifies that validation checks must be completed on a regular basis. Estimated completion date: September 1, 2008.
2. Continue to serve the public and strive to maintain a 30 to 60 day calendar, enabling those charged with traffic and criminal offenses to be able to have their cases adjudicated as soon as practical.
3. Maintain current tracking of past due fine payments, probations, and all other ordered conditions of sentences.

Special Projects

1. The court is closely working with the Information Technology Department and the Administrative Office of the Courts (AOC) to merge the court's data to the CORIS server located at the AOC. The AOC announced an end-of-support date for the HP platform of February 28, 2009. The court has been given the option to switch to the AOC's server or upgrade our infrastructure to the AIX platform which is the current standard. If we choose to upgrade our infrastructure, the cost incurred is estimated to be approximately \$50,000. The benefits to switching to the AOC-housed database include:
 - a. No more hardware and Informix license support costs to the court.
 - b. Enhanced ability of AOC – IT staff to provide CORIS troubleshooting.
 - c. Increased functionality planned for implementation later this year (display of Justice Court data in Xchange and credit card payments over the Internet).
2. It will be a continued goal to work with the IT Department and the Police Department to acquire and implement existing technology for electronically filing citations which will be computer generated by police officers.

Performance Measurements

It is difficult to measure performance of the court since much of what we do is in cooperation with the Police Department and City Attorney's office. The court will continue to work closely with these two departments to accomplish the mission of the court.

It is not yet known what effect a slow-down in the economy will have upon the court. Revenue generated from fines and forfeitures may decrease as people go through periods of unemployment or otherwise have less disposable income. It is anticipated that more money will be spent for court-appointed lawyers this coming year.

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POLICE DEPARTMENT



Mission Statement

Our mission is to provide quality community oriented policing through a partnership established with our citizens which creates a safe and secure environment for living and working.

Introduction

This document provides a summary of the activities of all divisions of the Police Department during the past year. Statistics and reports conveyed herein are part of our ongoing effort to provide reliable information about our agency. It is important to note that the quality and reliability of our statistics has dramatically improved through the work of our crime analyst.

Our problem-solving philosophy enables our Police Department to focus its efforts on the needs of the community and providing long-term solutions to challenging issues. Our Citizens Police Academy and other programs include residents and businesses in our organization and planning. That increased level of communication has been enhanced by adding crime mapping on our website for citizens to access. By working together, we help the public understand and prevent situations that may result in crime or other potentially dangerous problems and a reduction in quality of life. This has been evidenced by the increased compliance with code enforcement issues. Community education and communication between citizens and the Police Department has resulted in a cleaner city and a better quality of life.

We are proud of the quality services provided by the officers and staff in our department. Many of these employees are recognized statewide and nationally for their expertise. This level of excellence has allowed us to customize our service to the community and more effectively address the continued growth in the city. We extend our thanks to the Mayor, City Council, City Manager, and every employee and citizen who has played a part in the advancement of law enforcement in the City of West Jordan.



The staff of the West Jordan Police Department works hard to ensure that we have the safest city possible.

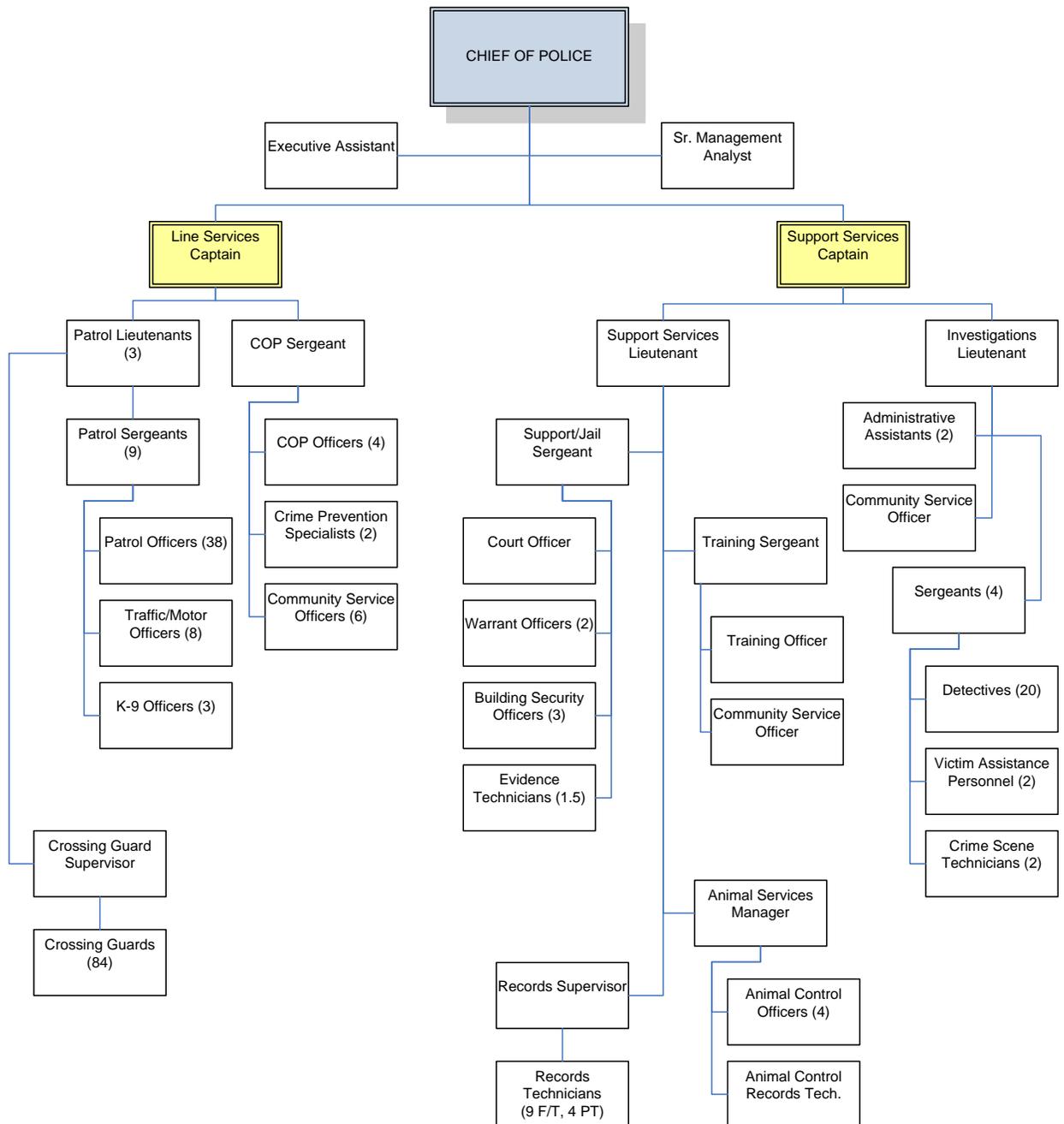


The West Jordan Police Department and the Justice Court share the building directly south of City Hall.



In FY 2007-08, police cruisers got a new look!

Organizational Structure



Senior Staff

Chief Ken McGuire

Joined WJPD July 1975; Appointed Chief of Police 1990

Captain Gary Cox

Joined WJPD January 1980; Support Services Commander

Captain Dan Gallagher

Joined WJPD May 1989; Line Services Commander

Lieutenant Bob Shober

Joined WJPD November 1980; Investigations

Lieutenant Julie Stringer

Joined WJPD August 1979; Support Services

Lieutenant Kyle Shepherd

Joined WJPD November 1984; Patrol

Lieutenant Dean Waters

Joined WJPD August 1982; Patrol

Lieutenant Richard Davis

Joined WJPD March 1991; Patrol

ADMINISTRATION DIVISION

Accomplishments

1. **Volunteers in Police Service.** The Police Department has used volunteers in a limited number of capacities for many years. Victim advocates are the most prominent and often used to help address the needs of crime victims. This year, the department has adopted a nationwide program of Volunteers In Police Service (VIPS). City residents are recruited from our highly successful Citizen Police Academy. These volunteers receive additional training and commit to donating 16 hours each month to work in areas of the department that need assistance. We are in process of training up to 10 volunteers this year.
2. **Paperless Records Management.** Significant planning, trouble-shooting, and overall implementation efforts have gone into the transition to a paperless system. While not completely paperless, we have made substantial progress in this project with measurable improvements in efficiency and long-term savings in printing costs and the use of paper. This has had a positive impact on the jobs done by the officers on the street, the detectives, records clerks, and every other aspect of the agency.
3. **Increased Accountability.** In the spirit of doing more with less, the Police Department has incorporated a system of ensuring quality and timeliness when it comes to the work we do. Measurable competencies for the employees and automated checks in the records management system are allowing us to optimize efficiency and accountability with our available resources.
4. **Cost Efficiency Measures.** We are looking at alternative fuel sources such as hybrid and natural gas vehicles along with the use of the vehicles to improve efficiency.

LINE SERVICES DIVISION

Each year we review the accomplishments of the West Jordan Police Department and report on the status of our department. This year's annual report contains the highlights of a year filled with successes resulting from hard work. Our focus is always directed toward community-based police programs that will improve and enhance the quality of life for our citizens. All statistics and reports conveyed herein are part of an ongoing process to provide important information and facts concerning public safety within our community.

The City of West Jordan has grown by leaps and bounds over the last few years. As we passed the 100,000 population milestone, it has created some challenging yet rewarding accomplishments. Through the concentrated effort of all the divisions within the department and input from citizen

committees, we have made exciting changes that will enhance services to our ever-expanding community. Our programs are geared to reinforce the cohesive bond between our police officers and the community.

Community Oriented Policing officers work out of satellite offices strategically located throughout the city maintaining close relationships with business owners and residents. Each patrol officer is assigned to a specific “beat” in the city and when not on specifically assigned calls, they spend their available time patrolling their area to address issues or potential problems.

The patrol division is committed to meeting the needs of the community and providing customized services that improve the quality of life in the City of West Jordan. We appreciate the support of the citizens and businesses who act as our eyes and ears and who work to enhance our law enforcement efforts.



Officers use a variety of vehicles to accomplish their jobs.

Patrol

The patrol division has several measurements for quality of service. One of these is how fast we are able to respond to calls from the citizens. Calls are prioritized for response as follows:

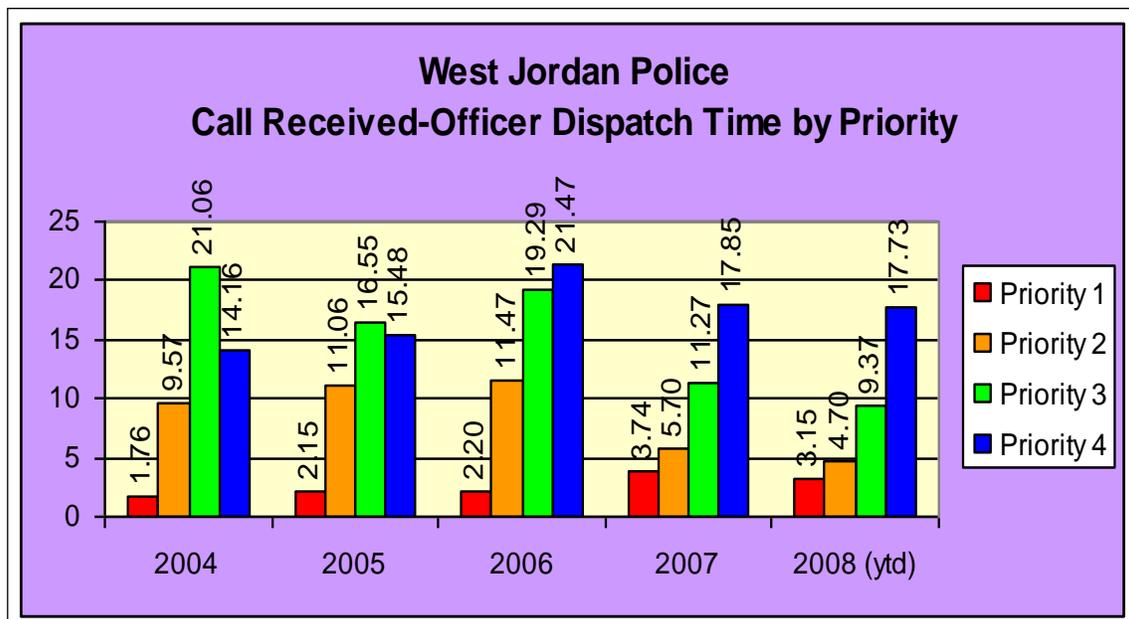
Priority 1 Calls – Life threatening emergency, in-progress crimes

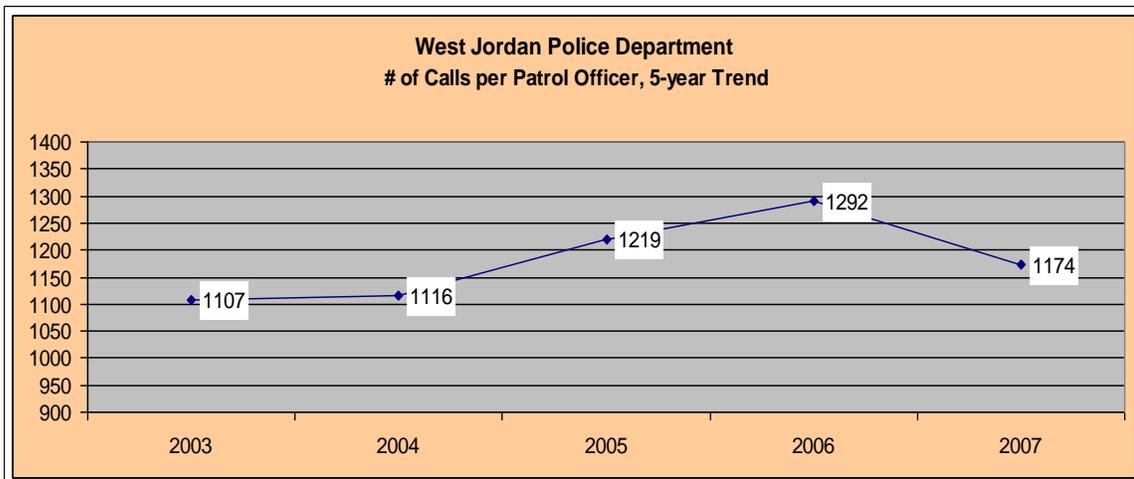
Priority 2 Calls – Emergency, non-life threatening

Priority 3 Calls – Non-emergency, crime just occurred

Priority 4 Calls – Non-emergency, occurrence time unknown

Average response time to priority 1 calls has risen slightly above 2 minutes.





Accomplishments (Patrol)

The Patrol Division accomplished several goals last year. We were able to implement a program which has allowed us to track the efficiency of the officers and fix any problem as we move along. This program includes:

1. Biannual Audit: Evaluate, critique, and review the officer's reports.
2. Competency Evaluation: Allows for the officer to evaluate his own performance and to have the supervisor point out strengths and weaknesses.
3. Equipment Evaluation: We evaluate their equipment on a regular basis to ensure they have the proper tools and that they are working properly. This has also helped us track lost property and reduce replacement costs.
4. Statistical Data Collection: By gathering statistical data on each officer, it allows us to pinpoint the strengths and weaknesses in the division.
5. Quarterly Review of Statistics and Performance: Patrol command reviews the information each quarter and meets with employees who excel to reinforce and award desired performance and with those who are struggling to achieve an acceptable level of performance



Officers participate in regular training and equipment is evaluated regularly.

Goals and Objectives (Patrol)

We have resolved to continue our success by setting the following goals that will keep the patrol division performing at a high level and provide the best possible police service to our citizens:

1. Decrease the number of injury traffic accidents by maintaining a minimum standard of twelve citations per month for patrol officers.
2. Complete and implement the Spillman report writing guidelines.

3. Improve the audit process to assure efficiency, efficacy, and the ability to recognize problems in advance while they can still be corrected easily.
4. Increase positive public interaction.

K-9

Accomplishments (K-9)

1. Played an instrumental role in apprehending numerous felony suspects as well as detecting large quantities of narcotics.
2. Experienced a year of rebuilding. The team lost an experienced member early in the year due to the forced retirement of one of our police service dogs, the result of an unforeseen and unavoidable medical condition.
3. The newest member of the K-9 team has completed patrol dog and narcotics certification training and is already off to a running start.
4. The K-9 division documented 383 deployments during the past year. The deployments ranged from narcotics sniffs (K-9 Unit removed over \$100,000 street value worth of narcotics from the streets of West Jordan) to building clearing and felony suspect apprehension. Because of our team's involvement in the Salt Lake Area Interagency K-9 program, 107 of the deployments occurred outside the City of West Jordan. When serious incidents occur, K-9 handlers around the Salt Lake Valley can request other K-9 handlers to respond to the incident to assist in locating felony suspects. This helps the agencies where these incidents occur (West Jordan has enjoyed this benefit many times), but is also beneficial to the PSD/handler units since they are able to deploy on real-world incidents that provide valuable training and experience, which keeps our K-9 team operating at peak performance levels.
5. One of the greatest benefits of being involved with the WJPD K-9 division is our ability to interact with the public in a positive way. Over the past year we conducted 14 K-9 demonstrations (an increase of two over the previous year) in West Jordan at locations such as schools, civic group meetings, and other public gatherings.
6. Officer Michael Daugherty and Police Service Dog Dirk were awarded the Police Star and recognized as the "Officer(s) of the Year" for their successful work in narcotics detection.
7. Officer Tim Magnuson was presented with an employee recognition award by Human Resources.
8. Met our goal to help our new PSD (when acquired) and K-9 handler become proficient and state certified as soon as possible in order to fill the void left by our retiring unit. (This goal was realized with the addition of Officer Tom Smith and PSD Kuffs to the K-9 Division.)



K-9 units train and live with their handlers and assist the department with many specialized functions.

Goals and Objectives (K-9)

1. One of our goals this year is to get at least one additional handler accepted as an adjunct instructor for the POST K-9 program.
2. We want to compete as a team and rank in the top three positions both individually and as a team.
3. We believe strongly in our positive impact on this community when we interact with members of the public during K-9 demonstrations. Our goal is to maintain the number of demonstrations we conduct over the next year.

FTO

The Field Training Officer program has three training phases plus a test phase that new officers must complete. On average each new officer spends 12 to 14 weeks in the program, however, according to their experience and ability some new-hires spend less time in the program and others spend more time. Last year we spent 4,640 hours training eight new officers to gain the abilities to work the road.

Goals and Objectives (FTO)

Every officer hired at West Jordan must complete the Field Training Officer program, therefore we recognize the importance of the FTO program and the field training officers. Following is a list of the goals for the FTO Division:

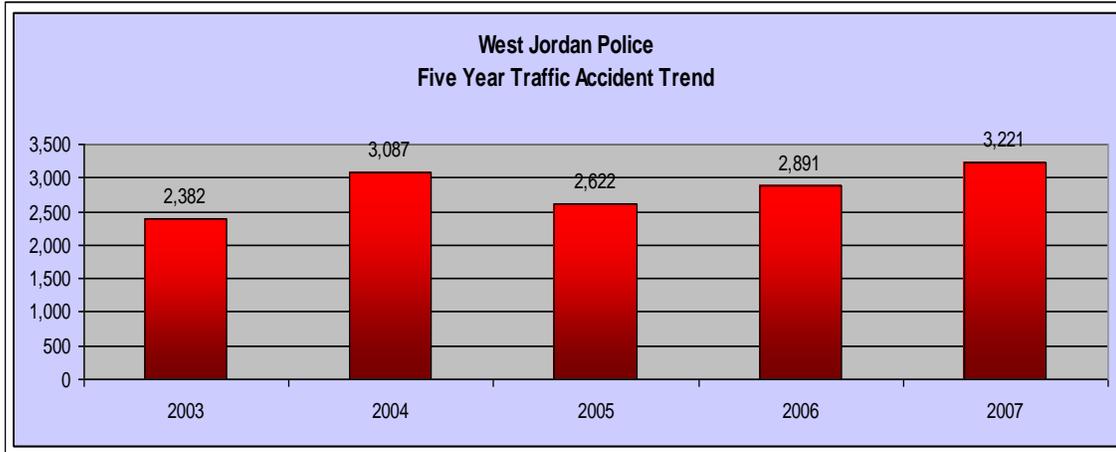
1. There will be an officer named as the “lead field training officer.” The lead field training officer would be responsible for scheduling meetings and training. He would be responsible for passing progress of the new officers up the chain of command.
2. We will have the new officers spend time with each division and specialty within the department.
3. We will have each one of the field training officers attend annual training to keep up on the latest developments in the program.

Accomplishments (Traffic and Motor Division)

1. We purchased the “Total Station” traffic reconstruction system with state DUI funds. This system allows our officers to photograph an accident or crime scene, download the information into a computer, and accurately reconstruct what happened. The final product is a professional document ready for police, court, and insurance purposes. Currently, two of our officers are trained in its use.
2. This year the Traffic and Motor Division applied and received funding for the “Click-It-Or-Ticket” and “Operation Crosswalk Enforcement” campaigns. These state-funded programs provide overtime for officers to educate and enforce seatbelt and pedestrian safety laws.
3. The Traffic and Motor Division also applied for and received additional DUI enforcement funding from the State of Utah beyond the normal “beer tax” funds we receive each year. The state has awarded our Police Department these funds because our department is very aggressive in traffic calming measures.
4. In a cooperative effort, the Traffic and Motor Division has worked closely with the City of West Jordan traffic engineer, to insert traffic calming measures in specific areas within the city. Those areas include the 9000 South project, (west of 4800 West) the 7800 South project

(west of 4800 West) and the 7000 South project (west of 4800 West). We also provided input on the new UTA TRAX corridor that will travel through our city.

The following graph shows the trend of traffic accidents reported for the past five years.



Goals and Objectives (Traffic and Motor Division)

1. Train all nine traffic officers in the use of the “Total Station” reconstruction system, which will enhance the accuracy, legibility, and overall quality of diagrams for court and insurance purposes.
2. Apply for a Utah Highway Safety Grant to purchase a new traffic board.
3. Train two new motor officers. A new motor officer requires 80 hours of hands-on personal training and then several more weeks of field training.

Crossing Guards

After thorough evaluation of student numbers, safe walkways and other issues, the Crossing Guard Division eliminated all but one kindergarten crossing (a savings of approximately \$50,000). These will continue to be assessed on an annual basis with additions or deletions made where necessary.

Goals and Objectives (Crossing Guards)

1. Seek more crossing guard applicants through proactive recruiting.
2. Re-evaluate each crossing assignment to ensure it is needed. Monitor the number of children using school crosswalks to ensure the correct number of guards that are used.
3. Work closely with the Jordan School District concerning changes in boundaries, bus routes, and school times.

Crime Prevention

Accomplishments (Crime Prevention)

1. Good Landlord program.
2. Helped organize the Safety & Health Fair.

3. Community education.
4. Neighborhood Watch program.
5. Expanded Mobile COPS: The program has continued but been cut back by two deployments due to the reorganization of the Community Service Officers.
6. Professional Trainings: Attended professional training to include the Crisis Intervention Team program.

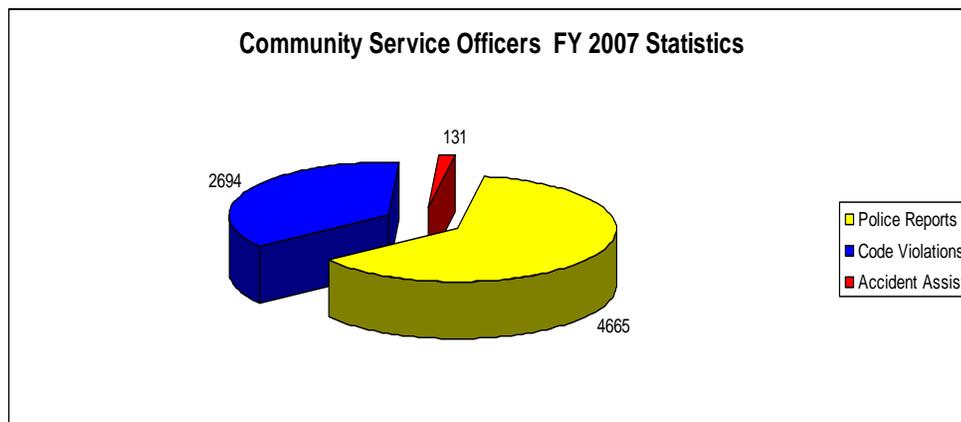
Goals and Objectives (Crime Prevention)

1. Continue Good Landlord program.
2. Study for disproportionate service fees.
3. Be available to help rewrite ordinance.
4. Help market and advertise the program.
5. Introduce the new program to rental properties.
6. Work with the Utah Apartment Association to develop training for West Jordan's Good Landlord program.
7. Certified Crime Prevention Business Program (CCPBP).
8. Certify at least 30 businesses in the CCPBP.
9. Contact Crime Prevention Certified Businesses. Start with all big box stores.
10. Provide training for those interested in becoming certified in crime prevention.
11. Provide security surveys.
12. Create a new neighborhood watch packet to send to all new coordinators.

Community Oriented Policing

Accomplishments (COP)

1. Increased efficiency in district through reconstructing the work team concept in office and with assignments. Community oriented police officers are now acting in a leadership capacity in their districts.
2. Reporting efficiency increased through the active training and approval process with the unit sergeant.
3. Increased focus on major thoroughfares for code enforcement issues and the removal of illegal signs.



Goals and Objectives (COP)

1. Increase code enforcement related training.
2. Expansion of code enforcement specialties.
3. Increased work in crime prevention areas.
4. Increase number of Mobile COPS enforcements in high crime areas.

Homeland Security/SWAT

Accomplishments (SWAT)

1. The SWAT Team trained and certified to respond to weapons of mass destruction incidents.
2. Homeland Security Sergeant organized and coordinated purchasing of equipment and uniforms. Homeland Security Sergeant coordinated the re-banding and programming of all department radios. A list of radios by serial number that is consistent with UCAN was established.

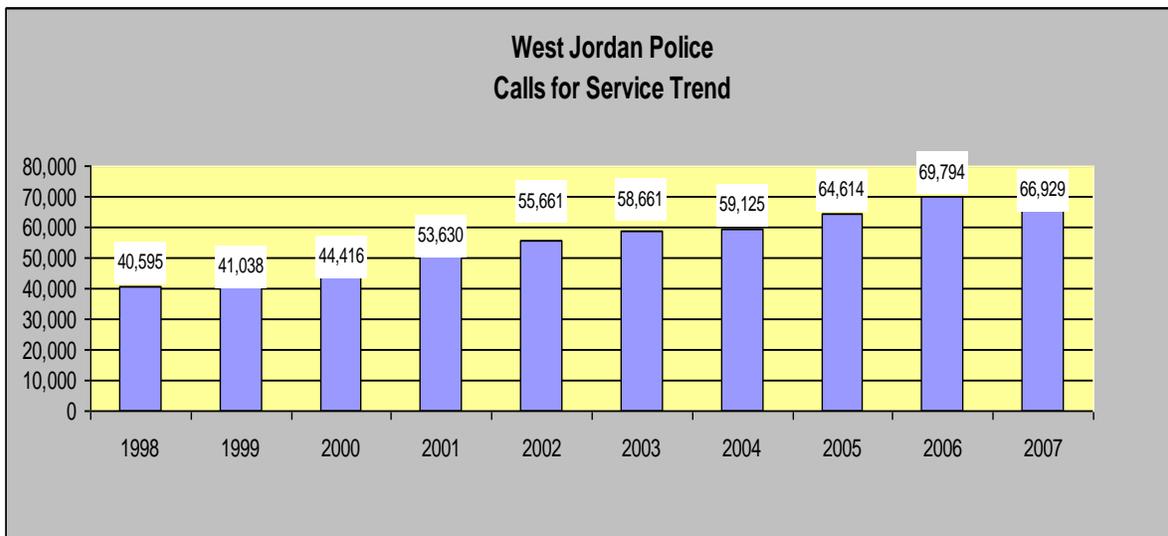
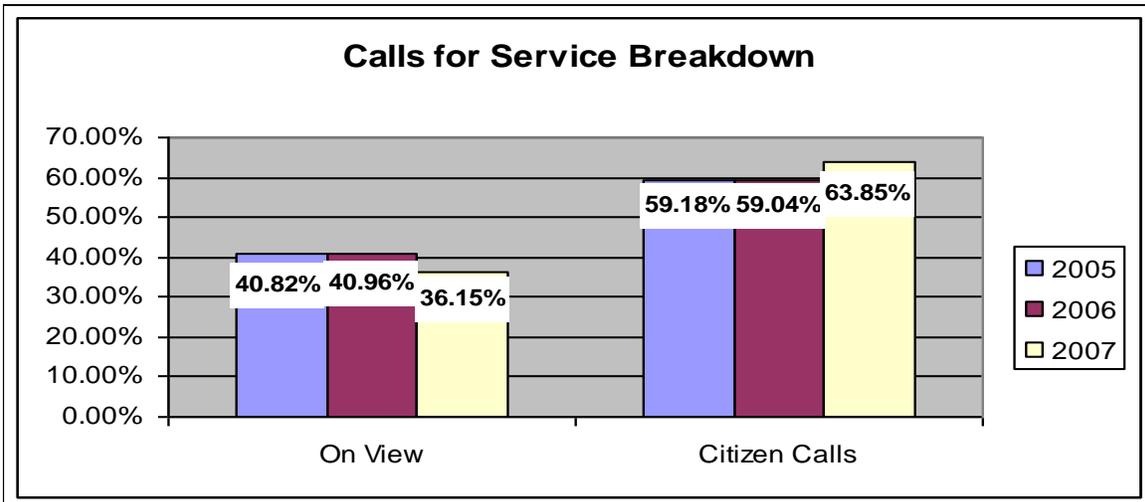


The West Jordan SWAT team works closely with the Utah Air National Guard for large operations requiring the use of their helicopters.

Goals and Objectives (SWAT)

1. Establish a file on potential terrorist targets in the city.
2. Research and apply for grant funding that would allow the department to purchase self contained breathing apparatus units for the SWAT Team. This will allow us to serve methamphetamine lab warrants in compliance with federal regulations.
3. Meet with and establish contacts and relationships with major utility companies.
4. Division performance measurements

- The Police Department's calls for service have increased at an average of more than 8.15% each year for the last decade, reaching nearly 70,000 calls in 2006. The increase in calls for service has a direct impact on patrol officers. They have experienced a dramatic change in their "obligated" time. This is the time they spend on calls or assignments. The result of this change is that they have less time to conduct preventive patrol.



INVESTIGATIONS & SUPPORT SERVICES DIVISION

The Investigations & Support Services Division met or exceeded most of our goals for the previous year in ways that increased our efficiency and our ability to provide better service to the community.

Our Investigations Division worked hard this year to implement what they have called "Total Case Management." This effort has dramatically increased the accuracy of statistics, the accountability for work assigned and completed, and the quality of written reports.

Through considerable effort, the records bureau of the department has made significant progress in the move toward a paperless system of records management. At the same time, our training unit went to great lengths to host local and national classes here in our facility in order to provide opportunities for our officers that the waning training budget no longer allows.

We continue to provide the Drug Abuse Resistance Education (DARE) program and school resource officers in the middle and high schools. We take an active part in the Metro Narcotics Task Force, Salt Lake Area Gang Project, Major Crimes Task Force, and the Internet Crimes Against Children Task Force.

The success of these programs and the traditional investigation of crime rely heavily on the community. We are pleased to offer the highest level of police services and ask for your continued support in making West Jordan a safe place to live and work.

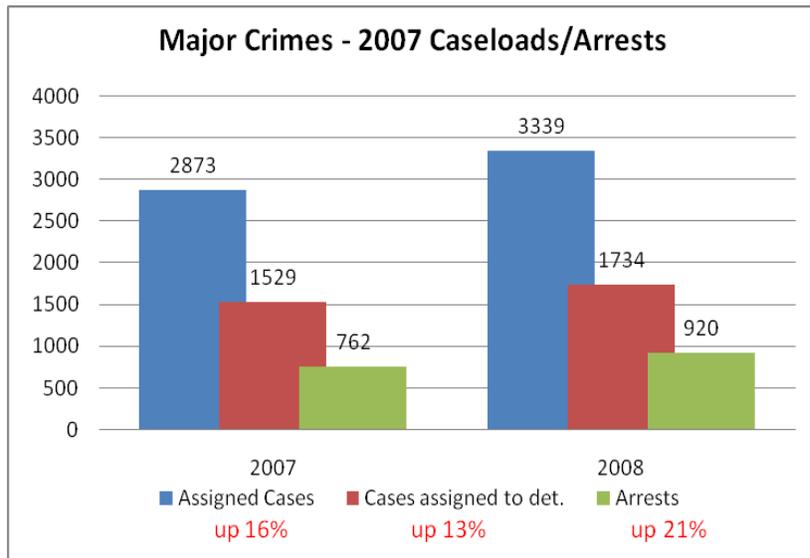
Accomplishments

The Investigations Division created and implemented a system of accountability called “Total Case Management” that monitors the work of the detectives and ensures timely and complete resolution to all of the cases that have workable investigative leads. In conjunction with this system, a workload study was conducted to ensure appropriate resources are used in critical areas and to plan for future development of the division.

Goals and Objectives

Major Crimes Unit

Homicide, rape, robbery, assaults (including domestic violence), and sex crimes are included in the crimes against persons (major crimes) category. One sergeant and four detectives handle this difficult caseload.

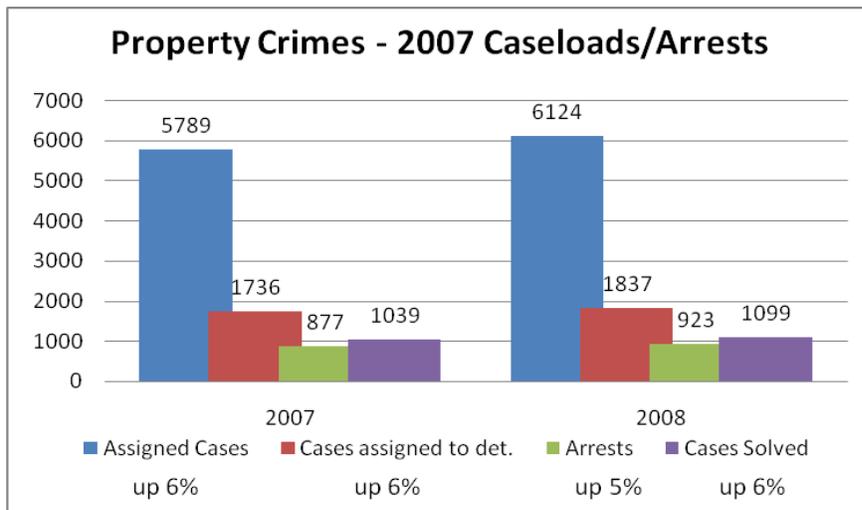


1. **Goal:** Maintain the highest quality of police investigation efforts – holding perpetrators accountable while providing victims with timely and compassionate services.
 - a. **Objective:** To provide each of the four new detectives transferring into the Major Crimes Unit enough training within the first six months of the fiscal year to be able to investigate any of the major crimes they may have to deal with.
2. **Goal:** Create a quality and control mechanism that will be able to measure productivity and quality of work standards for the Victim Assistance Program.

- a. **Objective:** Conduct a customer satisfaction survey to be completed by victims who have been assisted by our Victims Assistance Unit. This is intended to obtain information on how we are doing and where we might need to improve our service.

Property Crimes Unit

Offenses included in the property crimes category include thefts, arson, burglary, vehicle theft, fraud and forgery. One sergeant and four detectives handle this caseload.



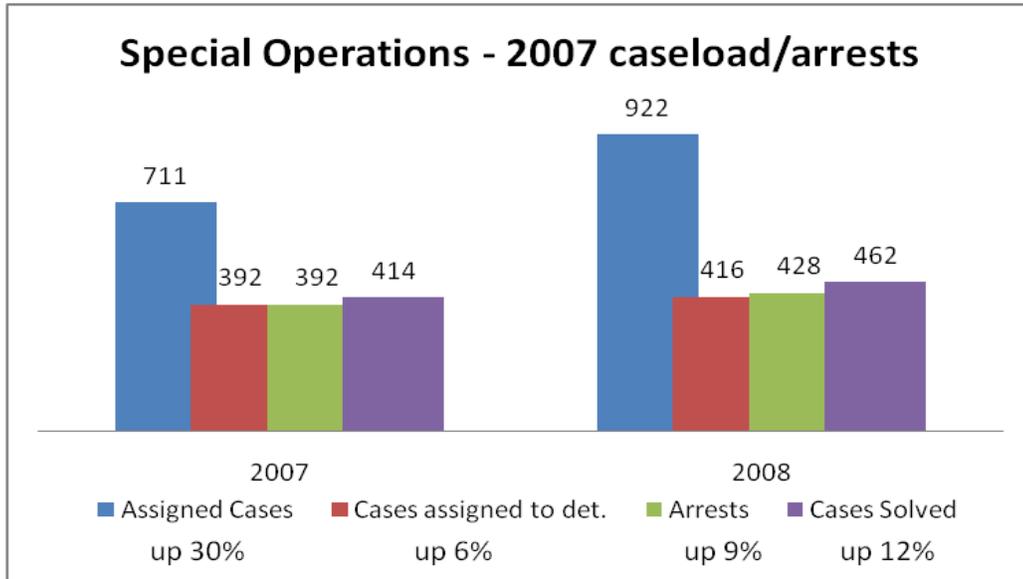
- 1. **Goal:** Continue working more proactive “sting” investigations.
 - a. **Objective:** Target high theft areas in West Jordan with our Property Tracking Devices that are implanted into sought-after items that bandits are likely to steal and set them out in these areas in order to apprehend the thieves in the act.
 - b. **Objective:** To cultivate more informants who can help identify who is who in the theft world.

Special Operations

Special operations include narcotics investigations, gangs, and other covert and highly specialized criminal interdiction. Detectives are assigned locally and to metro task force operations. The efforts of this unit resulted in 60 state narcotics cases and 15 federal cases this year. These included the seizure of several hundred of pounds of illegal drugs, more than \$85,000 in drug-related cash, and the removal of numerous guns from the hands of successfully prosecuted criminals.



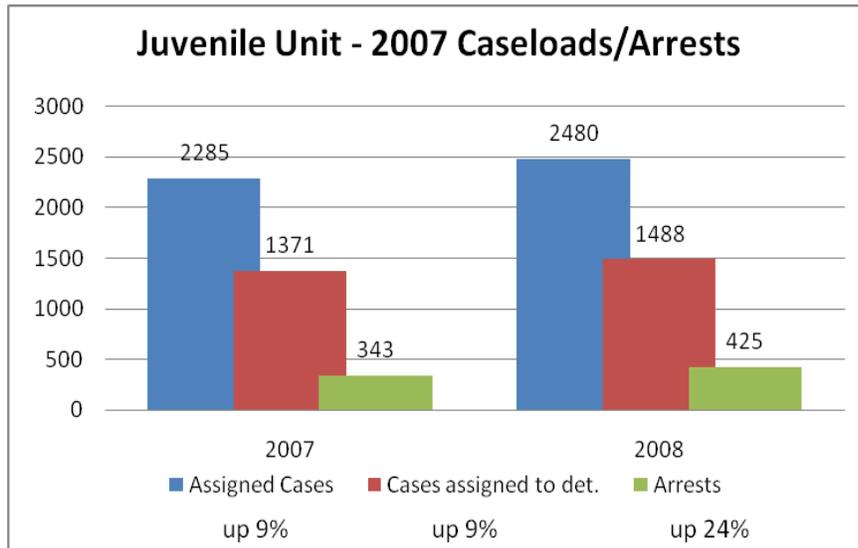
Heroin, cocaine, and methamphetamine seized from dealers in West Jordan.



1. **Goal:** To continue to work high drug trafficking areas in the city to identify, apprehend, and deter additional drug activity.
 - a. **Objective:** To work undercover sting operations attacking the drug dealers in our community by using informants, citizens and other intelligence information that may prove useful in identifying and apprehending these drug dealers.

Juvenile Unit

Officers assigned to the schools also carry caseloads pertaining to offenses committed by juveniles. These are both criminal violations and status offenses (runaway, tobacco, etc.). The three DARE officers teach classes in 15 public elementary schools and one charter school.



1. **Goal:** To work with the Jordan School District to better manage ongoing and new problematic issues.
 - a. **Objective:** Work with the school district to send information to all parents of the students about problems with fights among students. We will notify parents in advance that any student that participants in a fight, whether it is as an active

participant or just a bystander watching and encouraging, will be charged with criminal offenses.

- b. **Objective:** Work with schools to notify parents where to pick up their children in the event of a major event at the school, such as a bomb threat or active shooter situation. This will inform parents as to how their children will be managed during such an event and will help eliminate confusion at the school in the event of a crisis.

Support Services Division

This division includes Police Records, Court and Building Security, Evidence, Animal Control, Crime Scene Technician, Training, Warrants, and the Holding Facility. A few of the supervisory and technical positions require sworn authority, but three-quarters of the personnel in this division are non-sworn civilian employees.

Accomplishments

Records Bureau

The records section of the West Jordan Police Department is staffed 24/7 by nine full-time and six part-time employees. All incoming reports and citations are quality checked and scanned into the city's computer storage, allowing us to move toward a paperless system. These reports are available and distributed to the public per the Government Records Access and Management Act (GRAMMA). The records section tasks cover a wide range of additional responsibility including: monitoring holding cells, searching female arrestees, billing for false alarm drops, National Crime Information Center (NCIC) entries and hit responses and all after-hours city call-outs. The WJPD has been a participant in the FBI's National Incident Based Reporting System since 1991 and has a consistent 100% submission and error-free monthly reporting rate.

A significant accomplishment of the division this year was the progress toward a paperless records system. Scanning documents, photos, and recordings that are then digitally attached to the report in the Spillman system have streamlined access to the entire report and made follow-up investigations more efficient. This also significantly reduces physical storage space needs as well as printing and paper costs.

Warrant Officers

Our warrant officers assist detectives and the court by serving warrants for wanted persons. They contact suspects by phone and in person and extradite fugitives from outlying areas. They also assist by transporting prisoners from outside agencies to the City of West Jordan court and supplement duties performed by building security personnel. We recently included an easy access contact for current warrant information on the City of West Jordan website. The public can check the status of their own warrant or report the location of outstanding criminals.

The following list describes some of their work in the last year:

• West Jordan Justice Court warrants cleared	1,305
• Misdemeanor warrants served from other agencies	143
• West Jordan felony warrants served	35
• Other agency felony warrants served	72
• West Jordan "NO BAIL" warrants served	44
• Felony "NO BAIL" warrants served	14
• Total amount of West Jordan Justice Court warrants	\$1,237,959
• Total amount other agency Justice Court warrants	\$628,804

• Total amount West Jordan felony warrants	\$1,042,500
• Total amount other agency felony warrants	\$2,682,205
• Total bail value of all warrants served	\$5,591,468
• Transports to and from county jails or courts	138
• New charges initiated by Warrants Officers	17

1. **Goal:** We are working to move to a paperless warrant system in conjunction with West Jordan Justice Court in 2008.

Crime Scene Technicians and Evidence Custodians

These highly trained civilian personnel provide critical support to the department in a variety of ways. Evidence Custodians received more than 6,654 pieces of booked property in 2007 (a 35% increase over the previous year) which are maintained for court cases, returned to the owners, destroyed, or sold at auction. The proper management of evidence is critical to the success of criminal prosecutions and to ensure that property is returned to the rightful owner. This year they also designed and implemented a paperless tracking system for identifying the disposition of evidence items.



Crime Scene Investigation Vehicle

Crime Scene Technicians provide assistance when detectives are processing a crime scene, documenting and/or processing evidence, photographing incidents or persons, and other technical tasks. We are fortunate to employ some of the most highly trained technicians in the state. The crime scene technicians responded to 113 call-outs and processed 150 items of evidence from more than 32 cases. They also submitted 26 cases with evidence to the State Crime Lab, resulting in the identification of five criminal suspects (up 250%).

Court and Building Security, Holding Facility

The Police Department provides a bailiff in the city’s municipal court and three security officers who assist in bailiff duties as well as covering building security for the Justice Center. They monitor an eight-bed holding facility for prisoners, take walk-in and telephone details, provide fingerprinting, transport prisoners to and from court, screen citizens and property through the magnetometer during business hours, and ensure building safety at the Justice Center. Examples of services they provided this year include:

Fingerprints	Public (1 or 2 card requests)	126
Fingerprints	Legal/criminal purposes	836
Transports*	To and from jails	118
“Forthwith” Transports		53
Reports**		248
Commitments		45
Prisoners Booked (new bookings)		379

**Does not include transports done by Warrant Officers or “forthwith” transports.*

***Not including supplements.*

Animal Control and Shelter

The goal of the City of West Jordan Animal Control is to protect both citizens and pets. Our Animal Control officers are certified special function officers through the POST academy. Animal Control officers also receive additional training through the National Animal Control Academy. Animal Control responds to public safety calls involving animals as well as nuisance complaints. The staff works tirelessly to educate the public during individual contacts and also through presentations. The department operates its own Animal Shelter where lost, stray or unwanted dogs and cats are kept for return to their owner or for adoption. The staff also oversees shelter animals that are housed at a local PetSmart, which are available for adoption through the store. Community members volunteer hundreds of hours each year to keep the animals at the shelter happy and healthy.

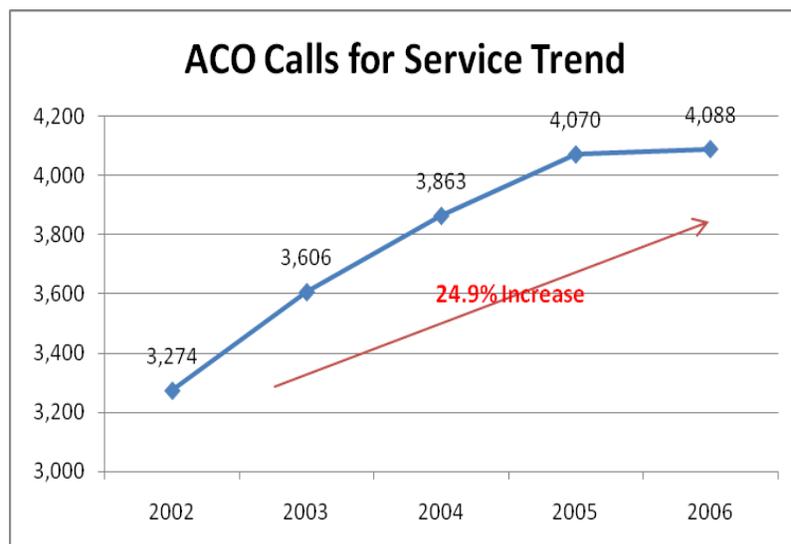


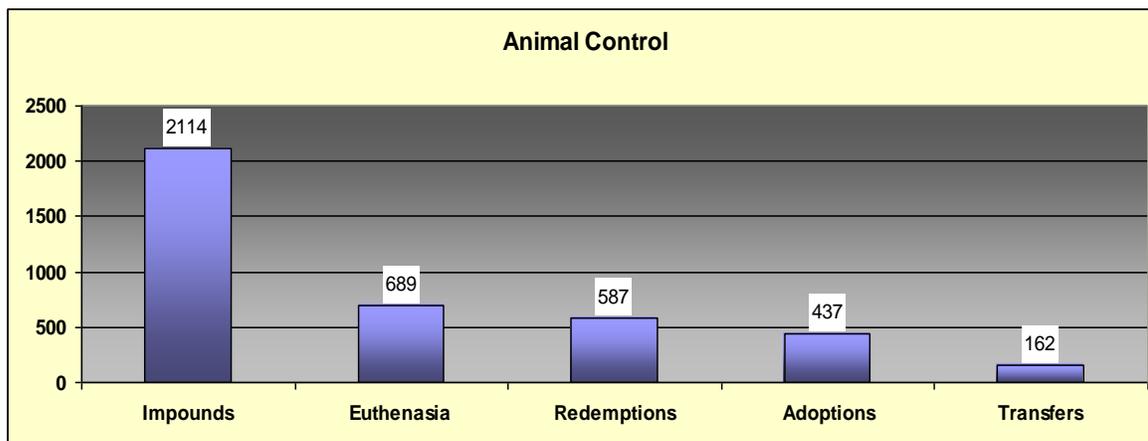
Animal Control Officers help West Jordan's animal residents.

Animal Control was recently allotted a new Animal Control Officer position. Animal Control will soon provide extended hours of field service each day and the Animal Shelter will also be open on Saturday to better serve our community.

Four Animal Control Officers responded to 3,845 calls in 2007 and adopted out or returned over 1,000 animals to owners. One of our most experienced officers left this year, and we have really struggled to get to our full staffing levels.

1. **Goal:** Expand coverage of Animal Control Officers to seven days a week.
 - a. **Objective:** Complete training of newly hired personnel, develop and implement schedule that provides seven days a week and provide increased response to animal-related calls for service.





Training Division

One sergeant, one officer, and one CSO are assigned to assist in accomplishing training goals. These individuals plan, coordinate and facilitate training for the entire Police Department. This resulted in more than 17,200 hours of training for our sworn and civilian employees in 2007, nearly 7,000 hours more than the previous year! Every police officer is required by state law to participate in a minimum of 40 hours in-service training each year.



Training is an important part of keeping officers safe on the job.

Training includes quarterly in-service, emergency vehicle operations, firearms, new officer field training, administering the department's physical fitness standard testing, and more. Our training officers provide a program that ensures that every officer passes the physical fitness test. They also sponsored 14 open training classes taught by nationally recognized instructors at our facility, which is also attended by police officers from surrounding agencies and states.



Officers regularly practice target shooting and weapons safety.

Training personnel also review every use of force incident and police pursuit to ensure compliance with department policy and determine needs for additional training. They research available technologies and recommend policy requirements.

Citizen Police Academy

In FY 2007-08, our great success with the Citizen Police Academy has continued with several new ideas and valuable information from students in a post review setting. More than 50 people from a wide variety of disciplines in the community attended class for three hours every Monday evening for 11 weeks to learn how the Police Department operates and how to help our agency fulfill its mission of community oriented policing.

Experienced police officers and other department personnel provide briefings, demonstrations and engage in discussions about police operations and philosophies. Classes include: traffic accident

investigation, criminal investigations, firearms training, crime prevention, K-9, emergency vehicle operations, police dispatch, tour of the jail, and more.

As the program continues to develop, we are happy to announce that many students have a strong desire to get involved with VIP's (Volunteers In Policing), which is our newest program that allows West Jordan citizens to assist the Police Department with some very specific functions. This program is currently being implemented. We hope to continue holding two CPA sessions each year, one in the spring and one in early fall.



Participants get up close and personal with the tools of the trade.



Officer List teaches participants about the motor squad.



CPA graduates include the young and not so young.



A mock crime scene investigation challenges students to figure out "Who done it!"

PUBLIC WORKS DEPARTMENT



Mission Statement

The Public Works Department is committed to providing high quality and efficient public services, maintenance, and operations in order to enhance the quality of life for the residents of the City of West Jordan, while exercising strict fiscal responsibility.

Introduction

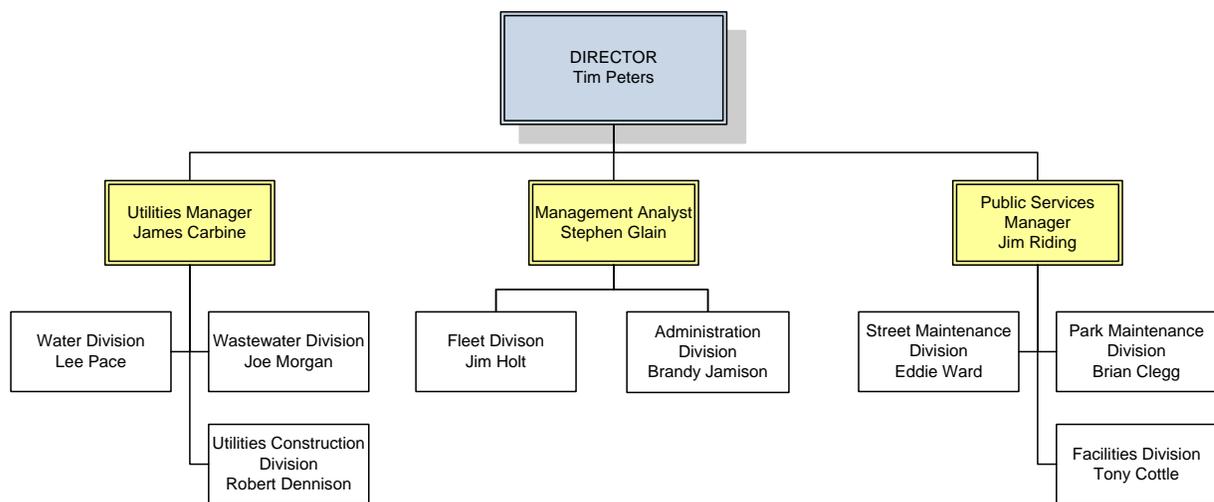
The following document is a summary of activities completed by the Public Works Department between July 1, 2007 and June 30, 2008. Around the clock, through any type of weather, the Public Works Department provides essential services and support that make West Jordan a wonderful place to live.

Despite increased infrastructure quantities, limited resources and challenging economic stresses, public works employees continue to provide the high level of service the residents of this city have come to expect. The challenges would not be met if not for the untiring effort provided by each department employee. The information presented herein demonstrates the continued commitment to provide the residents and business owners operational and maintenance services to support the quality of life in West Jordan.

Just as each of you have seen an increased portion of your income directed toward rising fuel costs, we have had to face the challenge of providing fuel for the city's fleet of vehicles. During this past year, we have also seen material costs continue to increase at an alarming rate, for example, concrete prices have increased over 25% and asphalt prices increased almost 44% from the year prior. However, unlike the average household, we have had to confront increased operating costs simultaneously with an increase in the infrastructure quantity.

The Public Works Department consists of 94 full-time employees and approximately 20 seasonal employees. It is organized into 10 main operational divisions, including administration, cemetery, facilities, fleet, parks, solid waste, storm drain, streets, wastewater and water. Each division is supported by dedicated staff, many with long records of outstanding service. Each division is generally assigned with operations associated with the division's title, but in order to maximize human resources, inter-division cooperation is a norm.

Organizational Structure



Senior Staff

Tim Peters, Public Works Director

Tim Peters has three years of service with West Jordan. He holds a Master's of Business Administration, Bachelor's of Science in Business Administration where he graduated with honors,

and an Associate's of Science in Architectural Construction. Tim has over 25 years experience in public works.

Jim Riding, Public Services Manager

Jim Riding has six years of service with West Jordan. He holds a Master's of Business Administration, Bachelor's of Science in Management, Veteran of U.S. Air Force, and 26 years of experience in construction. He oversees the Public Services Divisions including Streets, Parks, Facilities and Solid Waste.

James Carbine, Utilities Manager

Jim Carbine has been with the City of West Jordan since September of 2006. He holds a Bachelor's of Art in Business Administration and has over 30 years of water management experience. Jim oversees the Utilities Operation and Construction Divisions, including Water, Wastewater and Storm.

Steve Glain, Management Analyst, Fleet Manager

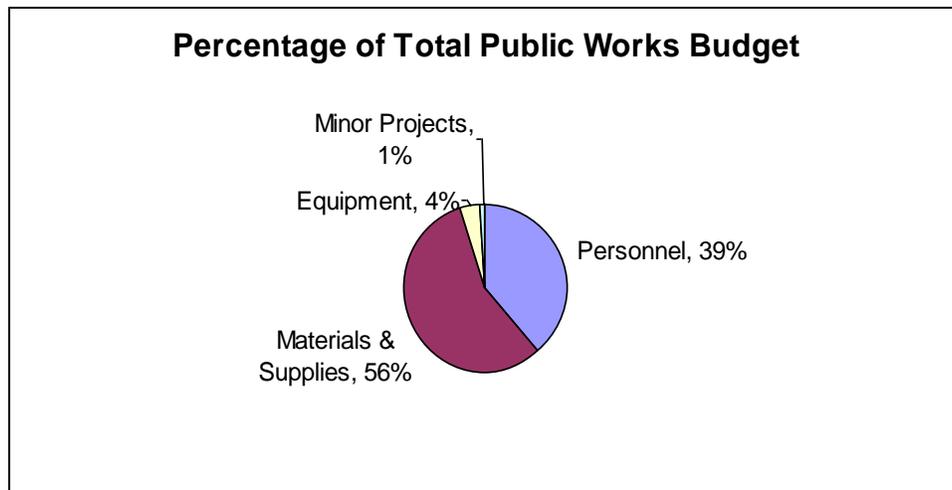
Steve Glain has been with the city since March 2004. He holds a Master's of Public Administration and has over eight years experience in water conservation/management analyst. This position provides assistance to Public Works Administration and manages the Fleet Division.

Financial Summary

The unaudited Pentamation year-end expenditure report indicates the following:

The total Public Works Department budget for FY 2007-08 was \$17,899,749. This total covers 10 divisions. Total expenses for 2008 were \$16,711,402, or 93.36% of the budgeted amount. A summary sheet of the 10 divisions follows:

Public Works Department					
	<u>Budget</u>	<u>Expenditures</u>	<u>Encumbrances</u>	<u>Total</u>	<u>% of Total</u>
Total Personnel	\$6,941,862.00	\$6,435,564.15	\$19,924.25	\$6,455,488.40	92.99%
Total Materials & Supplies	\$9,954,552.00	\$8,825,800.39	\$581,911.18	\$9,407,711.57	94.51%
Equipment	\$744,408.00	\$684,424.92	-	\$684,424.92	91.94%
Minor Projects	\$258,927.00	\$161,913.93	\$1,863.50	\$163,777.43	63.25%
TOTAL	\$17,899,749.00	\$16,107,703.39	\$603,698.93	\$16,711,402.32	93.36%



General Fund

Administration

	<u>Budget</u>	<u>Expenditures</u>	<u>Encumbrances</u>	<u>Total</u>	<u>% of Total</u>
Total Personnel	\$598,894.00	\$568,950.02	-	\$568,950.02	95.00%
Total Materials & Supplies	\$45,505.00	\$37,961.73	\$224.00	\$38,185.73	83.92%
TOTAL	\$644,399.00	\$606,911.75	\$224.00	\$607,135.75	94.22%

Cemeteries

	<u>Budget</u>	<u>Expenditures</u>	<u>Encumbrances</u>	<u>Total</u>	<u>% of Total</u>
Total Personnel	\$65,810.00	\$67,638.27	-	\$67,638.27	102.78%
Total Materials & Supplies	\$97,214.00	\$45,614.13	\$447.52	\$46,061.65	47.38%
TOTAL	\$163,024.00	\$113,252.40	\$447.52	\$113,699.92	69.74%

Facilities

	<u>Budget</u>	<u>Expenditures</u>	<u>Encumbrances</u>	<u>Total</u>	<u>% of Total</u>
Total Personnel	\$344,183.00	\$336,367.82	-	\$336,367.82	97.73%
Total Materials & Supplies	\$615,011.00	\$605,486.91	\$23,596.27	\$629,083.18	102.29%
Equipment	\$2,500.00	\$498.16	-	\$498.16	19.93%
Minor Projects	\$35,000.00	\$30,326.33	-	\$30,326.33	86.65%
TOTAL	\$996,694.00	\$972,679.22	\$23,596.27	\$996,275.49	99.96%

Storm Drain

	<u>Budget</u>	<u>Expenditures</u>	<u>Encumbrances</u>	<u>Total</u>	<u>% of Total</u>
Total Personnel	\$111,858.00	\$95,146.15	-	\$95,146.15	85.06%
Total Materials & Supplies	\$99,420.00	\$54,835.85	\$8,355.00	\$63,190.85	63.56%
Equipment	\$38,000.00	\$33,535.17	-	\$33,535.17	88.25%
TOTAL	\$249,278.00	\$183,517.17	\$8,355.00	\$191,872.17	76.97%

Streets

	<u>Budget</u>	<u>Expenditures</u>	<u>Encumbrances</u>	<u>Total</u>	<u>% of Total</u>
Total Personnel	\$1,627,106.00	\$1,498,484.22	-	\$1,498,484.22	92.10%
Total Materials & Supplies	\$1,461,066.00	\$1,254,051.50	\$61,493.74	\$1,315,545.24	90.04%
Equipment	\$416,270.00	\$407,301.90	-	\$407,301.90	97.85%
TOTAL	\$3,504,442.00	\$3,159,837.62	\$61,493.74	\$3,221,331.36	91.92%

Parks

	<u>Budget</u>	<u>Expenditures</u>	<u>Encumbrances</u>	<u>Total</u>	<u>% of Total</u>
Total Personnel	\$1,364,968.00	\$1,204,860.01	\$19,563.61	\$1,224,423.62	89.70%
Total Materials & Supplies	\$819,341.00	\$762,041.81	\$34,668.74	\$796,710.55	97.24%
Equipment	\$170,000.00	\$128,179.73	-	\$128,179.73	75.40%
Minor Projects	\$184,000.00	\$131,587.60	\$1,863.50	\$133,451.10	72.53%
TOTAL	\$2,538,309.00	\$2,226,669.15	\$56,095.85	\$2,282,765.00	89.93%

Enterprise Funds

Sewer

	<u>Budget</u>	<u>Expenditures</u>	<u>Encumbrances</u>	<u>Total</u>	<u>% of Total</u>
Total Personnel	\$882,368.00	\$863,103.64	\$360.64	\$863,464.28	97.86%
Total Materials & Supplies	\$393,672.00	\$315,354.60	\$17,586.92	\$332,941.52	84.57%
Equipment	\$57,500.00	\$57,500.00	-	\$57,500.00	100.00%
Minor Projects	\$39,927.00	-	-	\$0.00	-
TOTAL	\$1,373,467.00	\$1,235,958.24	\$17,947.56	\$1,253,905.80	91.29%

Solid Waste

	<u>Budget</u>	<u>Expenditures</u>	<u>Encumbrances</u>	<u>Total</u>	<u>% of Total</u>
Total Personnel	\$73,866.00	\$48,732.39	-	\$48,732.39	65.97%
Total Materials & Supplies	\$3,743,042.00	\$3,402,271.86	\$372,866.50	\$3,775,138.36	100.86%
Contrib./Retain Earnings	\$362,104.00	-	-	-	-
TOTAL	\$4,179,012.00	\$3,451,004.25	\$372,866.50	\$3,823,870.75	91.50%

Water

	<u>Budget</u>	<u>Expenditures</u>	<u>Encumbrances</u>	<u>Total</u>	<u>% of Total</u>
Total Personnel	\$1,298,896.00	\$1,245,183.82	-	\$1,245,183.82	95.86%
Total Materials & Supplies	\$1,377,942.00	\$1,079,297.23	\$46,222.88	\$1,125,520.11	81.68%
Equipment	\$60,138.00	\$57,409.96	-	\$57,409.96	95.46%
TOTAL	\$2,736,976.00	\$2,381,891.01	\$46,222.88	\$2,428,113.89	88.72%

Internal Service Fund

Fleet

	<u>Budget</u>	<u>Expenditures</u>	<u>Encumbrances</u>	<u>Total</u>	<u>% of Total</u>
Total Personnel	\$573,913.00	\$507,097.81	-	\$507,097.81	88.36%
Total Materials & Supplies	\$1,302,339.00	\$1,268,884.77	\$16,449.61	\$1,285,334.38	98.69%
Contrib./Retain Earnings	\$88,326.00	-	-	-	-
TOTAL	\$1,964,578.00	\$1,775,982.58	\$16,449.61	\$1,792,432.19	91.24%

ADMINISTRATION DIVISION

Accomplishments

1. Processed 3,825 purchasing requisitions.
2. Processed 1,530 disbursement vouchers/purchase orders.
3. Received approximately 3,200 phone calls and approximately 500 walk-in customers.

4. Received requests and processed reservations for the neighborhood dumpster program. Over 2,040 drop-ins per year.
5. Coordinated and tracked approximately 6,000 service calls.
6. Brandy Jamison was named the American Public Works Association – Utah Chapter, 2008 Public Works Employee of the Year.

FACILITIES DIVISION

Accomplishments

1. Facilities completed 576 work orders and 253 meeting set-ups.
2. Completed repainting of Fire Department Station #53.
3. Oversaw the refinishing of the wood flooring in the dining room area at Senior Center.
4. Oversaw the repainting of the dining room area at Senior Center.
5. Remodeled the new I.T. training room at City Hall.
6. Oversaw the installation of the new transformer and electrical panel on outer bays at public works shops.
7. Relocated GPS antenna from public works shops to Fire Station #53.
8. Remodeled the old court room into the new Community Room at City Hall.
9. Remodeled the District Attorney's office at City Hall.
10. Coordinated air balancing of City Hall.
11. Coordinated the mold abatement and restoration in the basement of the old Fire Station 51.
12. Installed radio antenna cable to police patrol room at the Justice Center.
13. Oversaw installation of surveillance cameras at the Wild West Playground in the Veterans Memorial Park.
14. Assisted I.T. with installing new phone system at the Animal Shelter.



Community Room



IT Training Room

15. Facilities staff relocated GPS antenna from public works shops to Fire Station #53.
16. Facilities staff coordinated the installation of a new transformer and electrical panel at the public works facility.



Parks Division

The Parks Division is responsible for the following:

- Managing and maintaining over 490 acres – or three-quarters of a square mile – of city-owned properties. That is more than 1,330 times the sod area of Yankee Stadium!
- Scheduling and controlling all weed abatement issues throughout the city.
- Assisting the Streets Division with snow removal when needed.

Due to the size and complexity of maintaining this large area, the Parks Division hired three additional full-time maintenance workers and one irrigation specialist. These new employees have made it possible for the Parks Division to form an additional maintenance crew to meet daily maintenance needs. In addition, a new tractor and two weed cutting implements were purchased to help with weed abatement.

Accomplishments

1. A new efficient irrigation system was installed at the Jordan Meadows Park.
2. Browns Meadow Park was connected to a new secondary irrigation pump.
3. The secondary irrigation pumps at Veterans Memorial Park were rebuilt with a new filter system installed.
4. Started installation of landscape improvements for the Market Place park strips.
5. Parks staff also oversaw the rebuilding of the secondary irrigation pumps at Veterans Memorial Park.



Aerial view of Veterans Memorial Park

6. A new weed abatement tractor was purchased for the Parks Division.
7. Parks staff began the installation of landscape improvements for the Market Place park strips.

CEMETERY DIVISION

Accomplishments

1. Opened and closed 67 graves.
2. Repaired 25 graves.
3. Staff prepared contract documents for a new irrigation system at the cemetery. Unfortunately, the bids which were submitted were higher than expected and exceeded the funding available.
4. Staff prepared bid documents for an outdated irrigation system at the cemetery.



STREETS DIVISION

During FY 2007-08, the City of West Jordan experienced record snowfall. During the previous winter, the snowfall was 29½ inches, with 13 snow events. This past winter the city's snowfall total was 72 inches, with 21 events of snow. The 144.06% increase in snowfall over the previous year was a major challenge for the snow removal crews, which consists of eight 10-wheel dump trucks, two bobtail dump trucks and several smaller pickup trucks.

In addition to actual snow events, staff was called out many nights to clear streets which were nearly impassable due to strong winds and drifts. After the snow cleared and seasons changed, staff was next faced with the challenge of addressing the numerous potholes throughout the city. Streets staff maintains more lane miles than the roundtrip distance from West Jordan to Las Vegas, 729 lane miles of streets. Starting in the spring and throughout the summer staff has addressed minor paving issues nearly every day as weather allows.

Accomplishments

Road Repairs

1. Completed road repairs, consisting of the placement of over 6,000 tons of asphalt and 4,500 tons of road base on various city streets.

2. Constructed asphalt overlay in several subdivisions and major repairs due to utility road cuts for the water and sewer divisions.
3. Over 4,800 potholes patched and 300 yards of concrete poured.
4. Responded to 649 sign work orders for repair or replacement of signs.

Special Projects

1. Installed new sidewalk retaining wall around volleyball court at Veterans Memorial Park.
2. Repaired walkway to Wild West Jordan Community Built playground to include new curb walls and brick paver repairs.
3. Completed the widening of 9000 South at 5500 West.
4. Widened 7800 South from 4000 West to Airport Road to include curb and sidewalk.
5. Street and road evaluations, to provide real time evaluations of one-third of West Jordan streets each year to assist the Capital Projects Group. This information will be entered into a pavement management program.
6. Update and enter all signs in an inventory program.
7. Streets staff had to address an increase of over 140% in snow quantities over the previous year, as well as an increase in the miles of road maintained by the city.



8. The Streets Division repaired numerous potholes throughout the city.

STREETS DIVISION – OPERATIONS

Street operations consists of seven highly skilled employees responsible for solid waste, street lighting, graffiti removal, snow removal, and street sweeping. Each member of this group is assigned a focus area, and all members contribute to aspects of operations as necessary.

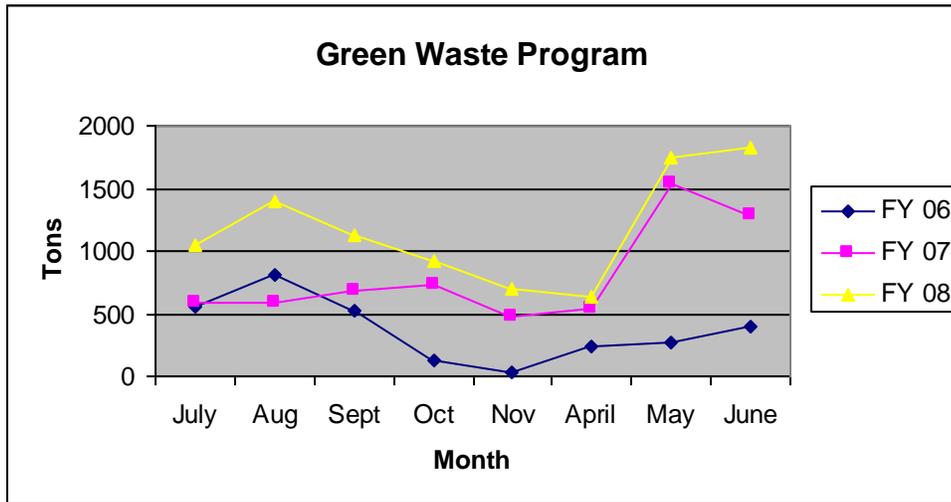
Solid Waste

The solid waste division is responsible for delivering, repairing or replacing all residential collection containers within the city. This includes 26,511 household waste, 22,730 recycling, and 22,726 green waste containers. Currently, the city contracts with ACE Disposal for curbside collection services and our neighborhood clean-up dumpster program. Operations personal work closely with ACE Disposal representatives to ensure prompt, professional service is provided to our residents. Operations

personnel provide assistance with overloaded neighborhood dumpsters and delivery of emergency dumpsters to residents affected by flood or fire. In addition, the solid waste division distributes educational material for recycling, green waste, and disposal of household hazardous waste to residents. During FY 2007-08, there were approximately 31,309 tons of garbage collected, 6,240 tons of recyclable material collected, and 9,408 tons of green waste collected.



Green waste collection continues to move in the right direction. Green waste collection for FY 2007-08 was up over 46% in comparison to FY 2006-07.



Street Lighting

The street lighting division consists of one employee to troubleshoot, repair and maintain over 5,100 streetlights, and all city-owned school zone flashing assemblies. Tasks consist of changing lamps, photocells, fixtures, pole painting or replacement, and power line installation or repair. Major electrical issues are contracted for repair. Rapid response is provided in the event of a pole knockdown to secure hazardous power lines. Support is provided to other departments requiring assistance with the city’s only aerial boom truck.

Graffiti Removal

Operations personnel completed 260 work orders and removed 645 graffiti incidents. Personnel strive to effectively remove graffiti from public surfaces within 48 hours of initial report. Removal assistance is provided to private properties when necessary and as our resources allow. Efforts consist using a heated pressure washer, sand blaster, chemical remover or painting to cover unsightly graffiti. One operational benefit to the harsh winter we experienced during FY 2007-08 was that graffiti incidents were down during the periods of heavy snow.

Street Sweeping

Three street sweepers are responsible for cleaning 814 lane miles within the city. Operators attempt to sweep all residential roads three times a year. Main arterial and collector roadways are swept at least six times per year. Personnel managed to complete sweeping 4,574 lane miles although efforts were delayed due to the extremely harsh winter.

Accomplishments

1. After an increased educational effort, the curbside green waste program continues to improve. Green waste diversion rates have increased while contamination rates have decreased.
2. During this past year, the supervisor successfully arranged for our broken garbage containers to be recycled and to receive compensation on a per pound basis. The effort not only eliminates such material from being placed in the landfill, it also resulted in contributions to the general fund.
3. Maintenance of streetlights by use of the aerial boom truck.
4. Lighting maintenance also includes the maintenance of school zone flashing assemblies and at the West Jordan Arena.



Use of the aerial boom truck keeps workers safe while maintaining street lights.

FLEET DIVISION

The Fleet Division is responsible for maintaining the following:

- 338 vehicles
- 153 police vehicles
- 8 fire trucks
- 5 ambulances
- 172 assorted passenger cars, vans, light trucks, utility vehicles, and dump trucks
- 314 units of rolling stock (small equipment, lawnmowers, generators, trailers, etc.)

Each mechanic is responsible for approximately 85 vehicles and 78 units of rolling stock

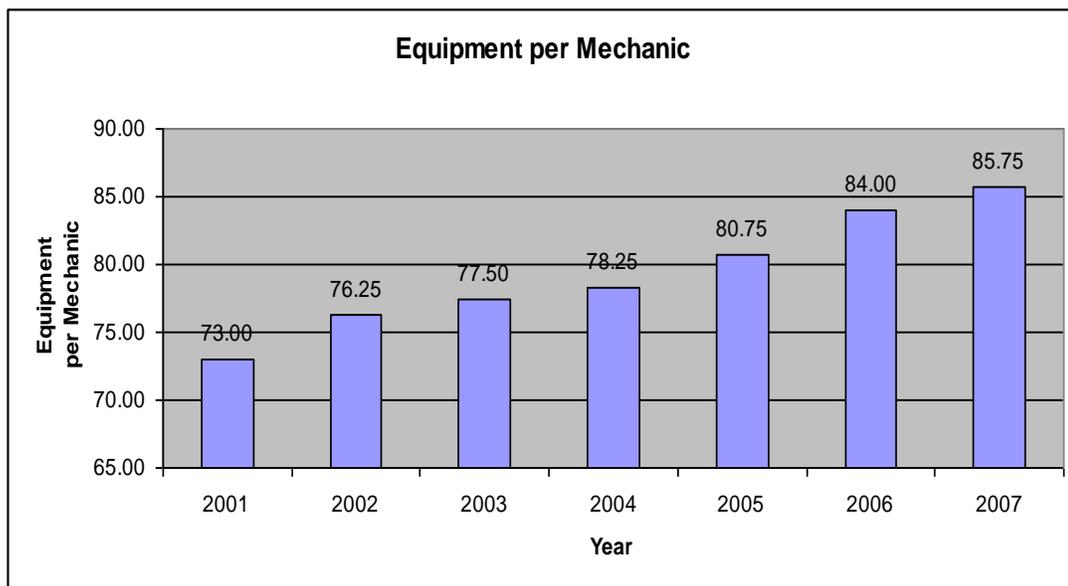


A city mechanic works on a police vehicle.

Accomplishments

1. Fleet completed 2,207 work orders (this is an increase of 77 work orders from last year).
2. Sent 318 work orders to outside vendors.
3. Completed 847 preventative maintenance work orders.
4. Completed 170 state inspections and 121 emission inspections.
5. Total cost of parts and labor for all vehicles and departments \$801,744.
6. Three departments make up 64% of the total parts and labor demands on fleet.
 - a. Police – \$245,134 (2,313.6 labor hours).
 - b. Streets – \$154,075 (1,211.9 labor hours).
 - c. Fire – \$115,779 (908.8 labor hours).
7. Sold 35 vehicles and four pieces of miscellaneous equipment totaling \$148,802.25.

The graph below demonstrates the challenges faced by the Fleet Division. There has been an increase of 17.47% in the number of pieces per mechanic from 2001 to 2007.



UTILITIES DIVISION

The Utilities Division is divided into four sections, water, utility locations, wastewater and storm water. The Utilities Division is comprised of the following:

- 30 full-time employees.
- Approximately 375 years of combined utilities work experience.
- Over 90% of the management and employees are certified at Grade IV in water or wastewater from the state (highest level possible). The other 10% of the employees are working to achieve this level.
- Combined utilities ratio of 0.29 full time employees per 1,000 population in FY 2007-08.



Airport pump station is maintained by the Water Division



Airport pump station switch gear

WATER DIVISION

The Water Division is responsible for the maintenance of the following:

- 381 miles of water pipe with 4,547 valves.
- 3,130 fire hydrants.
- 10 reservoir sites (30.5 million gallons of storage).
- 4 well and 3 booster sites.
- 25 operating remote telemetry units (RTUs).
- Three emergency generators located at the city's major pump stations.

Accomplishments

1. Completed over 1,600 water samples.
2. Repaired, replaced or located over 750 valves.
3. Filled or flushed over 190 water lines.
4. Repaired, replaced or flushed over 200 fire hydrants.
5. Repaired over 180 main water line or service leaks and responded to more than 720 customer complaints or inquiries.
6. Completed over 100 water-related Utah Risk Management Mutual Association work orders.

Special Projects

1. Completed several projects in conjunction with the upgrading on one of the city's major culinary pump stations. This included replacement of the telemetry unit, working with the contractor in shutting down lines, retrofitting new connections, improving analog and digital information points for the new stand-by generator.
2. Rehabilitated one of the city's three culinary wells.
3. Installed a new pressure reducing station and remote telemetry unit for the Sycamores.
4. Replaced the undersized transformer and surge protectors at the U-111 pump station after a high powered electrical line came in contact with a nearby streetlight pole causing severe damage.
5. Upgraded the cathodic protection on the water system at the Dannon yogurt facility.
6. Responded to Dannon's potential ground water contamination issue. We revamped the existing test well and rented a sample pump. This process was very tedious and lengthy, but samples were taken to ensure our ground water was not affected.
7. Took the lead in constructing the Public Works Department portion of the city's new website.

WASTEWATER DIVISION

In FY 2007-08, system maintenance continues to be a top priority and has resulted in the third complete sewer system cleaning in the past 10 years. As a result of this commitment, the residents have not been exposed to costly and potentially dangerous sewer back-ups in their homes for well over a year. The division continues to focus on storm water maintenance, using permanent public education markers to notify residents of runoff destinations, along with identifying system deficiencies and verifying system assets and their current functionality.



Storm drains help prevent harmful flooding.

Accomplishments

1. Cleaned 2,600 storm drain grates.
2. Completed 150 Wastewater Division service requests.
3. Televised (inspected) 26,403 feet and cleaned 4,979 feet of storm drain pipe.
4. Televised (inspected) 175,004 feet and cleaned 513,742 feet of sewer pipe.
5. The division has constructed a major storm drain extension to assist with run off drainage in an area that has been a flooding problem for residents over the past few years.
6. The division has also updated a failing undependable sewer lift station.
7. Wastewater staff has had to respond to isolated flooding resulting from torrential downpours.

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