



**“Growing Stronger Every Day”**

*City of West Jordan*

*State of Utah*

*Annual Year-End Report*

*July 1, 2006 – June 30, 2007*



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## Letter from the City Manager

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*To the City Council and Citizens of West Jordan:*

A city plays many roles in the lives of its residents. From police and fire protection to providing utility services like water, sewer, and trash collection to building and maintaining parks and roads, and more. This Annual Report for fiscal year 2006-2007 is designed to give residents an inside look at how the City operates and the roles it plays.

It takes more than 400 full-time and 100 part-time employees to keep our City running smoothly. This report introduces you to the people responsible for running our City and outlines accomplishments achieved within the City's 10 departments. It also outlines goals and objectives, details special projects, and presents you with information to measure our performance. It's your City, and we'd like to invite you to learn more about it.

The City of West Jordan operates under the Council/Manager form of government. Under this form, the Mayor and City Council set policy and direction, and the City Manager implements it. It's a privilege to work for our Mayor and City Council. They devote a lot of time and ask many questions so they can understand issues that are often complex or technical in nature. The City Council consistently weigh the pros and cons of the issues that come before them and put a lot of effort into shaping policies that will be in our entire community's best interest. We also have an experienced and dedicated City staff ready and able to provide technical expertise and to carry out projects as directed.

Many exciting things have happened during the last six years and more are in the works. These accomplishments are detailed in this report and reflect the vision and commitment of our Mayor and City Council, the participation of our citizens and citizen volunteer committees, the involvement of the business community, and the hard work of our City employees. They all play an important role in shaping our great City. I enjoy being part of the process and look forward to the year ahead.

Sincerely,

Gary M. Luebbbers

City Manager



## **Letter from the Mayor and City Council**

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Dear West Jordan Resident:

We are pleased to present the City Manager's 2007 Annual Report. This sizable document highlights key City government accomplishments during Fiscal Year 2006-2007. Each of the City's 12 departments has contributed to this report. The result is a detailed overview of key achievements and issues facing our City from the perspective of department heads and division managers.

We invite you to take a look at the accomplishments – and challenges – our City is facing as our population cruises past the 100,000 population mark making the City of West Jordan the fourth-largest city in the State of Utah. We look forward to the challenges and opportunities the future brings and welcome the chance to help shape our City's future.

Respectfully submitted,

Mayor David B. Newton

Rob Bennett

Kathy Hilton

Melissa K. Johnson

Mike Kellermeyer

Kim V. Rolfe

Lyle Summers

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ATTORNEY



**City of West Jordan  
City Attorney's Office  
Annual Report FY 2007**

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# **City Attorney's Office**

## **Introduction**

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### ***Executive Summary from Director***

The Office of the City Attorney provides comprehensive legal service and advice to the City's Administrative Branch and to the City Council. The Office represents the City and its officers and employees and supervises the hiring and progress of outside legal counsel.

In addition, the City Attorney 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.

### ***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.

## **Organizational Structure**

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### ***Senior Staff***

#### **Roger F. Cutler, City Attorney**

Roger Cutler has served as the West Jordan City Attorney since July 2003.

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 URMMA (Utah Risk Management Mutual Association) to defend suits brought against the City or its officials.

## ***Personnel Summary***

The City Attorney's Office is comprised of five full-time attorneys, one risk manager and four support staff.

1	City Attorney
1	Civil Litigator
2	Deputy City Attorneys
2	Prosecutors
1	Risk Manager
1	Receptionist/File Assistant
1	Legal Technician-Prosecution
1	Executive Legal Assistant
1	Legal Secretary

## **Accomplishments**

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### ***Administration - General***

1. **New Initiatives.** The following are illustrative initiatives undertaken during the fiscal year 2007.
  - (a) **Recodification of Municipal Code.** Following issuing an RFP, Sterling Codifiers, Inc. was selected to re-codify the City's Municipal Code. To support this effort, the office began a rewrite of the Municipal Code.
  - (b) **Staffing.** A full-time prosecutor has been hired to replace the previous part-time contract prosecutor. In addition, an experienced legal secretary has been hired to work in the Civil Division and has been cross-trained to provide support to prosecutor case preparation. A replacement for the position of Risk Manager is being sought.
  - (c) **Ordinance Preparation.** Implemented a process to ensure the accuracy of changes made to the City's Municipal Code, by creating a process for submission

of ordinances to the Attorney's Office for final preparation, before they are forwarded to the Council for adoption.

- (d) Civil Disputes. Handled more civil disputes in-house with salaried staff and, thereby, control costs by minimizing the use of expensive outside legal counsel. These matters included collection efforts on reconstruction costs incurred in repairing Fire Station 55, for land acquisition cases, and seeking damages to make corrections on 7800 South project.
  - (e) Prosecution/Court Audit. An internal management audit of the Prosecutor /Court process was conducted by the City Attorney to identify any deficiencies in that operation. It has been useful in making funding, staffing and other administrative decisions. Statistics were compiled and presented to the City Manager, Police Chief and Judge in a PowerPoint presentation. It summarized the Prosecution, Police and Justice Court statistical information that compared data for 5 years from 2002 to the end of 2006.
2. Conference/Training. The office participated in the following educational seminars:
- (a) International Municipal Lawyers Association Conference on Local Government Law.
  - (b) URMMA Executive Supervisory Training.
  - (c) Annual Utah Municipal Attorney's Association Spring Seminar/Conference.
  - (d) Prosecutors attended the Spring Utah Prosecutor Conference and Case Law Update, Municipal Prosecutor's Conference, and Domestic Violence Conference.
  - (e) City Attorney and City Litigator attended mandatory Federal electronic filing training, required to practice in Utah Federal District Court

- (f) Attended annual Council/management semi-annual policy retreat and strategic planning retreat
- (g) Attended Emergency Preparedness tabletop exercise.
- (h) Additional legal research training from Lexis, the online research tool used in the office.
- (i) Attended the Utah Municipal Attorney's annual business meeting, held in conjunction with the Utah League of Cities and Towns meeting.
- (j) Risk Manager attended a Risk Managers roundtable sponsored by URMMA
- (k) Deputy City Attorney attended "Electronic Records Management Conference" at UVSC.
- (l) Case Law updates from Utah Case Advance sheets, U.S. Law Week and sundry legal magazines and services are included in monthly staff meetings.

**3. Legal Presentations at Seminars.** In support of City training and the Bar, the Office has participated in the following continuing legal education and training events, by making presentations. These included:

- (a) A paper that briefed approximately 104 Federal and State cases affecting local government presented to the Utah Municipal Attorney's Association's Spring Conference.
- (b) Two papers were presented to the Utah Government Civil Practice Conference held October 11-13, 2006. These events were helpful to other Utah governmental legal practitioners; however, they also assist in building relationships that are helpful in times of need.
- (c) An article regarding the now mandatory electronic filing system in U.S. District Court for the District of Utah, written by Civil Litigator, was published in the Utah Bar Journal.

- (d) The City Attorney presented a paper in March at the annual Local Government seminar, sponsored by the BYU Law School. It will summarize the Court decisions affecting local government during the previous 12 months.
- 4. **Community/Professional Service.** The following are some examples of community and professional participations:
  - (a) City Attorney chairs the Board of a nonprofit corporation, (Lawyers Helping Lawyer), funded by the Utah Bar, that assists lawyers impaired by substance abuse, stress or other factors. The City's Litigator serves on the Young Lawyer section of the Utah Bar.
  - (b) Voluntary private time is provided to service organizations, including monthly feeding the homeless at the Salvation Army food kitchen.
  - (c) The City Prosecutor serves on the Utah Prosecutor Council, an organization that assists in the planning and organization of Domestic Violence training, along with various other prosecution programs.

## ***Civil***

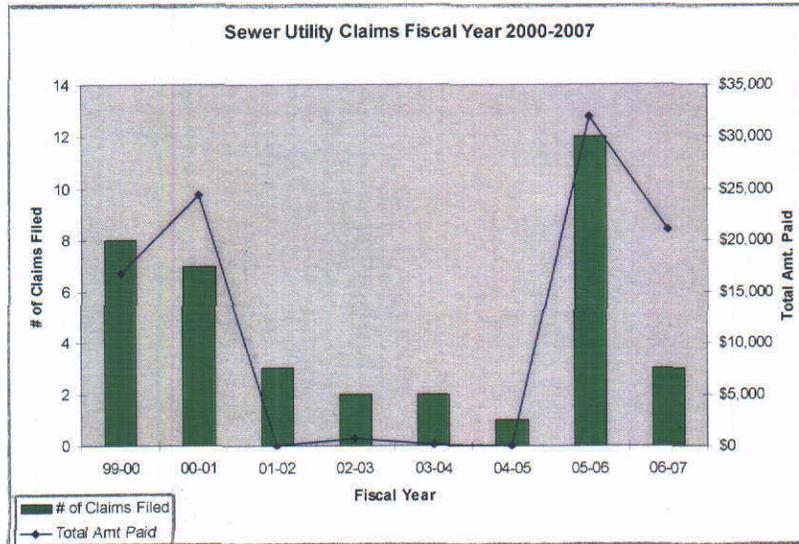
- 1. **Contracts and Collections.** The Attorneys were instrumental in creating contractual arrangements and enforcing existing ones. They materially benefited the City and its operations and include:
  - (a) **RFP Indigent Defense Contract.** Office received and reviewed proposals submitted by the criminal defense bar, the Court and other affected groups. A committee was established which interviewed the top applicants. Through this procedure, the City selected a new law firm to provide indigent criminal defense. From among many applications, a service agreement was negotiated and executed.
  - (b) **Jordan Valley Water Conservancy District.** Reviewed the Jordan Valley Water Conservancy District Water Purchase Agreement, which was forwarded for comments to the Jordan Valley Water Conservancy District.

- (c) Blue Cross Reimbursement. Inserting numerous changes into a Blue Cross Blue Shield form contract for fire service reimbursements. The changes were necessary to deal with GRAMA legal requirements, Governmental Immunity issues and URMMA Risk pool. The Agreement protected the City's legal right to insurance company reimbursement for ambulance service costs.
- (d) U.S. Marshall. Reviewed and reworked a proposed U.S. Marshall M.O.U. with the Police for the U.S. Government to pay the City overtime costs for work performed by officers working on joint task forces to arrest fugitives.
- (e) County Dog Park. Drafted an Interlocal Agreement with County for funding a Dog Park on City land. Drafted position paper/letter to send to County, following Council decision to just donate land and permit County to build and operate dog facility at a City park.
- (f) Metro Fire Interlocal. Reviewed and made substantive objections to a draft Metro Fire agreement. City Attorney outlined areas that need a policy review and made language change suggestions to protect core City interests.
- (g) District Attorney Protocol for Police Officer Deals. The Attorney's Office critiqued a District Attorney sponsored "protocol" for dealing with criminal investigations of City police officers. Substantive constitutional and policy issues have been identified, which require changes to protect officer rights and accommodate City policy concerns.
- (h) Granger Energy. Prepared a contract between Granger Energy and the City, granting Granger license to install certain underground pipelines within the City right-of-way and setting other terms and conditions. These provisions included: term of license, requirement for permits, inspection, and construction requirements.
- (i) UDOT 7800 South Interlocal. Edited an UDOT Interlocal Agreement for funding and the design of the 7800 South, Bangerter to 2700 West, project.

- (j) Western Stampede. Reviewed, revised, and created numerous agreements for promotion of the West Jordan Western Stampede Celebration. These included: Datatix for electronic, telephone, and remote location sales of tickets; Lions Club and Rotary Club concession stand use agreement; Oasis Stage Works contract for stage uses; Brown's Amusement for rides and games; and lease for use of animal holding pens.
  - (k) Gold Cross On-Board. Reviewed and edited the proposed Gold Cross Paramedic On-Board Agreement. Revisions are necessary to protect City interests and these issues were the subject of correspondence with Gold Cross.
  - (l) District Attorney Lease. Prepared and negotiated lease between West Jordan City and Salt Lake County District Attorney for use of space on the first floor of the City Hall building,
  - (m) County Main Library Interlocal. Drafted a proposed Salt Lake County's Library Interlocal Agreement to accommodate construction of new main County library and administrative offices in the City, adjacent to Veteran's Memorial Park.
2. **Risk Management**. 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. These efforts include:
- (a) No-fault Liability. The no-fault liability ordinance has avoided conflicts with citizens over liability issues and the cost of losses have been spread over all who use the system, rather than borne by the unlucky few. This process has saved City Administrative costs and has also improved citizen relations with the City.

The following graph illustrates the claims for sanitary sewer claims. The increase in payment history commencing in the fiscal year 05/06 represents the No-fault payments that shifted the costs of sewer back-up damages from a single taxpayer to the system as a whole. The decrease shown for the fiscal year 06/07 is due to fewer loss incidents.

### Graph of Sewer Utility Claims

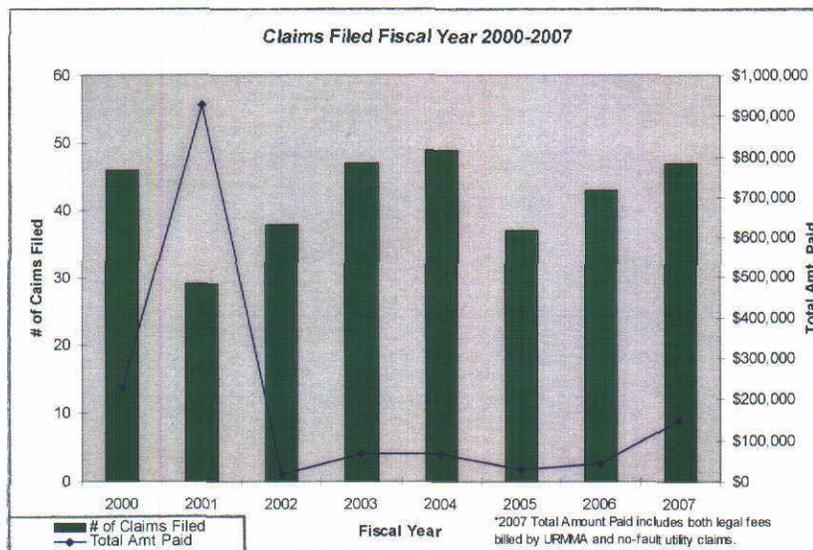


\*Costs do not include clean-up

(b) Claims Filed/Paid. The Office has sought to have all claims against the City professionally evaluated. The City's goal is to fairly and timely pay valid claims. However, the City will refuse to pay when no legal obligation exists, and if liable, it will only pay reasonable and fair amounts. The results of this policy are reflected in the following graphs.

(1) Graphs and Claims History. The attached graphs illustrate claim trends and loss experience over an 8 year period.

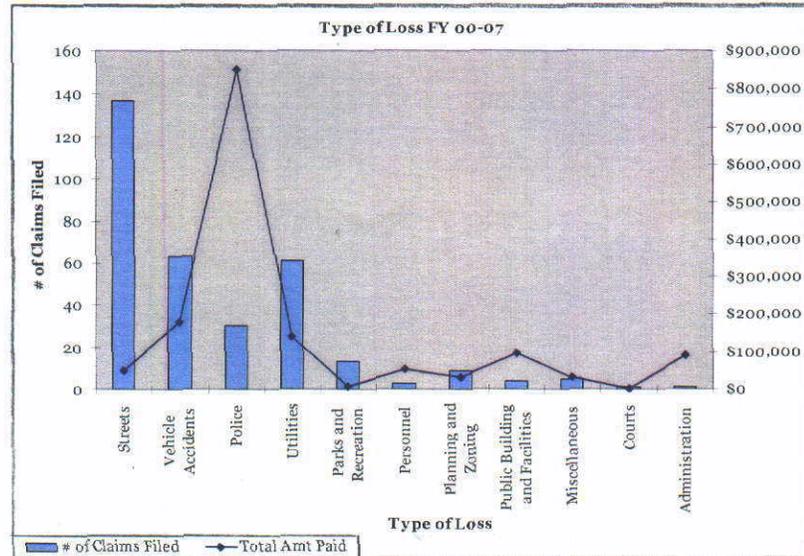
### Graph of Claims filed with Risk Management



The data shows that the number of claims filed have remained relatively consistent. However, the sums actually paid continue at the lower level that commenced in about 2002.

- (2) Graphs of Types of Loss Events. The actual losses, by City functions, for the 8 year period since 2000, are illustrated in the following graph.

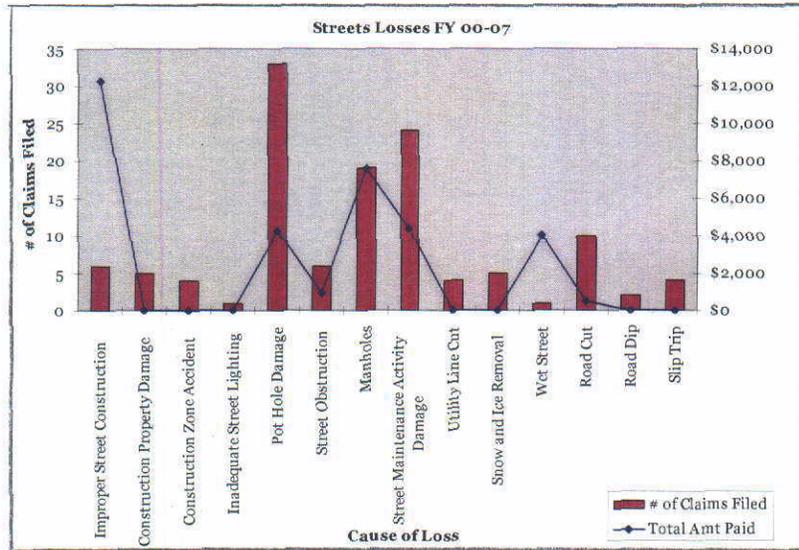
**Graph of Type of Losses**



This data demonstrates that law enforcement continues to be the area of greatest risk for the City; however, that peak is dramatically influenced by a large jury verdict several years ago.

- (3) Graph of Street Losses. The following graph shows the number of claims and amounts paid for the major street activities.

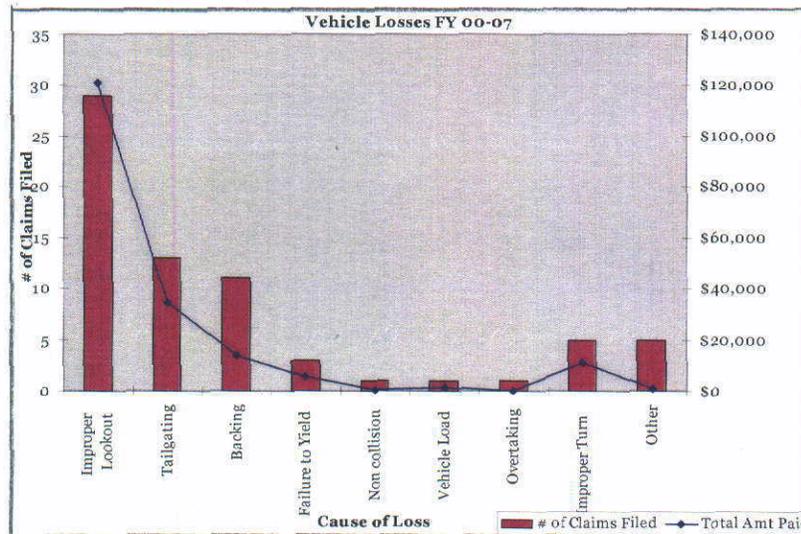
**Graph of Streets Losses and cause of loss**



The claims made and paid have remained substantially the same as during the previous reporting period.

- (4) Graph of Motor Vehicle Loss. The following graph illustrates the total number of claims filed and the amount paid by type of negligent event.

**Graph of Vehicle Losses and cause of loss**



Motor vehicle accidents have been the major source of City liability exposure. As illustrated in this graph, “improper look-out,” “tailgating,” and “backing” continue to constitute the major areas of loss.

(c) Miscellaneous Actions.

- (1) Statistical Report. The Risk Manager compiled statistics for the police, prosecution, and court. This study was presented to the City Manager, Police Chief and Judge in a Power Point format. It summarized data for 5 years from 2002 to the end of 2006. The snapshot will be useful in making funding, staffing and other administrative decisions.
- (2) Fairway Estates. The Office worked with URMMA and Administrative staff to compile an insurance analysis for Fairway Estates Special improvement District.
- (3) Real and Personal Property Insurance and Statements of Value. The Office coordinated an effort to list all real and personal city property that needs to be insured. This list to be sent to the City's carrier, Moreton & Company, after a policy decision regarding the cost benefit of obtaining coverage for this property.
- (4) Claims. Adjusted miscellaneous claims and assertions regarding injuries and damages claimed to have been caused by the City or claimed breach of a City obligation.

3. **Litigation.** The City Attorney's Office handled or assisted in the defense of numerous suits. These include:

- (a) Anderson Development (Market Place). City filed a general denial to complaint filed by Anderson Development Company, regarding Market Place development. The dispute is ongoing.
- (b) Tsao & Zhang (Bateman Ponds). City filed suit against property owners for trespass. Defendants have removed the trespassing property and the suit was dismissed, without prejudice.

- (c) Bankruptcy Case. The Office reached an oral agreement to resolve a dispute regarding apparent City violations of the “automatic stay” order, related to Bankruptcy filings. The City settled the case prior to hearing.
- (d) Bingham, Jack. In response to a suit claiming a legal right to continue storing inoperable motor vehicles on agricultural land, the City filed an answer and counterclaim with Third District Court. Fact development continues.
- (e) Bingham Park Development. This suit seeks to recover an amount exceeding \$730,000 from the City road improvements allegedly owed under a development agreement. The case is being aggressively defended.
- (f) DeHerrera v. City (Police Excessive Use of Force). Plaintiff filed the Complaint alleging police excessive use of force. The case was dismissed with prejudice.
- (g) 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 case is proceeding to trial.
- (h) Fire Station No. 55 - SL&A Architects. The City filed suit against SL&A Architects regarding their work on Fire Station No. 55, for the unpaid balance of City damages to repair the new Fire Station. The City has collected \$224,873 from other participants and will seek the balance from this design architectural firm
- (i) Garff (Personal Injury). Plaintiff alleges that the City allowed a wall to be built that obstructed sight-lines at an intersection, which caused an accident. A general denial answer was filed and discovery conducted. The case will be vigorously defended.
- (j) Gedo v. Gedo. A *pro se* plaintiff (a person acting without a lawyer) filed an affidavit in Fourth District Court in Provo containing allegations against various West Jordan police officers. He requested the Court to hold the officers in

contempt. The Office filed a Motion to Dismiss the Order to Show Cause hearing. The Motion to Dismiss was granted November 29, 2006, without prejudice.

- (k) Ivory, Ken. With the Tenth Circuit's mediation division, Ivory agreed to a stipulated dismissal and release of all claims, with the City's expressly denying any wrongdoing. The proposal provided that the City pay \$10,000, to "buy peace." The Council approved this settlement and the case was dismissed, with prejudice.
  
- (l) Johnson v. City. 84 Lumber purchased a parcel of land from the Johnsons; however, a lingering dispute existed on rerouting stormwater along a railroad easement. The case has been settled for a nuisance payment to be split between the County and the City before September 2007.
  
- (m) Peterson Development. Peterson Development served a complaint alleging trespass and inverse condemnation by City, as part of its 90th South road widening project. An Answer and other legal documents were prepared. However, Peterson Development withdrew the lawsuit and the dispute was resolved.
  
- (n) Lifestyles 2000. The City formally denied a claim made by the owner of the former Lifestyles 2000 fitness center, previously located at 7959 South Redwood Road. They claimed millions of dollars in damages under various theories stemming from the Gold's Gym being located across the street. The claim is deemed to be without legal merit and will be vigorously defended.
  
- (o) Networld Communications (Back-payment of Tower Lease). The Office got the Third District Court to enforce a Settlement Agreement, which Networld's attorney had accepted, but Later tried to withdraw. After obtaining this judgment against Networld, it removed antenna and equipment from Sugar Factory property. The \$82,000 cash judgment is likely uncollectible.

- (p) Seal. Outside counsel and the State Real Property Ombudsman helped the City obtain a stipulated settlement. Payment has been made and the land easements conveyed.
- (q) State Farm v. City of West Jordan. The City was sued by State Farm Insurance (Rochelle Royce) for subrogation claims related to an accident at U111 and New Bingham Highway. A stay was obtained by URMMA while Plaintiff explores redress from UDOT. State Farm, finally, dismissed the City from the suit.
- (r) (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. Currently, the Plaintiff has abandoned its effort to obtain a Temporary Restraining Order and the case is in the discovery phase.
- (s) Warnick (Civil Rights -Unlawful Detention). City's counsel argued a motion for Summary Judgment before Federal Judge, Dale Kimball. It was taken under advisement and a favorable decision is expected sometime in August 2007.

4. **Land Use.**

- (a) Land For Street Dedication. The Office conferred with State Real Property Ombudsman regarding a citizen's claim that the City was illegally "taking" land without compensation, when it required impact fees to raise funds to complete the other half of a street. The City's impact Fee provisions were reviewed and some adjustments made. It was confirmed that Developers must dedicate 33 feet of 66 foot wide streets, together with sidewalk and curb. These required dedications are not illegal takings. However, the City will have to compensate the landowner for extra land needed for a 96 foot or larger right-of-way that it may require.
- (b) Height Limitation in Residential Neighborhoods. The Office conferred with the Planning Department regarding a building permit granted to construct an accessory building, which stood taller than the primary residence, in violation of West Jordan Municipal Code, §89-6-103(b)(1). The Office assisted Zoning in

outlining the applicant's permissible uses of accessory structures, in conjunction with operating a "home occupation."

- (c) Legal Nonconforming Use Rights. The Office researched several questions related to legal nonconforming use rights. The issues included: (1) abandonment for non-continuous use; (2) to what extent a City may impose regulatory police powers to protect the safety of the community; and 3) whether the historic non-enforcement of the City's ordinances against an illegal use would enable the property owner to assert vesting of a legal nonconforming use right. Some of these disputes were resolved, and at least one is in litigation.
  
- (d) Jordan School District Ombudsman Opinion. The City Attorney held numerous discussions and wrote several legal memorandums for the benefit of the State Real Property Ombudsman. These memoranda provided factual clarification regarding an "advisory" opinion the Ombudsman was requested to write by the Jordan School District. The Ombudsman issued a mostly beneficial opinion and the dispute with the District was resolved by the City Administration.
  
- 5. GRAMA Requests. The Attorney's Office handled a number of difficult and complex matters related to citizen record requests. These included:
  - (a) Personnel status of all City employees, including the date of hire and gross salary.
  
  - (b) Records pertaining to a police-involved shooting and another for SWAT records related to the use of a taser.
  
  - (c) Request for records sought by the Deseret News, pertaining to the history of a husband and wife who both died as a result of a murder-suicide incident.
  
  - (d) Request from the Salt Lake Tribune seeking detailed records documenting every high-speed chase, which has occurred in West Jordan City since 2002.

- (e) A request from the Salt Lake Tribune seeking information concerning all “priority-one” police calls received from April 1, 2004 through April 1, 2007.
6. **General Legal.** One of the Office’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:
- (a) City Council Rules of Procedure. The Office reviewed the City Council Rules of Procedure to identify any needed changes in the Rules of Procedure, in order to comply with the 2006 amended state law. It also drafted a memorandum explaining the changes.
- (b) South Valley Sewer District - Treatment Plant In Riverton. The Office held a conference with counsel for the South Valley Sewer District regarding the District building a treatment plant in Riverton. West Jordan took affirmative action to facilitate the new plant.
- (c) Tax Assessment Notices. The Office 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 developer or previous owners.
- (d) Class I Status. The City’s population is reaching the one hundred thousand mark, making it a Class I City under Utah law. The Office canvassed the Utah Code to determine if current methods of providing services to West Jordan City Citizens, after the City becomes a City of the First Class, will need to change in order to remain in compliance with Utah law. The Office created a quick reference manual for City officials to access key points of municipal law.
- (e) Holding Strip. The Office determined that a landowner had a valid “holding strip” under previous City practices. The pay-out sum demanded by one Developer of about \$17,000 was fair; thus, the conflict between the Developer

and an abutting landowner was resolved.

- (f) FLSA Compliance. The Office conferred with Human Resource and Finance regarding FLSA compliance issues and considered methods and procedures to audit current City practices for Federal law compliance.
  - (g) Opinions for Ombudsman: Jordan District/Oquirrh. The Office evaluated two requests for advisory opinions from the Property Rights Ombudsman. One was from Jordan School District and the other from Oquirrh Hills. The Office provided the State Ombudsman with legal authority and responded to the Jordan School District's assertions in an effort to assist the Ombudsman in issuing a correct opinion.
  - (h) The core issue concerned the respective rights of the City and the District, regarding the District's proposed construction of a remotely located new elementary school. The City asserted that the District must provide adequate infrastructure to provide safe street access, water, sewer and other needed improvements. The District opposed the City's memo and sought to either force the City to pay for the needed infrastructure or build a substandard project.
  - (i) The Ombudsman's opinion was influenced by the Office's briefing and through negotiation based on the legal strength of the City position, an amicable settlement was negotiated.
  - (j) Bail Bond Forfeitures. The Office collected unpaid bail bond forfeitures from sundry bail bonding companies.
  - (k) Playground. The City Attorney approved a proposed Transfer Agreement in the Veterans Park, with assurance that all potential labor and materialman liens were paid or waived.
7. Property Transactions. The Office participated in numerous sensitive land acquisition conflicts. These include:

- (a) Salt Lake County Board of Equalization Property Tax Notices. Received two notices from the County Board of Equalization, indicating they had re-evaluated two parcels of property owned by the City, and (accordingly) adjusted the taxable value of the parcels. Our office forwarded information to seller, putting them on notice that any assessment levied against the properties for greenbelt taxes must be paid by sellers.
- (b) City Process for Acceptance of Real Property. The Office prepared proposed changes to current City process for accepting real property. These changes included: dedications of land by plat; forms of deeds and easements; and documentation that will be necessary for required on-site and off-site public improvements. They should make City process more consistent, understandable and protect the City's and citizen's interests
- (c) KFP Corporation Purchase Agreement. The Office completed a purchase agreement (including agreement to dismiss legal action) for property owned by KFP Corporation, lying within the 9000 South right-of-way. We received and delivered final payment for the KFP Corporation property along 90<sup>th</sup> South and forwarded deed to City Recorder for recording.
- (d) Seal Storm and Water Line Drain Issue. The Office coordinated with outside legal counsel regarding purchase of a storm drain easement across real property owned by four family members. The eminent domain suit included a motion for immediate occupancy, which was obtained. The case was recently settled, with the City obtaining the land interests it required at close to the City's opinion of fair market value.
- (e) Maple Hills, LLC. The Office drafted, distributed and revised a proposed draft real property agreement between Maple Hills, LLC and the City. It provide for the exchange of real property and the purchase of an adjacent parcel to be used as park property.

- (f) Taylorsville/Murray/West Jordan Boundary. The Office met with Planning on Taylorsville/Murray/West Jordan boundary adjustment. It facilitated completion of the agreed upon adjustments.
8. **Ordinances.** The Office assisted in a number of significant ordinance revisions. These include:
- (a) Recodification and Rewrites of Municipal Code. The Office completed a matrix indicating department responsibility for review of certain Titles for the re-codification of the West Jordan Municipal Code. The Office's first rewrite was of the entire Title 54, dealing with criminal offenses. Also, it started the rewrite of Title 22, dealing with business regulations and licensing. Other chapters are also being reviewed and redrafted in anticipation of the City's re-codification contract.
- (b) Arts Council To Create Sub-Committees. The Office drafted an amendment to the Arts Council ordinance. It authorizes the Arts Council to create sub-committees for City Council consideration. The City Attorney provided a short e-mail opinion regarding this draft's impact and outlined how the Council's oversight is already addressed in our current laws.
- (c) Transient Tax. As requested, the Office drafted an ordinance which imposes a transient room tax on businesses, which offer overnight stay services for travelers.
- (d) Voter District Boundaries. The Office assisted the Recorder's Office with research on redrawing voter district boundaries.
- (e) Kearns Improvement Boundary Adjustment. The Office communicated with legal counsel for Kearns Improvement District (KID) and reviewed legal documents needed for Council Action. It also coordinated with KID for publication of the joint notice of the proposed boundary adjustment. The new boundaries were required to accommodate the Jordan School District's building of its new elementary school.

- (f) False Alarms. Prepared legal memorandum for the Police Department, and drafted a rewrite of the False Alarm ordinance to correct inconsistencies and enforcement provisions.
  
- 9. Employee Issues. The Office assisted Human Resource on numerous issues sensitive personnel issues. The Office:
  - (a) Orientation/Training Meeting. Participated in an orientation/training meeting for a newly appointed Planning Commissioner.
  
  - (b) FLSA. Provided assistance in defining the parameters of Finance and Human Resource, when evaluating City compliance with FLSA laws and regulations. It conferred with Finance, Human Resources, Police Department and the Fire Department regarding FLSA requirements and City personnel and accounting practices, with the goal of assuring compliance with applicable law.
  
  - (c) Employees Discharge Appeal Board. Conducted legal research and caused the City's Employees Discharge Appeal Board to be convened. The Office prepared a complaint and evidence for an anticipated appeal hearing from a terminated employee. Ultimately, the employee agreed to waive the appeal and was permitted to resign, in lieu of the involuntary termination. The Office also reviewed and revised Separation Agreement & Release for a terminated employee. Thus, the contentious matter was concluded, without litigation.

### ***Criminal Prosecution/Code Enforcement***

- 1. Office Procedures. The City's new Prosecutor is working diligently to address paper-flow problems, improve discovery 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. **Justice Court Challenge.** The Office conferred with a sister city whose justice court is being challenged. We will provide assistance and advice gained in defending a similar challenge to our Justice Court in the Goodman appeal
3. **Arrest and Detention of Violent/Mentally Disabled.** The Office conferred with police and others regarding the arrest and detention of a violent, but severely mentally disabled individual. The office is coordinating efforts to have the County provide services and, perhaps, involuntary civil commitment.
4. **Good Citizen Classes.** A protocol was agreed upon to allow a Hearing Officer to screen cases and make referrals to our “good citizen” classes, with a pre-set time on the calendar. The new procedure allows citizens to avoid crowding and incurring unreasonable waiting periods.
5. **Protocol on General Areas.** The Office met with Justice Court Judge and the Police to establish a protocol on general areas of mutual procedural concerns. These changes should make our process of auto insurance matters more transparent and understandable to the public, together with improving efficiencies.
6. **License Requirement for Sex Oriented Businesses.** The new District Attorney has expressed interest in the City joining with County in a government initiated Declaratory Judgment Action to affirm that individual local licenses are required for sex-oriented businesses, such as escorts. The City does not currently appear to have a problem, but it may be a useful decision in the future.
7. **C.A.T. 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. Some of these efforts included: (a) Puppy Palace: animal cruelty; (b) Cole/Nego, drug house; (c) Veirig: civil nuisance abatement; (d) Jack Bingham, junk cars; and (e) Jones Excavating (90<sup>th</sup> South). 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.

8. **Stillman, Jeff.** The Office drafted opinion regarding several possible Code violations created by an accessory building that was too tall for a residential zoned area.
  
9. **Court Case Load [Fiscal Year 2007].** The Prosecutor's Office dealt with the following Case load events in the Justice and District Court, for the Fiscal Year 2007: 1821 Pre-Trial Conferences and 520 Jury/Bench Trials. The Prosecutor also screened numerous cases from Police Department to discern what charges would be filed.
  
10. **Prosecution Manual.** Prosecutor is continuing to work on a Prosecution Manual, which will include prioritizing offenses for office action, setting standards for plea-in-abeyance and standardizing when change of pleas will be accepted.

## **Goals and Objectives**

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

- Continue to rewrite the Municipal Code in preparation of a total City Ordinance recodification.
  
- Continue to review Legislative updates for any Senate/House Bills that will affect municipalities.
  
- Continue efforts to create a Prosecution Manual that establishes office priorities for criminal and code enforcement activities, together with clear protocols for prosecution matters.
  
- 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.

- Attend City Council and various key committee meetings, as directed by the City Manager. Thereby, the Attorney's Office 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.
- Work to create safety and risk awareness programs that promote safe practices. The goal is to reduce costs, resulting from unnecessary accidents and litigation.
- Seek to handle more civil disputes in-house with salaried staff and, thereby, control costs by minimizing the use of expensive outside legal counsel.
- Implement the use of a Laser Fiche scanning process, which will allow staff electronic access to all office files. This process will enhance search capabilities, ensure security of files, assist in retention schedules, and make advances towards our goal of a "paperless" office.
- 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.
- Identify and focus on serious nuisance and other non-compliant properties. The goal is to bring all legal avenues of action to bear on resolving these problem properties and abate their negative impact on the community.

## **Special Projects**

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- Codification, republishing of amending the entire Municipal Code.
- Creation of Policy/Procedure Manual for Prosecution
- Advance towards a paperless office file system.

- Continue training each City department, regarding amended State and City law changes.

## **Performance Measurements**

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- Assignments are evaluated and assigned in writing, with completion dates. Tracking of these due dates is done daily, with a quarterly review and a status conference with each attorney by the City Attorney.
- 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.
- Emails will be acknowledged with a reasonable form response date or answered within one working day, unless pre-empted by vacation or illness.

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**CAPITAL  
PROJECTS**



# City of West Jordan Capital Projects Group Annual Report FY 2007

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## **Introduction**

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### *Executive Summary*

During the last quarter of this fiscal year, the Capital Projects Group was formed and transferred to a direct reporting relationship in the City Manager's office. The intent is to provide additional managerial support and oversight and to maximize productivity in the delivery of capital projects.

### *Mission Statement*

To plan, fund, design, and construct infrastructure capital improvements in the City's water, sewer, storm, and transportation systems. To deliver completed projects of excellent professional quality while optimizing fiscal resources and accountability in an orderly and timely manner.

## **Organizational Structure**

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### *Senior Staff*

#### **Thomas S. Steele, Assistant City Manager**

Responsible for organizing, directing, and assuring accountability for the delivery of all infrastructure capital projects. Also provides primary fiscal guidance for capital funding sources. Tom has 33 years of city management and private development experience and has been with the City for six years.

#### **David Murphy, P.E., Capital Projects Manager**

Responsible for developing and managing all capital improvement projects in the transportation and stormwater systems. Dave has 14 years of experience, and has been with the City for eight years.

#### **Roger Payne, P.E., Capital Projects Manager**

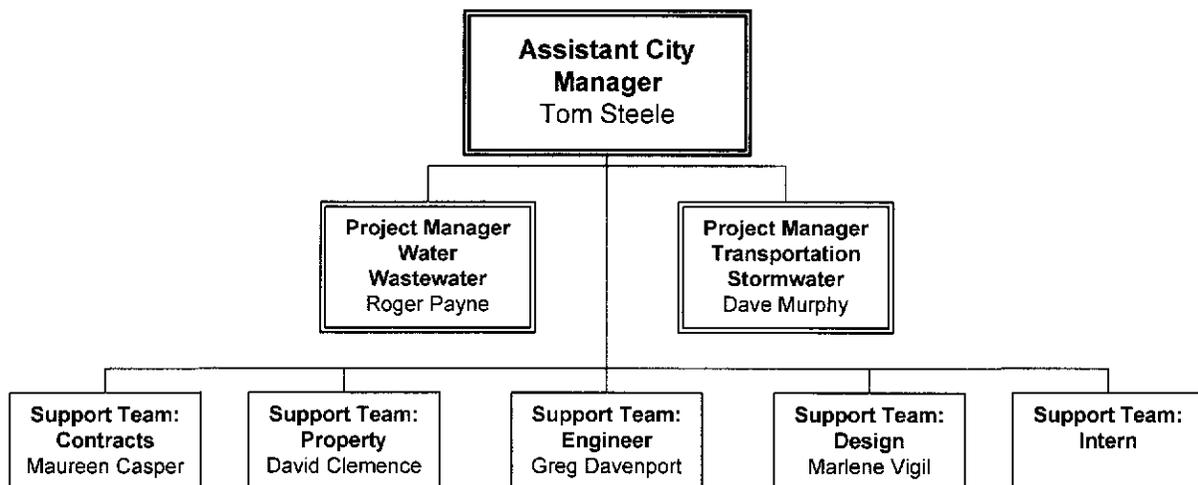
Responsible for developing and managing all capital improvement projects in the water and sanitary sewer systems and for coordinating the acquisition, management, protection, and development of water resources. Roger has 30 years of experience and has been with the City for seven years.

## Personnel Summary

<i>Position Title</i>	<i>Number of Existing Positions</i>	<i>Number of New Positions Budgeted</i>
Assistant City Manager	1*	
Capital Projects Manager	2	
Engineer II	1	
Real Property Agent	1	
Engineering Technician	1	
Contract Administrator	1	
Intern(s)	1	
<b>Total</b>	<b>8</b>	<b>0</b>

*\*Assistant City Manager position is budgeted in the City Manager's budget.*

## Organization Chart



## Accomplishments

- Completed the multi-year, multi-system 9000 South extension from 4000 to 4800 West. The project was big and complex, with railroad crossings and dealing with the Old Bingham Highway alignment. We anticipate that the final accounting will show the prime contract costs coming in at less than 10% change orders.
- Completed the construction of a new 4 million gallon water reservoir at the Airport tank complex at 7800 South and 4000 West. The tank replaces (and increases the capacity of) an old tank at the same site that failed several years ago.
- Completed a new metering connection to the Jordan Valley Water Conservancy District's supply line on Old Bingham Highway. The new station will allow us to deliver water to our storage tanks

for quicker replenishing during high-use periods and helps address several pressure problems in and around the industrial area.

- Established an implementation protocol that will put all projects on an appropriate track to expedite completion. The projects will be assigned one of three categories: (1) small projects that can be designed and implemented within one season; (2) projects that will span two seasons (first season: design and property acquisition; second season: construction); and (3) major projects requiring extraordinary design, property acquisition, or construction efforts.
- Established a change order policy that establishes a target goal of 10% or less of original bids; excepting major field factors that were undiscoverable during design, or City-directed changes in scope to take advantage of reasonable windows of opportunity or avoid future costs and complications.

## **Goals and Objectives**

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### **1. Establish a resource planning tool to enhance project production**

*Objective:* Assess Capital Project Group (CPG) resources and estimate resources required to complete each project. Determine adequacy of resources to meet production goals and evaluate alternatives such as contract assignments, etc.

### **2. Improve accountability reporting**

*Objective:* Design and implement a reporting system that will track the progress of each project and report completions, including timeliness, financial and personnel resources expended.

## **Performance Measurements**

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The Capital Project Group was just recently formed. We will be evaluating appropriate performance measures during the first quarter of the new fiscal year that accurately and meaningfully reflect the mission, standard protocols, and goals of the group.

# COMMUNITY DEVELOPMENT



# City of West Jordan Community Development Department Annual Report FY 2007

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# Community Development Department

## Introduction

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July 2007

City Officials and Citizens of West Jordan:

I am pleased to submit our Annual Report for the fiscal year 2007. This document summarizes the activities of the Community Development Department from July 1, 2006 through June 30, 2007. The statistics and reports conveyed herein are part of our ongoing effort to provide you with reliable information reporting and direction for future programs.

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, we assist the public with the development process to prevent situations that may result in problems. With a focus on communication with the community, the department contributes to improving the quality of life for our citizens.

Through the dedicated efforts of our staff, the department has made great progress in providing high-quality professional service to the community. My thanks to the Mayor, City Council, City Manager, Planning Commission, many other boards and committees, and every employee and citizen who played a part in the advancement of progressive planning practices and the enrichment of our City.

Respectfully submitted,

Tom Burdett  
Community Development Director

## *Mission Statement*

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

## **Organizational Structure**

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### *Senior Staff*

**Tom Burdett, Director of Community Development, Planning & Zoning, Building & Safety, CDBG/Grants Programs, Redevelopment, and Economic Development,**

Tom Burdett has been with the City of West Jordan for five years.

Under general administrative direction, plan, direct, manage, and oversee the activities and operations of the Community Development Department including Planning and Zoning, Building and Safety, and CDBG/Grants; coordinate assigned activities with other City departments and outside agencies; and provide highly responsible and complex administrative support to the City Manager.

### *Personnel Summary*

**City Planner – Richard Lewis, AICP to 3-1-07; Nathan Crane, AICP 6-1-07 to present**

Under administrative direction, plan, organize, and direct the work of the Planning and Zoning Division; and provide staff assistance to the Planning Commission, City Council, Board of Adjustment, and other City commissions and committees.

<b>Senior Planners:</b>	Greg Mikolash, AICP, Michael Meldrum
<b>Associate Planners:</b>	Peter Simmons, Chris Gilbert, AICP, Scott Langford
<b>Planning Intern:</b>	Jennifer Jastremsky
<b>Executive Assistant:</b>	Julie Davis
<b>Management Analyst:</b>	Jeremy Olsen

**Building Official – Bill Bailey**

Under administrative direction, plan, organize, and direct the work of the Building and Safety Division.

**Senior Plans Examiner:** Layne Western

**Inspector Supervisor:** Doug Rolfe

**Plans Examiner:** Jason Frazier

**Permit Technician:** Diana Evans

**Combination Inspector III:** Richard Hartwell, Kenneth Leany

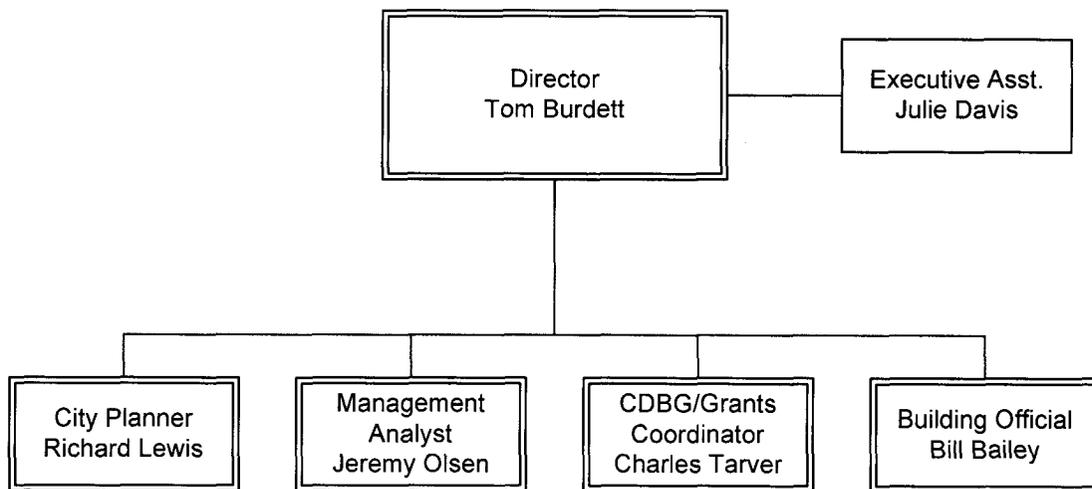
**Combination Inspector II:** Manny DaSilva, Bryce McConkie

**Administrative Assistant II:** Karen Hill, Kristy Kuhn

**CDBG/Grants Coordinator – Charles Tarver**

Under administrative direction, plan, organize, and direct the work of the CDBG/Grants Division; and provide staff assistance to citizens, public service agencies, service providers, the Department of Housing & Urban Development, and the CDBG/HOME Committee. The Community Development Block Grant or CDBG program is a federal program where funds are distributed to municipalities to use for low- to middle-income housing projects.

*Organization Chart*



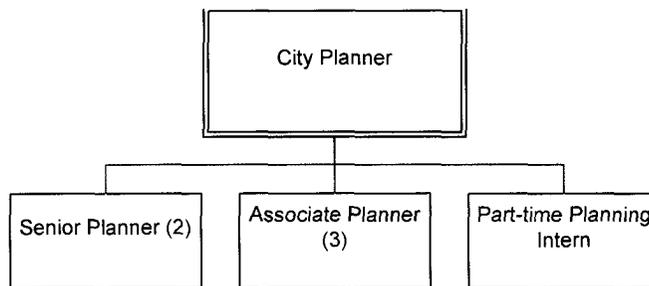
# Planning & Zoning Division

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## *Mission*

The Planning and Zoning Division is dedicated to providing the highest level of professional planning and development review services possible to preserve and improve the quality of life for the citizens of West Jordan and to provide excellent customer service to its clients including citizens, builders, developers, and business owners of the community.

## *Planning & Zoning Division Organization Chart*



## *Accomplishments*

The Planning and 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 plans of the City. 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.

A wide range of planning applications were reviewed this year, including site plans for large commercial projects and major subdivisions. Land use studies and significant ordinance changes were also completed. The division is committed to consistently improving the communication and efficiency of review processes and service delivery.

The following tables illustrate the type and number of specific Planning applications reviewed over a five-year period and during the fiscal year 2007.

**ANNUAL TREND OF APPLICATIONS REVIEWED**

Selected Application Trends 2002 to FY 2007					
	2002	2003	2004	2005	FY '06-'07
Annexations	0	0	0	1	6
Building Permits	1021	2587	1029	707	630
Business Licenses	635	750	680	712	715
Conditional Use	58	63	53	57	30
Metes/Bounds Subdivision	1	3	2	0	4
Ordinance/Master Plan	20	48	29	33	35
Other	8	13	22	8	12
Site Plan (final)	18	49	17	21	31
Site Plan (preliminary)	18	41	23	21	19
Site Plan (revision)	16	7	8	14	28
Subdivision (final)	32	35	13	22	28
Subdivision (preliminary)	28	16	19	14	22
Subdivision (revision)	8	4	4	5	6
Temp. Sign Permit	107	202	196	231	189
Variance	2	5	0	4	5
Zone Change	24	33	23	41	20

**APPLICATIONS REVIEWED BY MONTH**  
July 2006- June 2007

Applications Reviewed Fiscal Year 2006													
	July '06	Aug.'06	Sept.'06	Oct.'06	Nov. '06	Dec.'06	Jan.'07	Feb.'07	Mar.'07	Apr.'07	May'07	Jun.'07	Total
Annexations	0	0	6	0	0	0	0	0	0	0	0	0	6
Building Permits	67	94	42	17	48	53	38	45	51	53	72	50	630
Business Licenses	46	73	33	47	65	47	67	92	65	56	81	43	715
Complaints Investigated	2	1	2	2	0	0	0	0	0	0	0	0	7
Conditional Use	3	1	2	2	1	4	0	1	8	4	3	1	30
Metes/Bounds Subdivision/Lot Line	0	0	0	0	2	0	2	0	0	0	0	0	4
Non-compliance Notice Letters	0	2	3	1	1	0	33	1	3	2	1	1	48
Ordinance/Master Plan	0	2	2	4	2	1	2	2	3	1	5	11	35
Other	0	3	0	0	1	0	1	1	3	0	1	2	12
Site Plan (final)	3	1	1	3	6	7	0	3	2	1	1	3	31
Site Plan (preliminary)	0	3	4	3	2	2	0	0	1	1	1	2	19
Site Plan (revision)	3	2	3	1	4	5	3	2	2	0	3	0	28
Subdivision (final)	1	1	2	0	4	8	2	1	1	4	2	2	28
Subdivision (preliminary)	0	3	5	0	1	0	1	2	0	3	4	3	22
Subdivision (revision)	0	1	0	1	0	0	0	1	1	2	0	0	6
Temp. Sign Permit	18	14	10	13	13	12	24	16	21	13	15	20	189
Variance	1	0	0	0	0	0	0	2	0	1	1	0	5
Zone Change	0	0	1	1	2	1	1	0	0	2	1	11	20

## ***Goals and Objectives***

**Goal: To provide the technical assistance necessary to manage the City's urban growth and redevelopment according to adopted policies, plans and directives.**

*Objective:* The Planning and Zoning Division continues to update existing codes and studies as needed and as directed to implement the City's General Plan and other land use related plans. (Ongoing)

*Objective:* Standards will be developed for plan review processing in order to complete reviews in a timely and accurate manner. (Completed)

*Objective:* The Planning & Zoning Division will provide professional planning services, staff support, and assistance for the City Council, Planning Commission, Board of Adjustments, General Plan Committee, Downtown Revitalization Committee, and Open Lands Committee. Assistance will be provided to applicants submitting requests for zoning amendments, conditional use permits, subdivision plats, site plans, appeals, and other applications. (Ongoing)

**Goal: To provide a high level of professional planning expertise and recommendations to the City's elected and appointed officials, residents, builders, developers, business owners and other governmental agencies.**

*Objective:* Refinements of the "one stop permitting" process and coordination with the Office of Development Assistance will continue in order to provide a high level of professional service and to improve communications. (Ongoing)

*Objective:* Education and training will be made available to the Planning Staff allowing current urban development strategies and methods to be incorporated into the City's land use planning and code implementation. (Ongoing)

**Goal: To provide consistent, equitable, and timely review of applications for building and development proposals.**

*Objective:* The Planning and Zoning Division will provide consistent, accurate interpretation and enforcement of the Zoning and Subdivision Codes to assure that the City will continue to provide livable neighborhoods, convenient places to work, and attractive shopping areas. (Ongoing)

*Objective:* Provide optimum customer service to developers and the general public with interpretation of the City's zoning regulations, the General Plan, development processes, and expedite plan processing and review for new businesses in the community. (Ongoing)

### ***Special Projects***

#### **West Side Specific Plan – Update to the General Plan**

The Planning Staff coordinated the update of the General Plan for the west side of the City. Numerous meetings with the consulting team and the Stakeholders Committee were necessary to develop a concept plan, which was presented to the General Plan Committee, Planning Commission, and the City Council. This plan, adopted by the City Council will set the pattern for future development over the next 20 years for the area of our City west of 5600 West.

#### **Density Zoning Implementation – West Side Plan**

In order to implement the density-based land use objectives specified in the West Side Specific Plan, it will be necessary to adopt administrative procedures. This new zoning scheme will offer density bonus incentives for development incorporating desirable community amenities. The research for this innovative zoning concept has been completed, the new ordinance was adopted in 2006, and the zoning map was adopted in 2007.

#### **Transit Station Oriented Development Ordinance**

The Planning staff completed the City's first Transit Station Oriented Development ordinance. Following public hearings, this ordinance was recently adopted. The General Plan was updated to show the location of future TSOD's, and these areas will be rezoned in the near future. This major accomplishment will establish the desired land uses and character of development around future TRAX stations in our community. Amendments to the zoning map were adopted in 2007.

#### **Trail Corridor Analysis and Design Criteria**

The City's Parks, Recreation, and Trails Master Plan lists proposed trails along major drainage corridors. However, the plan did not specify the design criteria for the width and character of the proposed trails. The Planning staff completed an analysis and developed design criteria for each trail corridor in the West Side Specific Plan. This analysis will provide

the necessary information to compute cost estimates for the required land dedication and acquisition of property along the corridors. The design criterion indicates the required trail, trailhead, and landscape specifications.

### **Jordan Landing**

Jordan Landing Phase VI was approved and is under construction with Sport's Chalet as a major anchor. Other projects approved include Hampton Inn and Suites and Jordan Landing Corporate Office.

### **Jordan Valley Medical Center**

Approvals for a \$46 million expansion that will double the number of beds to 98 and will include an expansion to the emergency room facility.

### **KraftMaid Industrial Building & Site**

Final inspections of the KraftMaid facility were completed and office building construction is on schedule.

### **Salt Lake Airport II**

The Master Plan for the airport 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 10 workdays of receiving complete application, and notify applicant of any required modifications. Review returned corrected plans within five workdays of receiving plans.
3. Schedule development applications requiring Planning Commission review within 45 days of receiving complete application, including all required corrections and modifications to comply with City codes and regulations.

4. Train new members of the Design Review Committee and conduct review for Westside Planning Area and others as necessary.
5. Assist the Parks, Recreation and Open Lands Committee to acquire open land parcels using the proceeds from the Open Lands Bond.
6. Research and prepare corridor plan for Redwood Road. The plan will address land use and access.
7. Implement and prepare procedures for density-based zoning overlay for western portion of the City.
8. Continue to assist the Planning Commission and City Council to amend the zoning map and ordinances necessary to implement the General Plan.
9. 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.
10. 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.
11. 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.

12. Accurate records of code complaints and notification of requirements for compliance shall be kept on all zoning code enforcement actions. An initial response to a complaint shall be made within 48 hours of receiving the complaint.

13. Unprogrammed directives, including special studies, shall be programmed for completion within an agreed upon time schedule.

## Building & Safety Division

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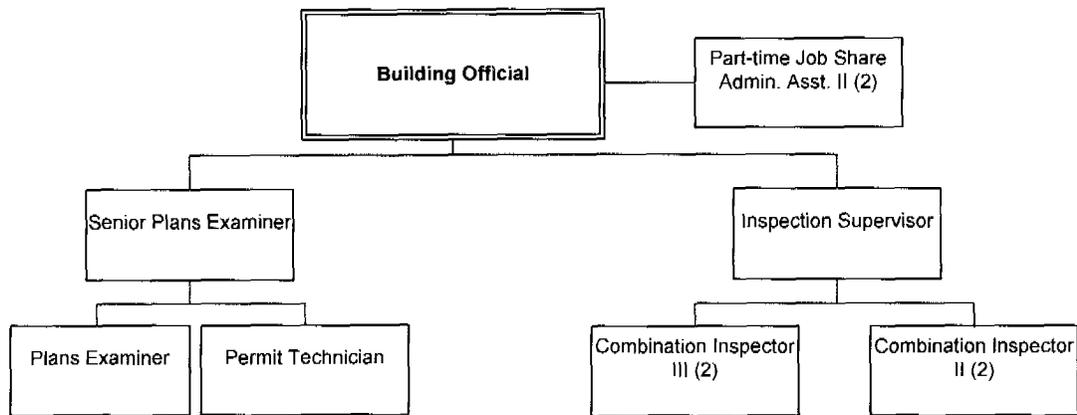


(KraftMaid Cabinets - 7/07)

### *Mission*

To enforce minimum standards to safeguard life or limb, health, property, and public welfare by regulating and controlling the design, construction, quality of materials, use, occupancy, location and maintenance of all buildings and structures, and City ordinances dealing with code enforcement within this jurisdiction by competent review, enforcement, permitting, and inspection of all building construction, demolition, renovation, or remodeling in the City.

## *Building & Safety Division Organization Chart*



### *Accomplishments*

Issued 1,426 building permits totaling \$221 million in valuation; 52 new commercial and industrial building permits, 532 single-family dwelling permits, 114 multi-family living units, and 728 miscellaneous permits.

More than 1,400 plans were reviewed for code compliance by the permit technician, the plans examiner, the senior plans examiner, and the building official.

Performed over 15,977 field inspections, which included: building, electrical, plumbing, mechanical, structural fires, mud tracking and water meter violations, and complaints.

Issued certificates of occupancy for Sportsman's Warehouse; J.V.H. Cath Lab addition, Kaleidoscoops, Mt. Olympus Spa, The Children's Place, Kelly Jewelers, First Med, PAMI Biolabs, Jordan West Family Counseling, Heart & Lung Center, Steven Newton Office/Warehouse, Mountain America, Alta Vista Chiropractic, D and D Toys, Acropostale, J.V.H. Medical Office Shell, Dr. Webb/Dr. Zimmerman, Dr. Brad Rigby, Family Dollar, Salt Lake Candle, Bedrock Quartz, Check City, U.D.O.T. Maintenance Station, Graywhale CD, Panaderia Yucatan Bakery, Spa Club, Countywide Home Loans, Maverik Country Stores, Countertop Factory, Stair Fittings, Inc., Sprint Store, Dr. Hensley, Three C Collision, Dr. Clark, Jolley Pharmacy, One Stop Body Shop, Dr. Garner Meads, Dr. McFadden, Dr. Clark, Dr. Ryan Johansen, Jordan Ridge Kids & Teens, Dr. Ramsey, House of Hearing, Southwest Children's Clinic, The Water Store, Dr. Eric Horsley, The Grille From Ipanema, Lynco Sales & Service, CAO Group, The Heart Center, Medical Mart, Dr. Buchi & Dr. Boynton, West

Jordan Gateway Phase III, Woodcraft, W.J. Cobble Creek 8 LDS Church, Massage Envy, Gentle Vet, First American Title, Arc Services, and Quality Distributing Co.

Commercial Permits Issued in 2006 include Mountain View Professional Center, 4.0 MG Reservoir, SME Steel Expansion, Three C Collision, West Jordan Gateway Phase III, Mobilight Office/Warehouse/Menlove Storage Building, Able Auto & Body, Maverik Country Stores, West Jordan Retail/Bona Vista, Verizon, 3<sup>rd</sup> Dimension, Three Fox Crossing, Target & Jordan Landing V, Intermountain Ornamental, KraftMaid, Lynco Sales & Service, Bill Davidson Office/Warehouse, Jordan Office Plaza Building, Best Buy, Shell between Target & Best Buy, Park Village Plaza, Single Engine Hanger (Airport #2), Arc Services, 8815 Professional Plaza, West Ridge Office Park, Barnes Building Office/Warehouse, Beehive Rest Home, Forever Furniture, West Jordan Meats, Dannon Expansion, Brubaker Office Warehouse, Jordan Landing Office One (Spec Building), Foursquare Office Building, 7800 South Office Building, Northwest Standard Corp, and Jiffy Lube.

The laptop computers in all inspector vehicles for wireless inspections are providing real-time inspection results viewing by the office. This has proven to be an excellent tool. It provides the staff a means of responding to builder/contractor inquiries in minutes when it used to take a full day. City View will eventually be on the city website and inspection results will be accessible to the public. Building & Safety is leading the charge in the utilization of City View and using it to its potential.

Building & Safety is a key division on the code enforcement team and has assisted in most of the CAT (Community Action Team) properties that have required inspection to determine life safety or health concerns.

Building & Safety assists in the development process and plays an essential role with the new Office of Development Assistance.

Building & Safety 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 IAEL, Utah Association of Plumbing and Mechanical Officials, Utah Chapter Uniformity Council, and State of Utah Building Codes Commission. The City's Building Official has been present at and participated in the development of new codes and changes to the existing International codes.

Building & Safety staff has attended over 500 continuing education hours of training in the new Building, Electrical, Mechanical, Plumbing, Fire, and Accessibility codes.

Building & Safety manages the permit center.

## *Goals and Objectives*

**Goal: Provide technical assistance to the public and professional builders informing them of building code regulations, new changes, and code interpretations.**

*Objective:* Continue participating in training and education opportunities to learn the new 2006 international codes that were adopted statewide January 2007.

**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.**

*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).

*Objective:* Provide 24-hour turnaround on inspection requests obtained through our inspection request process, and provide professional quality plan review service and field inspections while providing superior customer service in both programs.

**Goal: Continue to improve the express permitting process.**

*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**

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

State required weather barrier and flashing inspections, this adds two-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.

Zoning inspections for brick/rock/architectural features.

20+ structural fire inspections per year.

490+ miscellaneous enforcement inspections: grading complaints, mud tracking, drainage problems, code enforcement, illegal sign removal, etc.

Additional time spent on lot grading inspections to verify compliance with approved engineered drainage plans.

Business license inspections; Building & Safety now performs multi-discipline inspections covering Planning and Zoning compliance and Fire Department checklists for home occupations saving multiple trips to the same properties.

Two to three daily follow-up/quality control inspections by Building Official and/or supervisors.

Front counter traffic has increased. Building & Safety is the primary contact for building permit applications, permit issuance, and one-stop permits.



**(Jordan Landing Office One - 7/07)**



**(Mobilight Building – 7/07)**



**(Jordan Landing Phase 6 – 7/07)**



**(Intermountain Ornamental – 7/07)**



**(Target Store @ Jordan Landing – 7/07)**



**(Three C Collision – 7/07)**



**(West Jordan Meats – 7/07)**



**(Verizon Wireless Building – 7/07)**



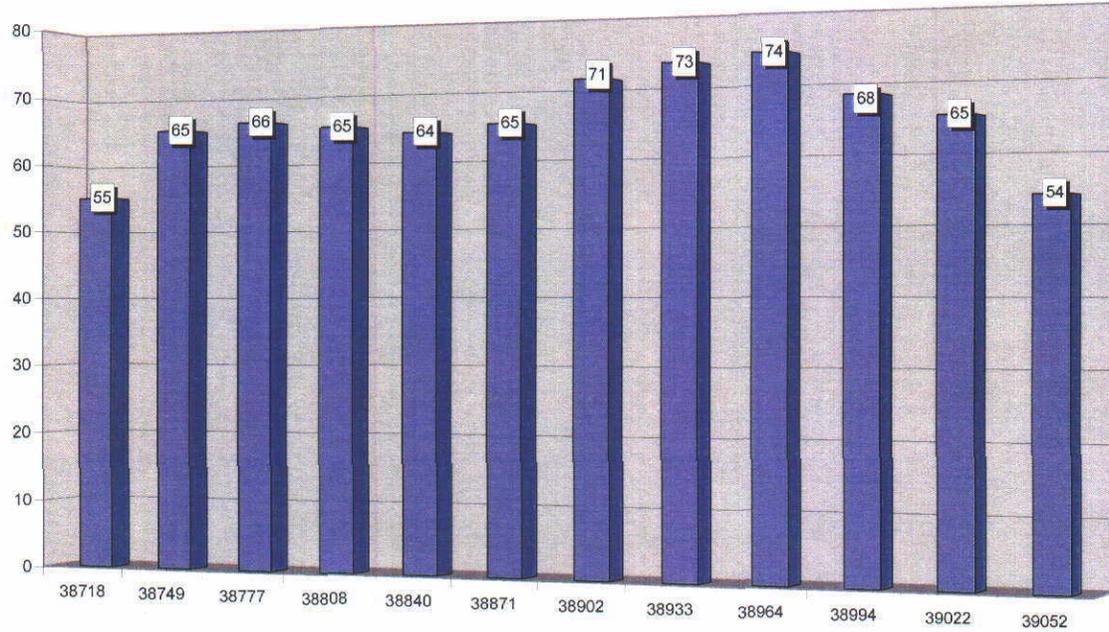
**(CAO Building – 7.07)**



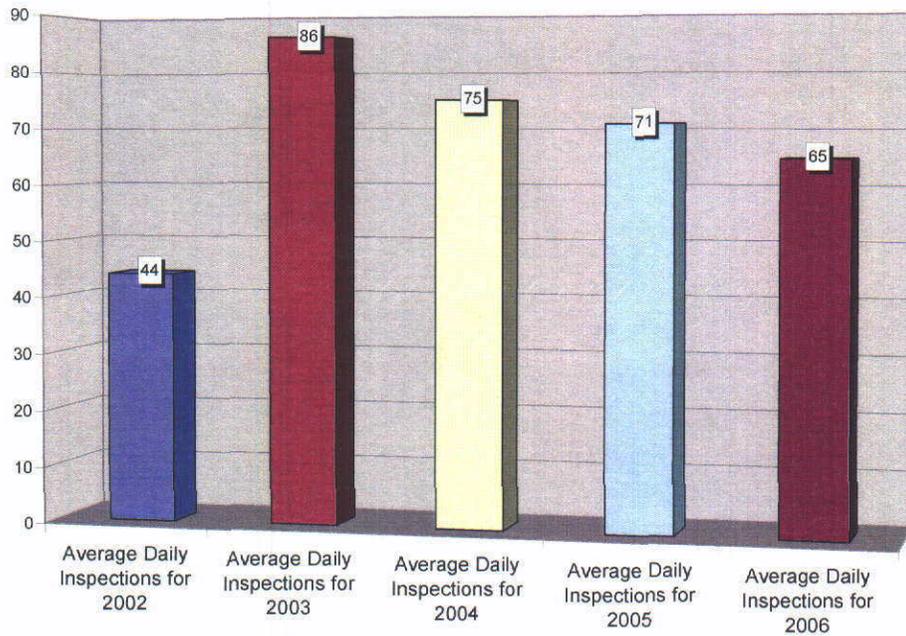
**(West Ridge Office Park – 7/07)**

Performance Measures

Graph 1 Average Daily Inspections per Month / 2006

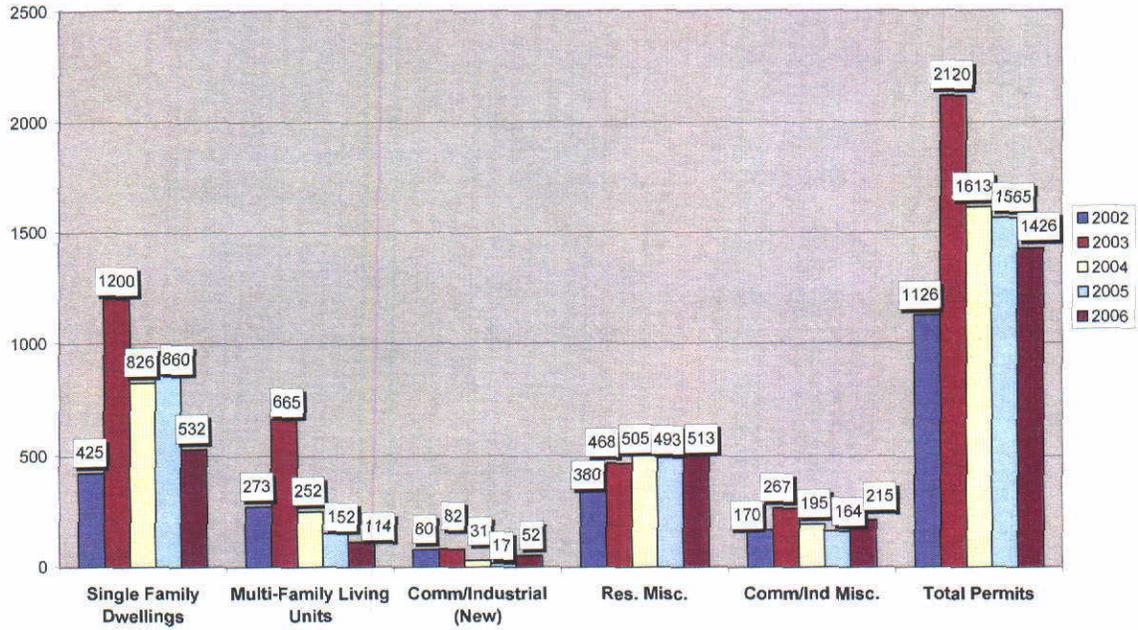


Graph 2 Average Daily Inspections per Year 2002, 2003, 2004, 2005, 2006



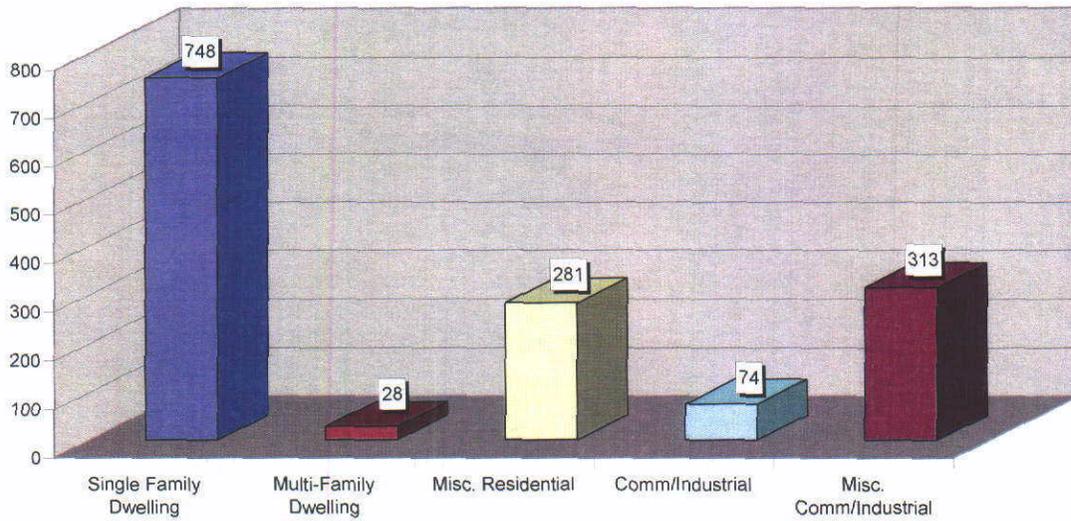
Graph 3

### Permit Statistics for 2002, 2003, 2004, 2005, 2006



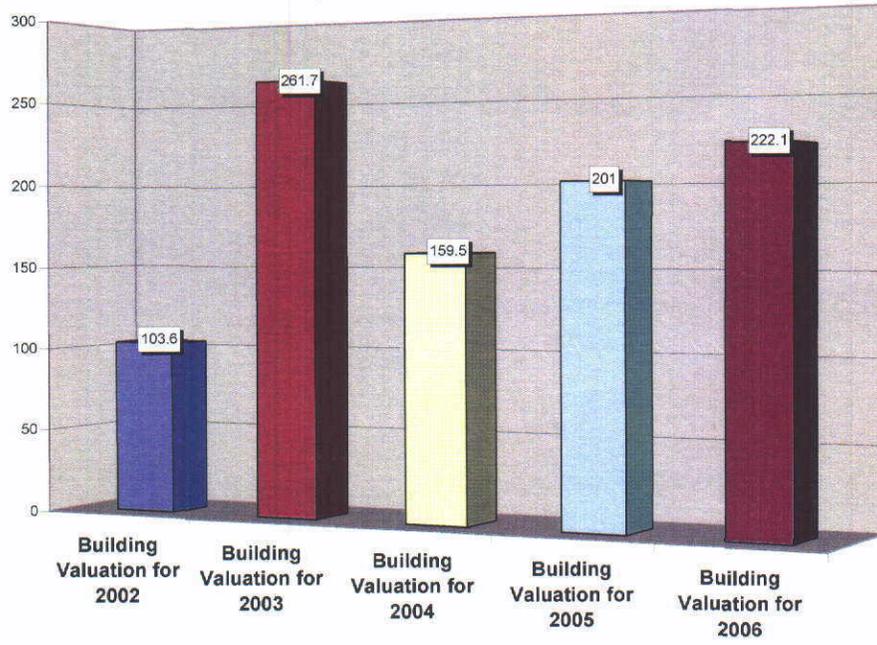
Graph 4

### Plan Reviews for 2006



Graph 5

### Building Valuation in Millions for 2002, 2003, 2004, 2005, 2006



## **CDBG/Grants Division**

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### *Mission*

The CDBG/Grants Division is dedicated to providing the highest level of professional planning and grantsmanship services possible to preserve and improve the quality of life for the citizens of West Jordan and to provide excellent customer service to its clients, including citizens, developers, public service agencies, Department of Housing & Urban Development, and service providers for the community.

### *CDBG/Grants Division Organization Chart*



### *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 are 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 this year, including some complex projects such as completion of the Pioneer Hall renovation, Open Space Purchase Funding, and the construction of an outdoor basketball court. The Division is committed to consistently improving the communication and efficiency of this process and delivery of these services.

West Jordan CDBG FY 2006-2007		
		Funding
Community Action Program	Food Pantry-3 Day Food Supply	4,000.00
Community Action Program	Housing/Financial Counseling	6,000.00
YWCA	Crisis Shelter & Support Services	5,000.00
Community Services Council	Utah Food Bank	7,000.00
South Valley Sanctuary	Women's Shelter	9,500.00
Sandy Counseling	VISIONS counseling	2,500.00
The Road Home	Emergency Winter Housing	4,000.00
The Road Home	Salt Lake Community Shelter	4,000.00
Family Support Center	Crisis Nursery	6,500.00
Family Support Center	Home Counseling Program	4,000.00
Legal Aid Society	Legal assistance	11,000.00
Community Services Council	211 Program	1,500.00
Kostopulos Dream Foundation	Disability Camp Program	2,500.00
Big Brother/big Sister Program	Youth Mentoring Program	2,000.00
Salaries Full-Time		55,323.00
Sick Leave Buyout		500.00
Benefits Full-Time		16,496.00
Administration	Administration	4,094.00
Assist	Emergency Home Repairs	60,000.00
Utah Independent Living Center	Building Expansion	20,000.00
Community Services Council	SIHIP - Home Repair	25,000.00
Downpayment Assistance	Home Purchase	34,593.00
Housing Rehab	Low Interest Repair Loans	25,000.00
Debt Service 108 loan	Senior Center Payment	216,167.00
Curb, Gutter & Sidewalk	Curb cuts	75,000.00
House of Hope	Building Laundry	1,867.00
Contingency		5,000.00
CDBG Total		616,115.00
HOME (Salt Lake Country)	Affordable Housing Program	100,000.00

## ***Goals and Objectives***

**Goal: To provide the technical assistance necessary to manage funding in compliance with the City's new urban growth and redevelopment.**

*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)

*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)

**Goal: To provide a high level of professional grantsmanship expertise and recommendations to the City's elected and appointed officials, residents, developers, public service agencies, service providers and other governmental agencies.**

*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)

*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)

**Goal: To provide consistent, equitable, and timely review of funding requests for assistance proposals.**

*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)

*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*

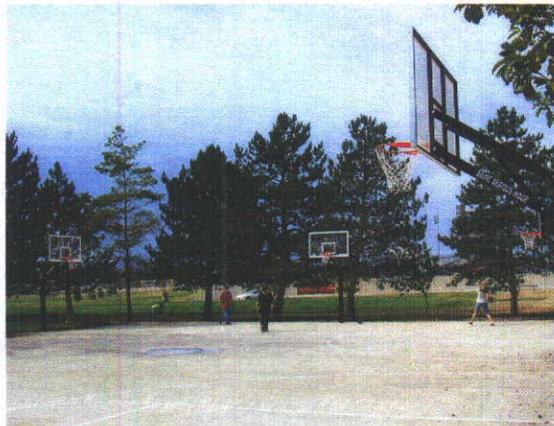
### **Pioneer Hall Renovation**

Plans for the renovation of Pioneer Hall were presented to City Council for their review and approval during August 2006. Funding for this project was secured by staff from a Congressional appropriation, a grant from the Eccles Foundations, and matching funds from the City of West Jordan. Renovation was completed in May 2007.



### **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 Veteran's Memorial Park. This project was completed in June 2007.



### **Open Space Funding**

The CDBG/Grants Staff has continued to work with the Governor's Office of Planning & Budget to maintain funding from the LeRay McAllister Quality Growth Grant for the purchase of a conservation easement on the Marks farm. This project is ongoing, and completion is anticipated in the upcoming year.

## *Performance Measurements*

1. Review all funding requests and development proposals for compliance with Federal/State program and development standards. Each request will be handled and reviewed in accordance with the program requirements from which funding is sought.
2. Review down payment assistance applications within 10 workdays of receiving complete application, and notify applicant of any required modifications. Complete and issue funding approval within 30 workdays from receipt of initial request.
3. Schedule Historic Preservation Committee meetings on a quarterly basis to train and establish a review process for future projects requiring an historic review and complete an inventory of historic sites in the City.
4. Assist the Parks, Recreation and Open Lands Committee to acquire open land parcels using the proceeds from the Open Lands Bond and additional funding from State/Federal sources.
5. Provide outstanding customer service and a high level of professional and technical advice to the public and to all City Departments. This objective will be met through timely response to inquiries, application reviews, complaint resolution as well as front counter courtesy and interaction. Phone calls shall be returned within 24 hours, and 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.
6. Unprogrammed directives, including special studies, shall be programmed for completion within an agreed upon time schedule.
7. Coordinate City grants. Make applications and administer grants as assigned by Department Heads and City Manager. Create an in-house grant committee with representatives from various City departments.

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# ENGINEERING



# City of West Jordan Engineering Department Annual Report FY 2007

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# Engineering Department

## Introduction

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### *Executive Summary*

The Engineering Department has undergone major changes in organization, staffing, capability to provide services, and attitude toward providing services and customer service over the last year. 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 extremely 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 City department. We enjoy that coordination and the relationships we are developing inside and outside of the City organization.

One of the major changes made during the last fiscal year has been the reassignment of the Capital Projects Group to Tom Steele, the Assistant City Manager. This report reflects that change and the Capital Projects Group report is in a separate section of the City's Annual Report.

### *Mission Statement*

Provide adequate and cost effective engineering and technical services for transportation, water, stormwater, 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.

## Organizational Structure

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### *Senior Staff*

#### **Wendell T. Rigby, P.E., Director of Engineering**

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 (GIS) divisions. Wendell has 27 years of experience and has been with the City for almost four years.

**Nate Nelson, P.E., City Engineer**

Responsible for all private development project review, processing through the Planning Commission and construction. Nate has 13 years of experience and has been with the City for more than three years.

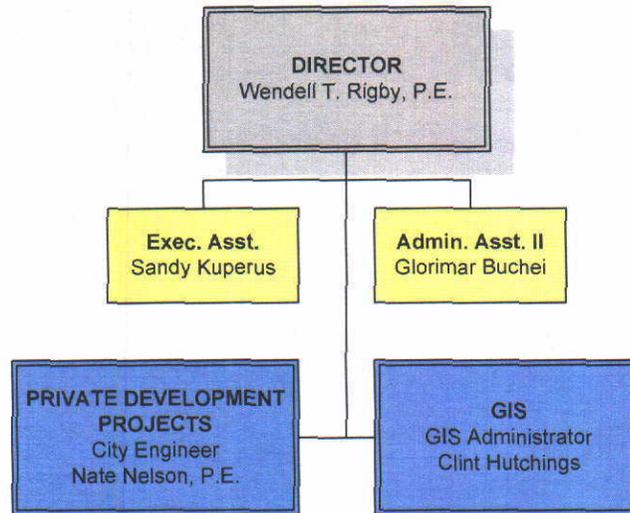
**Clint Hutching, GIS Administrator**

Responsible for all functions of the City's geographical information system (GIS) which serves all City departments. Clint has 7 years of experience and has been with the City for a little more than one year.

**Personnel Summary**

<i>Position Title</i>	<i>Number of Existing Positions</i>	<i>Number of New Positions Budgeted</i>
Director	1	
City Engineer	1	
Traffic Engineer	1	
Engineer II	3	1
Engineering Technician	1	
GIS Administrator	1	
GIS Specialist	1	
Engineering Inspection Supervisor	1	
Engineering Inspector II	1	
Engineering Inspector I	3	
Executive Assistant	1	
Administrative Assistant II	1	
Intern(s)	1	
<b>Total</b>	<b>17</b>	<b>1</b>

## Organization Chart



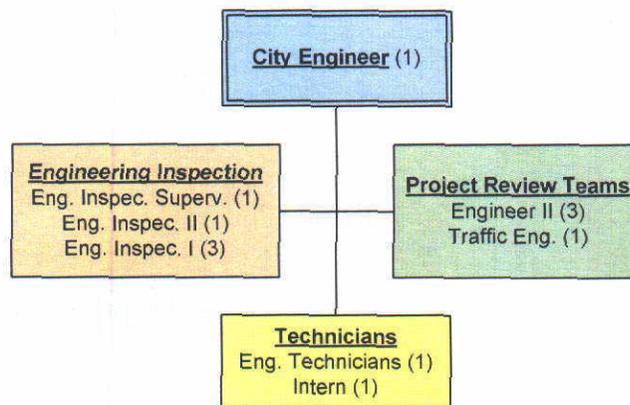
## Private Development Projects Division

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### Mission

To assist the development community in their design, review, and approval of new projects within the City. The Division will ensure that all projects comply with all City master plans, design and construction standards, and that they are constructed in accordance with approved design and construction standards and approved drawings.

### Division Organization Chart



## *Accomplishments*

- Revised the Public Improvement Guarantee Code and implemented a new system for releases, based upon 'system' releases, whose purpose is to increase the quality of the constructed work product and speed up the bond release process.
- Revised the 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.
- Implemented a standardized redline review process and memorandum format that gives direct references to applicable City Codes and distinguishes the differences between redline comments that are required, versus comments that are suggestions.
- Established 4-week-review-period for initial private development reviews and 1-week-review-period for redline reviews. Staff completed their reviews within these two timeframes, except for a few occasions.
- Implemented the use of complete checklists for each of the development classifications and made the checklists available to the development community and City staff, resulting in a more clearly defined and condensed process.
- Worked closely with management and staff in the continued implementation of the Office of Development Assistance.
- 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.
- 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.
- Continued with the use of City View in tracking projects and generating reports for the progress of projects.

## **Goals and Objectives**

### **1. Finalize the updating of the City's Master Drainage Plan.**

*Objective:* The Private Development Projects Division has almost completed this work with a draft report having being prepared. Staff will work closely with the consulting firm and the other departments in the City to update the plan, which currently does not adequately address the drainage needs in the western portion of the City. The new plan will be complete in the first half of 2008 and will be a more useful tool in planning the drainage needs of the west-side developments.

### **2. Finalize the updating of the City's Master Culinary Water Plan.**

*Objective:* The Private Development Projects Division has almost completed this work with a draft report having being prepared. Staff will work closely with the consulting firm and the other departments in the City to update the plan. The new plan will be complete in the first half of 2007 and will be a more useful tool in planning the water facility needs for the City.

### **3. Update the Sewer Master Plan**

*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.

### **4. Update the Parks, Storm, Water, Sewer, Police and Fire Impact Fees**

*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 last year.

### **5. Establish a new, written policy on the development and maintenance of detention ponds that are built by private developers.**

*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.

### **6. Complete revision of the Transportation Master Plan in-house.**

*Objective:* Complete the revision of the Transportation Master Plan to address the size and location of future roads in the western portion of the City and improve planning for future pedestrian and bicycle trails, and railroad crossings, and to provide more detail to some of the areas of the plan that are insufficient. This update will be complete and ready for City Council action by the end of the first half of 2008.

### *Special Projects*

1. **Road and Bridge 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. The Manual will address the issue of private versus public streets and will provide a pavement design method to be used for all projects. Additional design criteria and standard drawings will increase the quality of the end product constructed by the private development community.
2. **Parks, Trails and Landscaping Policies and Design Criteria Manual.** The Engineering and Public Works departments are working on completion of this Manual which will provide additional detail regarding design and construction of these facilities. This will provide additional detail to the development community and its consultants regarding what the City requires and will increase the quality of the constructed 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.

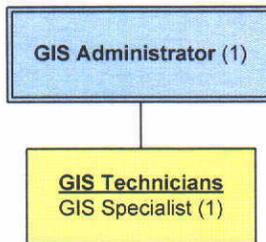
## **Geographical Information System (GIS) Division**

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### *Mission*

The mission of the GIS Division is to develop and maintain high quality GIS data and to educate other City Departments and outside agencies on the benefits of GIS. Our GIS data is used to provide analysis, produce maps and reports and to develop custom applications. The primary goal of the GIS Division is to eventually have a true enterprise solution, which will take full advantage ESRI's ArcIMS and ArcSDE technology. We also envision an improved Asset/Work Management System that will link to our GIS.

### *Division Organization Chart*



### *Accomplishments*

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

1. Completion of a draft of the GIS Master Plan for the future of GIS in the City. Staff is making finishing changes to the document, which will then be implemented.
2. Implementation of the 'Hotlinks' project. 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. 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. **Implementation of Internet Mapping.** As part of the FY 2008 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. **Assist with the development of the Pavement Management Program.** Assist the Public Works Department and Capital Projects Group with the establishment and maintenance of the City's pavement management program. This work will be completed by the end of December 2007.
3. **Implement the GIS Steering Committee.** In order to better service GIS users, the GIS Division is proposing to establish a Steering Committee which will assist in identifying needs, establishing programs, and setting priorities for these programs.
4. **GIS user training.** 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 City departments. At the present time we anticipate the following special projects will be undertaken by the Division:

- City property mapping.
- Identification of storm water detention basins in the City including privately maintained and City owned and maintained.
- City boundary and annexation mapping
- Water meter location mapping

### *Performance Measurements*

Meeting all the goals identified for the GIS Division will represent a significant achievement. Many of the goals set for FY 07/08 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 FrecAnce software and establishment of protocols for its usage.
2. Completion of the GIS work necessary to assist with the pavement management program.
3. Establishment of a GIS steering committee.
4. Identification of all City-owned property. Acquisition of all documents associated with this ownership.
5. Significant advancement on determining the location of all storm water detention basins in the City.

FINANCE AND  
ADMINISTRATIVE  
SERVICES



# City of West Jordan Finance and Administrative Services Annual Report FY 2007

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# Finance and Administrative Services

## Introduction

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### *Executive Summary*

During FY 2007, utility customers experienced an enhanced level of service. Waiting time at the Finance front counter was reduced as a result of the addition of a third workstation and the hiring of a part-time customer service representative. Customers calling in also are experiencing a reduced wait time due to the reprogramming of the phone system. Over 1,000 customers are currently making utility payments online, a service which has been in operation just over one year. An educational flyer was sent to each customer with detailed information on the new water and sewer rate increase that went into effect March 1, 2007.

The City's investment earnings for fiscal year 2007 totaled \$2,751,296, a 34% increase from the year before. In December 2006, the City Council approved the City's first formal Investment Policy. This policy will be reviewed annually and updated as needed. Proposals were solicited for the City's banking services. Wells Fargo Bank was selected to provide future banking services at an annual cost of approximately \$72,000.

Purchasing authority was decentralized when departmental procurement authority was raised from \$500 to \$2,500. To accommodate the increased purchasing workload in the Public Works department as a result of this policy change, the Purchasing Technician was reassigned to the Public Works department. The new Business License Coordinator has been aggressively collecting delinquent fees from businesses that have not renewed their business licenses. During FY 2008 a part-time assistant will be hired to track down non-licensed businesses throughout the City.

In FY 2008, several projects are planned including preparation of a long-range revenue forecast, implementation of a proactive debt collection program, preparation of numerous policies and procedures and implementation of a new automated employee timesheet software program.

The Finance and Administrative Services Department continues to improve customer service and achieve excellence in the providing of financial services to our internal and external customer. I extend my appreciation to each and every employee of the department that has demonstrated enthusiasm and dedication to raising the bar of professionalism in all that we do.

## **Organizational Structure**

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### *Senior Staff*

David A. Hals, Director of Finance and Administrative Services  
Janice Larsen, Deputy Finance Director  
David Zobell, City Treasurer  
Eric Okerlund, Budget Officer  
Joe Hall, Purchasing Agent  
Michael Hall, Management Analyst

### *Personnel Summary*

The Finance Department consists of the following positions:

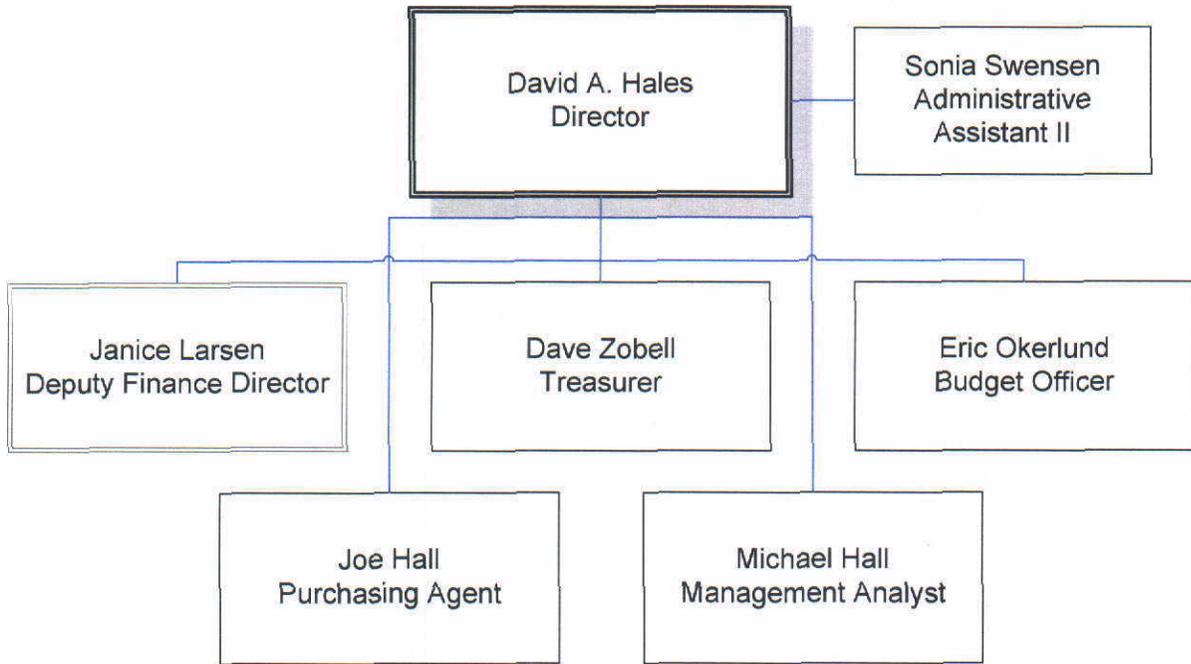
1	Director of Finance and Administrative Services
1	Deputy Finance Director
1	Budget Officer
1	City Treasurer
1	Management Analyst
1	Administrative Assistant II
1	Part-Time Administrative Assistant/Filing Clerk I
1	Customer Service Supervisor
4	Full-Time Customer Service Representatives
1	Part-Time Customer Service Representative (position added May 1, 2007)
3	Utility Billing Representatives
3	Meter Utility Technicians
1	Seasonal Meter Utility Technician
1	Payroll Technician
1	Accounts Payable Technician
1	Accountant
1	Purchasing Agent
1	Business License Coordinator

**Full-Time Employees: 22**

**Part-Time Employees: 2**

**Seasonal Employees: 1**

*Organization Chart*



**Financial Summary**

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*Budget and Expenses*

The following chart shows the approved budgets for each division of the Finance department for Fiscal Year 2007 and the corresponding expenditures. Overall, the Finance department only expended 88.02% of its approved budget, saving the city \$250,174.21.

<b>Division</b>	<b>Budget</b>	<b>Total Expenditures</b>	<b>Percent of Budget Expended</b>
Accounting	\$818,308.00	\$737,511.68	90.18%
Utility Billing	\$652,411.00	\$553,980.83	85.32%
Purchasing	\$120,701.00	\$113,962.34	94.42%
Treasury	\$497,237.00	\$433,027.94	87.14%
<b>DEPT. TOTAL</b>	<b>\$2,088,657.00</b>	<b>\$1,838,482.79</b>	<b>88.02%</b>

## **Finance Department**

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### *Mission*

The mission of the Finance and Administrative Services Department is to: (a) enhance the quality of financial decision making by instituting budget practices that illuminate the short- term and long-term key issues and choices facing our community; (b) prevent fraud by providing strong internal controls; (c) achieve savings in procurement through fair competitive practices; and (d) improve employee competencies through investment in professional development.

### **Accomplishments**

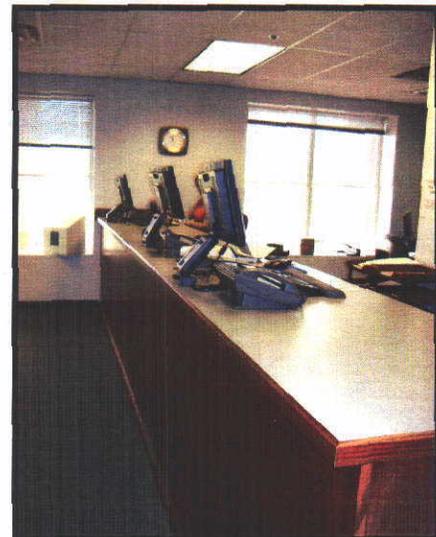
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#### *Finance*

1. Transient Room Tax: Finance prepared a resolution requesting the City Council permit the City to charge a Transient Room Tax on hotels within the City. The City Council approved it on February 20, 2007. When the city's first hotel, the Hampton Inn, opens in 2008, this new tax revenue will bring additional revenue in to the City.
2. Investment Earnings: Managed the City's investment monies, which totaled \$53,362,971. Investments earnings totaled \$2,751,296.
3. Banking Services Contract: Solicited proposals from several pre-qualified financial institutions for a new banking services contract. After review of the two proposals received, Wells Fargo Bank was selected to provide banking services.

#### *Customer Service*

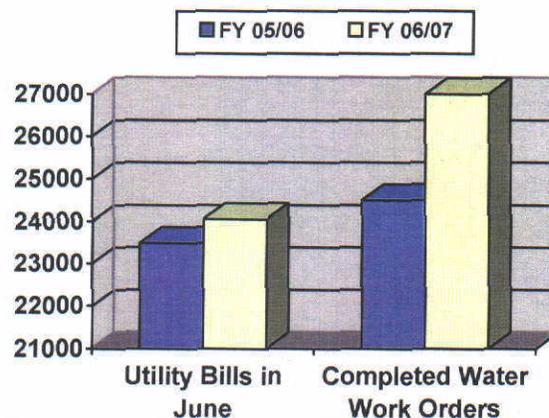
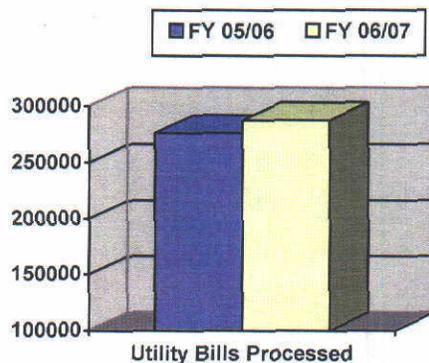
1. Customer Service Area: A new counter was installed for customer service which included a third workstation. The new workstation has allowed customer service representatives to assist more customers at once, reducing the time customers have to wait in line to be helped. Also an old side counter was removed and new carpet was installed to make the area more appealing and clean.



2. Phone System Programming: The phone system was reprogrammed so that the call routing will now ring to the next available customer service representative instead of ringing all the phones at once, which has reduced the call queue and decreased wait time for customers. Also, the atmosphere of the customer service area is less chaotic with only one phone ringing at once instead of all of them. This decreases the distraction of the representatives and helps them hear customers on the phone and at the front desk more easily.

### *Utility Service*

1. Water, Sewer, and Sanitary Waste Rate Increase: New rates for water, sewer, and garbage services were implemented that were adopted by City Council January 16, 2007, and were effective March 1, 2007. An educational flyer was created by finance and sent out with all utility billings.
2. Commercial Water Meters: All of the commercial water meters (about 800) were successfully replaced at minimal cost to the City due to manufacturer's defects.
3. Residential Water Meters: Replaced the last of the residential meters, about 1,400, with new meters from Master Meter.
4. E- Access Gov: Customers have been able to view monthly statements and make payments on their utility accounts via the Internet for one full year. We now have over 1,000 customers with online accounts.



### *Reporting and Accounting*

1. Budget Award: West Jordan received the Excellence in Budgeting Award for the Fiscal Year 2005-2006 Budget document from the Government Finance Officer's Association.

- FY 2006 CAFR: Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting (25<sup>th</sup> year).
- FY 2006 Popular Report: Received the GFOA award of excellence for the Popular Annual Financial Report.
- Monthly Financial Report: The quality of financial reporting has continued to advance with the distribution of a new monthly financial report. This report presents a clear and summarized overview of fund revenues and expenditures each month. The new format allows for greater detail to be added to the narrative sections. Below are two sample pages from the May report showing the clear outline of data as well as the aesthetics.

**City of West Jordan**  
Monthly Financial Report - May

July 5, 2007

**OVERVIEW**

Sales are revenue for May 2007 is up 15.6% over the same month last year and is 5.5% in excess of current year budget projections. The May receipt of \$1,507,744 is the second highest monthly receipt on record. The highest monthly receipt was in December 2006 when \$1,511,266 was received.

offset by revenue deficits. Some reasons of revenue are unlikely to meet the initially projected numbers. Sewer Charges revenue for year-end will be under budget by \$1,090,000, \$800,000 of which is associated with a revenue budget error as previously reported. Projected deficits for revenue are as follows:

Revenue	Deficit Amount
1. Utility franchise tax (General Sump Sales)	\$ 425,000
2. Engineering	\$ 100,000
3. Sewer Charges	\$1,000,000
Development Impact Fees	
4. Water	\$1,000,000
5. Sewer	\$ 600,000
6. Park	\$ 700,000
7. Misc.	\$ 100,000

With one final payment due in June, a surplus is projected for Class C Road Allowment revenue. Current line revenue is at 96% of budget with one month to go. Building permit fees, fee in lieu taxes, unbalance fees and business license fees are projected to come in at or near budget.

Water Sales and Sanitation Charges revenue are projected to come in over budget by \$250,000 each. Projected surpluses are as follows:

Revenue	Surplus Amount
1. Class C Road Allowment	\$ 250,000
2. Court Fines	\$ 70,000
3. Water Sales	\$ 250,000
4. Sanitation Charges	\$ 250,000
5. Sales Tax	\$ 900,000

David A. Hales  
Director of Finance and Administrative Services

**General Fund Expenditures**

Department	Budget	FY Actual	%
City Council	\$ 213,603	\$ 178,253	83%
Finance & Comptroller	58,241	57,510	100%
Courts	873,420	825,969	95%
City Manager	85,215	799,150	80%
Planning	28,761	101,020	80%
Personnel	349,968	282,210	81%
Information Tech	1,199,258	719,870	60%
Accounting	618,038	615,187	99%
Utility Billing	95,411	698,200	70%
Treasury	497,251	397,285	79%
City Recorder	275,044	239,127	87%
City Attorney	141,583	873,361	77%
Developmental	675,885	993,487	86%
Facilities	871,715	722,533	83%
Engineering	2,316,104	1,849,569	80%
Public Works Admin	602,705	438,610	73%
Planning & Zoning	1,016,593	751,765	74%
Economic Dev	31,350	21,358	68%
Police Support Services	5,840,642	4,997,614	82%
Police Line Services	2,200,005	6,030,061	84%
Fire Department	6,024,096	7,844,655	80%
Building Safety	909,602	758,614	81%
Animal Control	300,972	255,619	79%
Street	2,584,749	2,105,087	81%
Class C Roads	7,320,919	4,834,878	66%
Traffic	2,191,761	1,675,533	80%
Contracts	129,993	666,404	84%
Transients	1,023,175	809,538	87%
<b>Total Expenditures</b>	<b>\$40,581,352</b>	<b>\$39,303,118</b>	<b>79%</b>

The General Fund divisions that are significantly ahead of pace compared to budget are outlined as follows:

- Boards & Commissions: The Arts Council has exceeded its \$21,924 budget and the Healthy City Committee has exceeded its \$9,000 budget.

**IMPACT FEE REVENUES**

Category	Budget	FY Actual	%
Water	\$ 3,777,500	\$ 2,076,413	65%
Sewer	2,132,500	1,478,370	69%
Waste	1,843,000	1,681,249	91%
Parks	1,812,154	849,357	55%
Storm Drain	1,527,500	1,148,700	68%
Fire	344,007	290,745	68%
Police	125,455	120,411	68%
<b>Total Revenues</b>	<b>\$16,844,216</b>	<b>\$7,992,217</b>	<b>57%</b>

Impact fee collections generally tend to be somewhat cyclical, with the winter months being the least active. However, we do see significant fluctuation in month-to-month collections. Several of the impact fee revenues are significantly lower than expected at this point in the year.

**SPECIAL REVENUE FUNDS**

**Western Stampede (23)**

Category	Budget	FY Actual
Revenues	\$ 223,744	\$ 152,210
Expenditures	1,630	11,220
<b>Change in Fund Balance</b>	<b>\$ 1,72,094</b>	<b>\$ 140,990</b>

Expenditures for the Western Stampede Fund have exceeded the original budget by \$30,420. The budgets shown above include the additional transfer of \$65,799 from the General Fund that City Council approved on May 1<sup>st</sup> to maintain a positive fund balance in this fund.

**Fairway Estates SSD (25)**

Category	Budget	FY Actual
Revenues	\$ 113,90	\$ 14,071
Expenditures	11,180	18,015
<b>Change in Fund Balance</b>	<b>\$ -</b>	<b>\$ 3,944</b>

The District received a refund of \$2,059.58 from Salt Lake County in September as an adjustment for prior years' taxes.

- Fiscal Year 2006 Audit: Finance successfully completed the annual financial audit for the fiscal year ending June 30, 2006.
- Fiscal Year 2008 Budget: Improved the quality of the fiscal year budget by maintaining a higher level of consistency throughout the budget and designing new covers and dividers.
- Automated Reconciliation Processes: The bank reconciliation and check return reconciliation processes have now been automated, increasing accounting efficiency and helping finance to complete related reporting sooner.
- Budget Amendments: Six budget amendments totaling \$10,043,254 were prepared, processed, and approved by the City Council.

### *Purchasing*

1. Purchase Orders: Issued approximately 640 purchase orders. Quantity was reduced due to the purchasing authority of department directors increasing from \$500 to \$2,500.
2. Procurement Solicitations: Issued approximately 125 procurement solicitations (i.e. Bids, Quotes, RFPs).
3. Annual Purchase Orders: Issued approximately 140 annual purchase orders (APO's).
4. Vendor Set-up: Improved internal controls by segregating the duties for vendor set up.

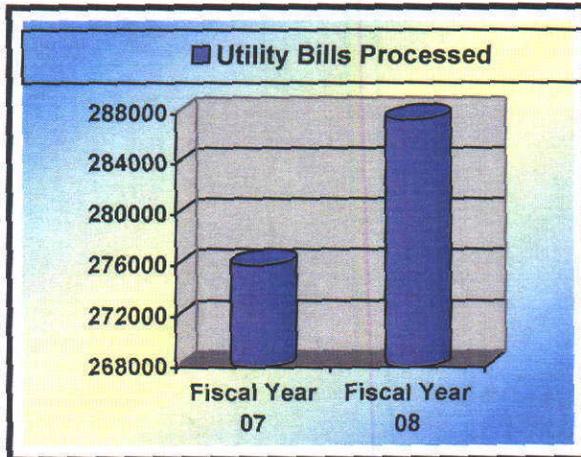
### *Business Licensing*

1. Delinquent Business Licenses: Business License Coordinator has identified several delinquent businesses and taken action to bring their licenses current, resulting in the collection of about \$3,500 in delinquent license fees.

### *Staffing*

1. Administrative Assistant II: An Administrative Assistant II was hired as a replacement for the previous one who transferred to another department. Assistant has helped to improve quality of reports, has assisted with public information items, and continues to alleviate pressure from the department by taking on additional work.
2. Internal Auditor: The Internal Auditor position was created; finance assisted in requesting the position, writing the job description, and participated in the interviewing process. The Internal Auditor's first assignment was to audit the payroll function. The audit was successful in identifying areas of improvement.
3. Management Analyst: A Management Analyst was hired as part of a program including three Management Analysts that will rotate to different departments every 1-2 years. They will learn procedures for many areas of the City and be able to increase interdepartmental communications and collaborations by being able to identify strengths and weaknesses of each. The new Management Analyst for Finance has assisted with reporting, public information, and department projects.
4. Customer Service Representative: A new Customer Service Representative was hired to replace the previous one who transferred to another position within the department. This helped the customer service levels immensely as prior to the hiring, staff was always short and wait time was longer for customers.

5. Part-Time Customer Service Representative: Hired a new part-time Customer Service Representative who has helped to reduce the queue time of incoming calls and help



customers at the front counter more quickly during lunch hours while there is a smaller staff. This is especially helpful due to the constant increase of customers.

6. Seasonal Meter Reader: A Seasonal Meter Reader was hired to assist in reading meters through the summer months.

## Goals and Objectives

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**Goal 1: Increase the number of GFOA training hours for finance personnel.**

*Objective:* Take advantage of local GFOA training seminars in July 2007 as there are much lower costs associated with locally offered training.

**Goal 2: Implement recommendations of payroll audit conducted by the Internal Auditor.**

*Objective:* Complete payroll manual that includes detailed instructions on carrying out the payroll procedure by December 1, 2007.

*Objective:* Divide payroll responsibilities among several employees by December 1, 2007.

*Objective:* Implement an effective employee profile creation process to ensure accuracy by December 1, 2007.

*Objective:* Provide training to all City employees to ensure consistency and accuracy regarding timesheets both fall of 2007 and spring of 2008.

*Objective:* Enhance paycheck stub information to improve employees overall awareness by spring 2008.

**Goal 3: Acquire and implement Employee Access Center program to automate timesheets and increase payroll efficiency along with reducing errors.**

*Objective:* Purchase and install software needed for online timesheet automation by January 1, 2008.

*Objective:* Train all employees on new software and make the transition from paper timesheets to using only the online system by spring 2008.

**Goal 4: Put key policies and procedures into writing and create a centralized system of departmental policies and procedures.**

*Objective:* Complete policies and procedures manual for payroll by January 1, 2008.

*Objective:* Complete policies and procedures manual for accounts payable by January 1, 2008.

*Objective:* Complete policies and procedures manual for cash receipting and accounts receivable by April 1, 2008.

*Objective:* Complete policies and procedures manual for debt collections by December 1, 2007.

**Goal 5: Ensure audit compliance with State of Utah regulations for accounting audits.**

*Objective:* Set up a debt service fund for Fiscal Year 2009.

**Goal 6: Further enhance data collection of Performance Measurement and utilize the data in evaluation performance of department.**

*Objective:* Issue performance measures report by October 1, 2007.

*Objective:* Initiate monthly employee meetings to review and discuss performance measurement.

**Goal 7: Improve accounting for the Redevelopment Agency, economic development areas, property assets, and capital projects.**

*Objective:* Hire an additional accountant who will focus on details of these specific accounting areas and keep the information centralized where it is easy to access by January 2008.

*Objective:* Focus on building working relationships with Real Property Manager in accounting of all city property assets by January 2008.

*Objective:* Focus on building working relationships with Community Development in accounting of redevelopment areas and economic development areas by January 2008.

*Objective:* Focus on building working relationships with Engineering and the Capital Projects Group in accounting of capital projects accounting by January 2008.

*Objective:* Work with other departments to create a system that centralizes accounting information for the above areas that will make access simple and informative for all parties involved by January 2008.

**Goal 8: Analyze deficiencies in accounting of city infrastructure; use findings to recommend and implement improvements in data collection, accounting, and reporting of infrastructure assets (i.e., roads, water lines, sewer lines, storm drainage).**

*Objective:* Prepare an analysis of current practices; recommend and implement alternatives to enhance infrastructure accounting and managed reports by February 2008.

**Goal 9: Evaluate the advantages and disadvantages of implementing a lockbox service for utility payments.**

*Objective:* Prepare costs and benefits analysis of a lockbox service by February 2008.

**Goal 10: Establish central repository for documentation of all fees and service charges for the city.**

*Objective:* The City Treasury will maintain documentation for all fees and charges and the methodology used in justifying said fees and charges.

**Goal 11: Prepare long-range revenue forecasts for the city by January 1, 2008.**

**Goal 12: Analyze and recommend amendments to the city's investment plan by January 1, 2008.**

**Goal 13: Solicit proposals for contracting with a second collection agency that is located in Utah.**

**Goal 14: Implement an aggressive enforcement campaign to ensure proper business licensure of West Jordan businesses.**

*Objective:* Hire a part-time Business License Collector to assist Business License Coordinator by August 2007.

*Objective:* Assign Business License Collector to assist with locating businesses by doing field research, reconciling state and city registered businesses lists, and collecting evidence for prosecuting noncompliant businesses by August 2007.

## **Performance Measurements**

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### *Finance Performance Measurements*

Below are listed the new performance measurement indicators for fiscal year 2007. 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.

<b>Performance Measurement</b>	<b>FY 06</b>	<b>FY 07</b>	<b>% Increase/Decrease</b>
Utility bills processed	276,000	287,500	4% Increase
Water system work orders completed	24,500	27,000	9% Increase
Total utility bills sent June each fiscal year	23,487	24,053	2.5% Increase
Water shut offs performed (approximate)	903 (6 months only) 1/06 – 6/06	1,428	Data Incomplete
POs, APOs, and Solicitations issued	2100	905 *	57% Decrease
Processed cash receipts	190,000	268,000	41% Increase
Investment earnings	\$2,045,866.14	\$2,751,296.19	34% Increase
Number of payroll checks issued	12,509	12,263	2% Decrease
Number of business licenses			
Number of accounts payable checks issued	8,005	8,264	3.2% Increase

FY 2007		
Purchasing	FY 06	FY 07
Population	98,000	100,000+
Structure for Purchasing	Combination	Combination
Maximum dollar amount without bids	\$500	\$500
Maximum dollar amount "decentralized"	\$500	\$2,500
Dollar amount for centralized purchasing	\$500 and over	\$2,500 and over
Number of FTE's in central purchasing office	1.75	1
Calendar days from requisition to PO (informal quotes)	7 Days	5.2 Days
Calendar days from requisition to PO (formal bids)	19 Days	18.2 Days
Number of PO's, APO's, contracts, and credit card purchases	1800	719
Percentage of purchases made with credit card	NA	0.3%
Number of solicitations issued for construction projects	NA	16
Number of solicitations issued for non-construction procurements	150	131
Number of vendor numbers issued	0	619
Total transactions made	459	1,485
Number of protests filed	0	0
Number of protests sustained	0	0
Dollars spent as a result of RFP's and formal bid solicitations	NA	\$2,269,758
Dollars spent as a result of informal quotes	NA	\$3,729,732
Dollars saved formal solicitations	NA	\$608,248
Dollars saved informal solicitations	NA	\$297,466

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FIRE



# City of West Jordan West Jordan Fire Department Annual Report FY 2007

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# West Jordan Fire Department

## Introduction

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### *Executive Summary/Letter from Acting Chief*

The fiscal year 2007 was a busy year. With our calls for service increasing, our training hours continued to increase so that the department could stay proficient and meet all the needs of our city.

During this past year, we have had five retirements in the fire department, three Captains, one Battalion Chief and Fire Chief Wardle. The retirement of these fine individuals represents

a combined 133 years of leadership and mentoring that they provided to the young and upcoming firefighters that will replace them.

This coming year will be an exciting time for the fire department as we have received and put into service our new heavy rescue/mobile command vehicle. Both the Haz-Mat team and the Heavy Rescue team will begin training the other members of the department in these specialties. This will allow us to have sufficient staffing of highly trained people to respond to these low frequency but dangerous situations. This training will be in addition to what our training standard is now for firefighting skills and emergency medical training.

With the retirement of Chief Wardle, I have been given the opportunity to be your Acting Chief until a replacement is found. With the great leadership of Chief Wardle, my role of Acting Chief has been a smooth transition and a great learning experience for me. The new Chief will come to a department that is motivated and ready for the challenges we will face in the upcoming year. Because of the foundation left by Chief Wardle and his predecessor, the department is positioned to handle the growth of the city and continue to deliver the high quality of service that the citizens of West Jordan expect.

Sincerely,

Marc McElreath

### *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.

## **Organizational Structure**

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### *Senior Staff*

**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 C-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, A-Platoon** – Continued Medical Education, Re-Certification, Quality Assurance, Paramedic Evaluations, Inter-Hospital Council, Ambulance Billing, Medical Supplies, Emergency Operations Center, Duty Chief.

**Acting-Battalion Chief Rodger Broomé – Fire Training and B-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

### *Personnel Summary*

The fire department consists of 85 employees.

**Administration** – Fire Chief; Five Battalion Chiefs; Three office personnel; Three Captains; One Firefighter/Inspector.

**Operations** – There are Three Platoons (A,B,C) Twelve Captains; Twelve Engineers; Thirty-Four Paramedics; Fourteen Firefighters.

## Financial Summary

### Budget & Expenses – Department level, Summary Sheet

FIRE 104220		ADJUSTED	12-MONTH	ADOPTED	
		ACTUAL	BUDGET	BUDGET	
		FY 05-06	FY 06-07	FY 06-07	FY 07-08
<b><u>SALARIES &amp; BENEFITS</u></b>					
4110000	SALARIES FULL-TIME	4,308,545	4,672,588	4,668,051	4,985,012
4110002	SALARIES/CAREER LADDER	21,295	28,000	16,280	28,000
4110003	OVERTIME	103,861	81,631	86,711	82,961
4110010	FLSA OVERTIME - FIRE	203,419	206,746	202,991	225,935
4110030	SICK LEAVE BUYOUT	48,367	60,000	53,743	60,000
4110100	ON CALL SALARIES	0	27,744	27,744	29,508
4130000	BENEFITS FULL-TIME	1,924,667	0	0	0
4130110	RETIREMENT	0	925,169	920,133	986,274
	MEDICAL & DENTAL				
4130120	INSURANCE	0	825,918	818,799	891,891
4130130	WORKERS COMPENSATION	0	177,632	172,178	189,554
4130140	LONG-TERM DISABILITY	0	57,838	53,594	61,716
4130150	UNEMPLOYMENT	0	23,061	22,771	24,608
4130170	UNIFORM ALLOWANCE	0	4,320	4,320	4,320
4140000	UNIFORMS	65,303	0	0	0
<b><u>OPERATING EXPENSES</u></b>					
4210000	BOOKS & SUBSCRIPTIONS	3,641	6,795	5,773	8,500
4215000	MEMBERSHIPS	0	2,065	2,037	2,080
4240000	OFFICE SUPPLIES	9,835	8,273	8,224	8,273
	EQUIPMENT SUPPLIES &				
4250000	MAINT.	100,950	120,612	118,991	123,525
4250010	UNIFORMS	0	92,001	63,993	92,350
4252100	INFORMATION TECH LEASE	0	0	0	29,604
4255000	FLEET LEASE	235,682	296,340	296,340	294,306
4255100	VEHICLE LEASE	0	104,542	98,114	98,114
4260000	BUILDING & GROUNDS	1,273	1,500	1,480	3,965
4270000	UTILITIES	55,082	47,541	50,872	50,314
4280000	TELEPHONE	38,216	47,652	38,699	49,416
	PROFESSIONAL &				
4310000	TECHNICAL	165,183	181,716	175,013	224,637
4330000	TRAINING	42,369	23,605	23,127	31,770
4450000	DEPT SUPPLIES	70,231	33,414	32,776	44,964
4451000	EMERGENCY OPERATIONS	18,486	8,680	8,160	19,222
4453000	DEPARTMENT AWARDS	3,259	2,975	2,974	2,975
4460000	CRIME/FIRE PREVENTION	51,499	2,060	1,729	3,489
<b><u>CAPITAL OUTLAYS</u></b>					
4740000	EQUIPMENT	0	0	0	92,390
4740011	SHSP-WMD GRANT	186,919	53,708	53,708	0
4740200	REPLACEMENT VEHICLES	0	500,000	496,366	0

<b>TOTAL FIRE</b>	<b>7,658,183</b>	<b>8,624,096</b>	<b>8,525,691</b>	<b>8,749,673</b>
<b>FUNCTIONAL SUMMARY</b>				
<b>SALARIES &amp; BENEFITS</b>	<b>6,675,457</b>	<b>7,090,647</b>	<b>7,047,315</b>	<b>7,569,779</b>
<b>OPERATING EXPENSES</b>	<b>795,807</b>	<b>979,471</b>	<b>928,302</b>	<b>1,087,504</b>
<b>CAPITAL OUTLAYS</b>	<b>186,919</b>	<b>553,708</b>	<b>550,074</b>	<b>92,390</b>
<b>TOTAL FUNCTIONAL AREAS</b>	<b>7,658,183</b>	<b>8,624,096</b>	<b>8,525,691</b>	<b>8,749,673</b>

*Revenues for FY 07-08*

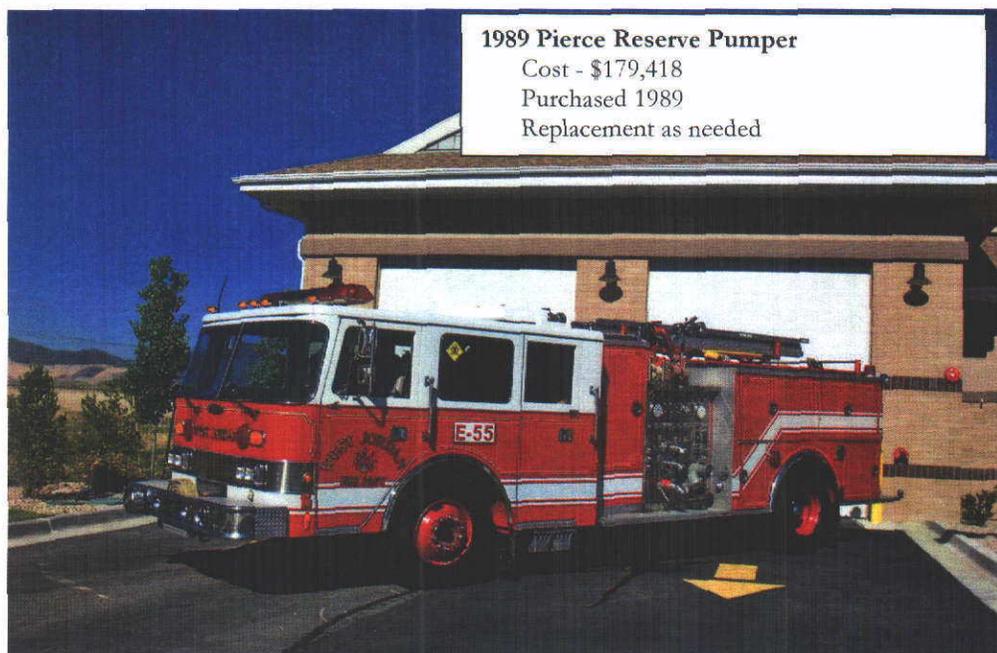
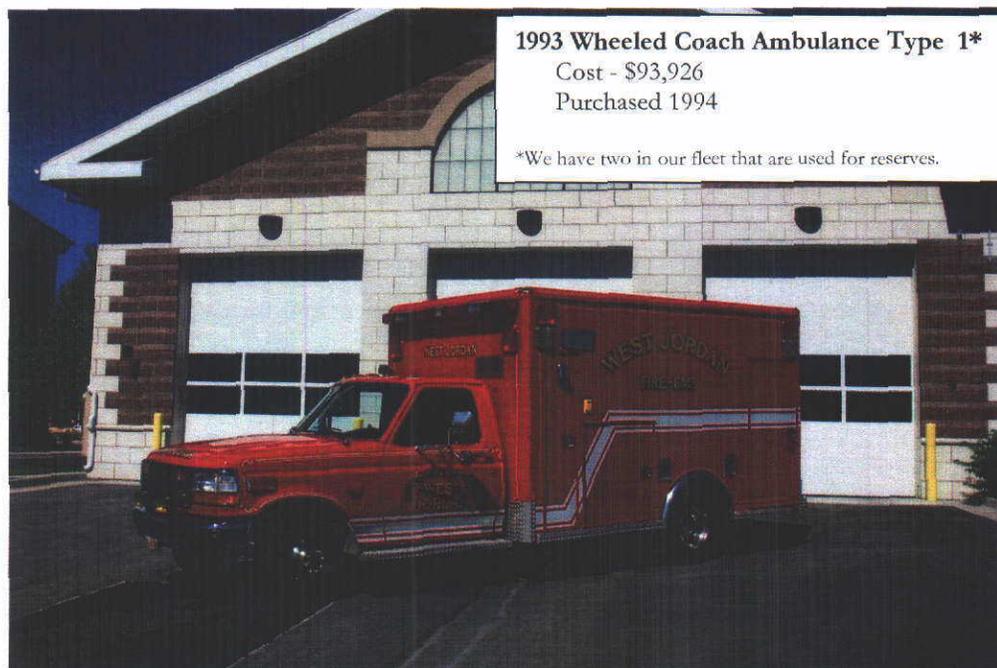
WMD Homeland Security Grant	yet to be awarded
Fires Public Education and Preparedness	yet to be awarded
EMS Per-capita Grant	\$26,000
EMS Paramedic School	\$4,500
Fire Inspection	\$37,086
Ambulance Fees	<u>\$763,560</u>
<b>TOTAL</b>	<b><u>\$831,149</u></b>

The cost of doing business for the fire department continues to rise each year. With the securing of grants and a close eye on spending, the fire department continues to come in under budget year after year. We will continue to seek out grants and apply for those as we find the opportunity. However, the prudent and controlled use of our budgeted funds is and will remain to be the primary reason for our budgetary success.

## Apparatus

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### Reserve Apparatus





*Station 52 Apparatus*





**2003 Wheeled Coach Ambulance Type I**

Cost - \$125,000

Purchased - 2003

Estimated replacement year 2010

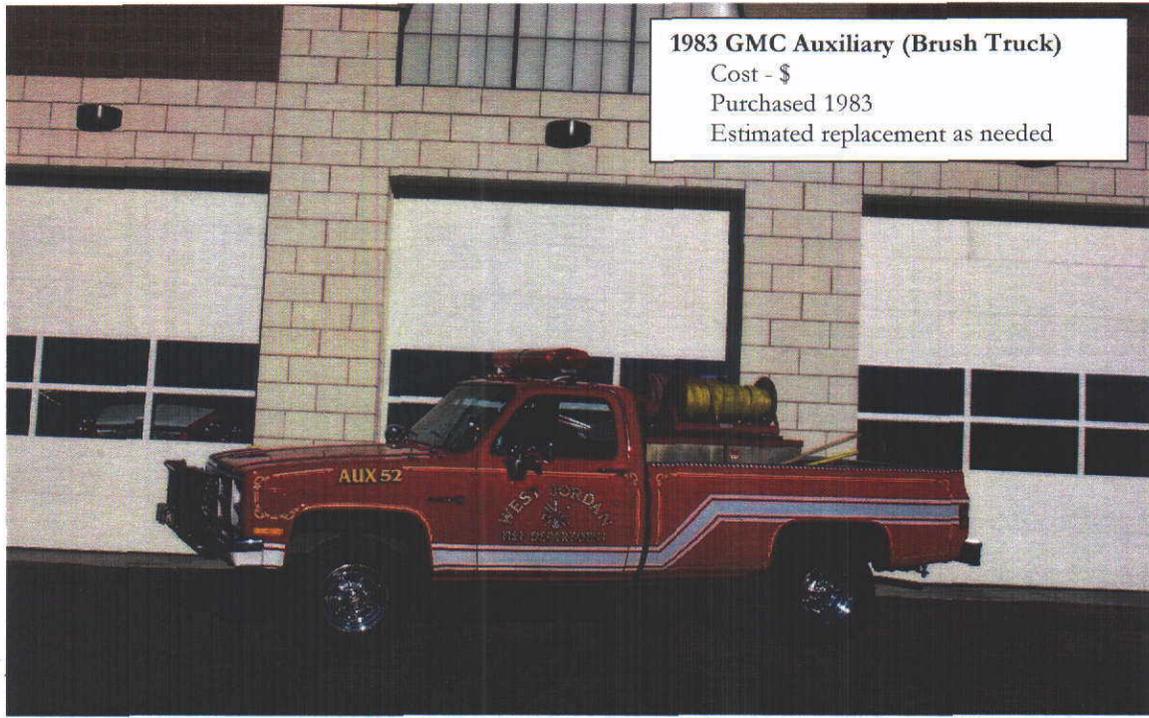


**1992 Pierce 50 FT Telesquirt**

Cost - \$331,362

Purchased 1992

Estimated replacement year 2007

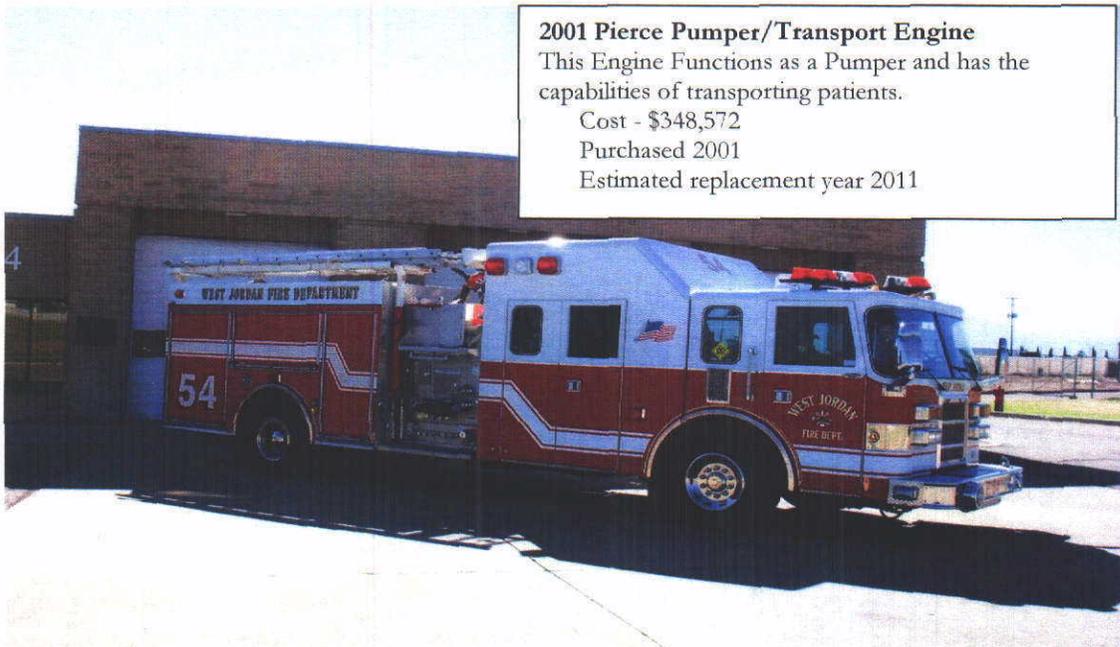


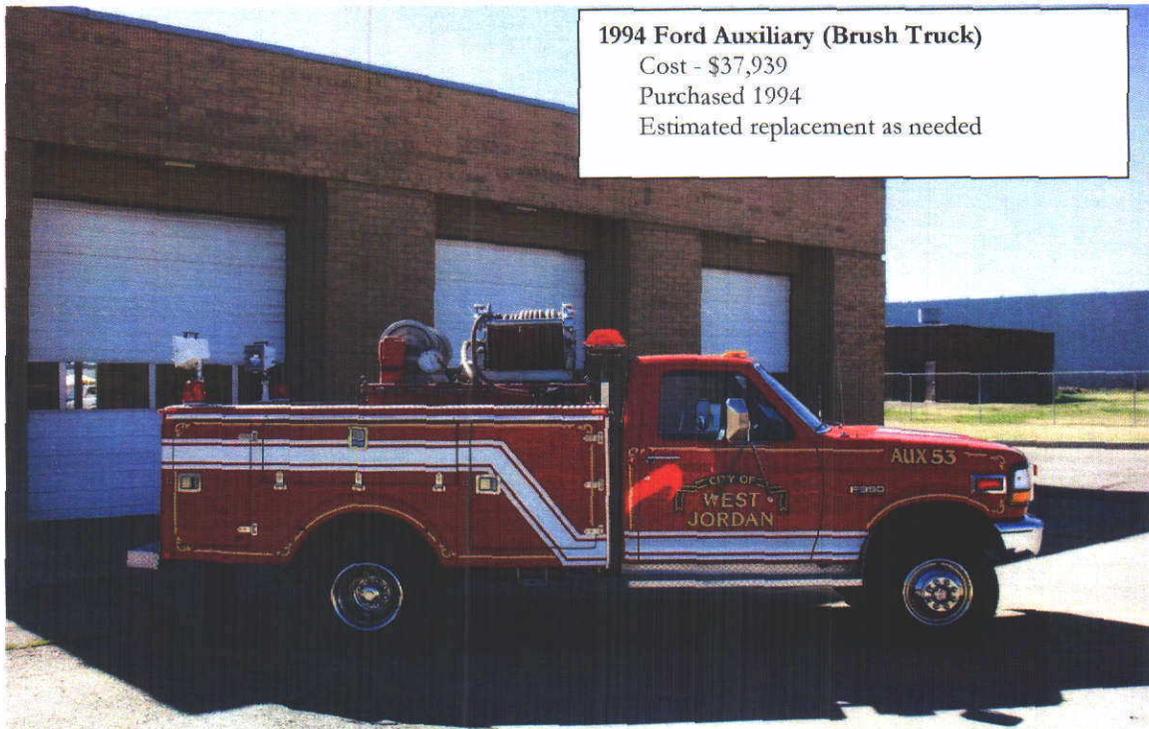
*Station 53 Apparatus*



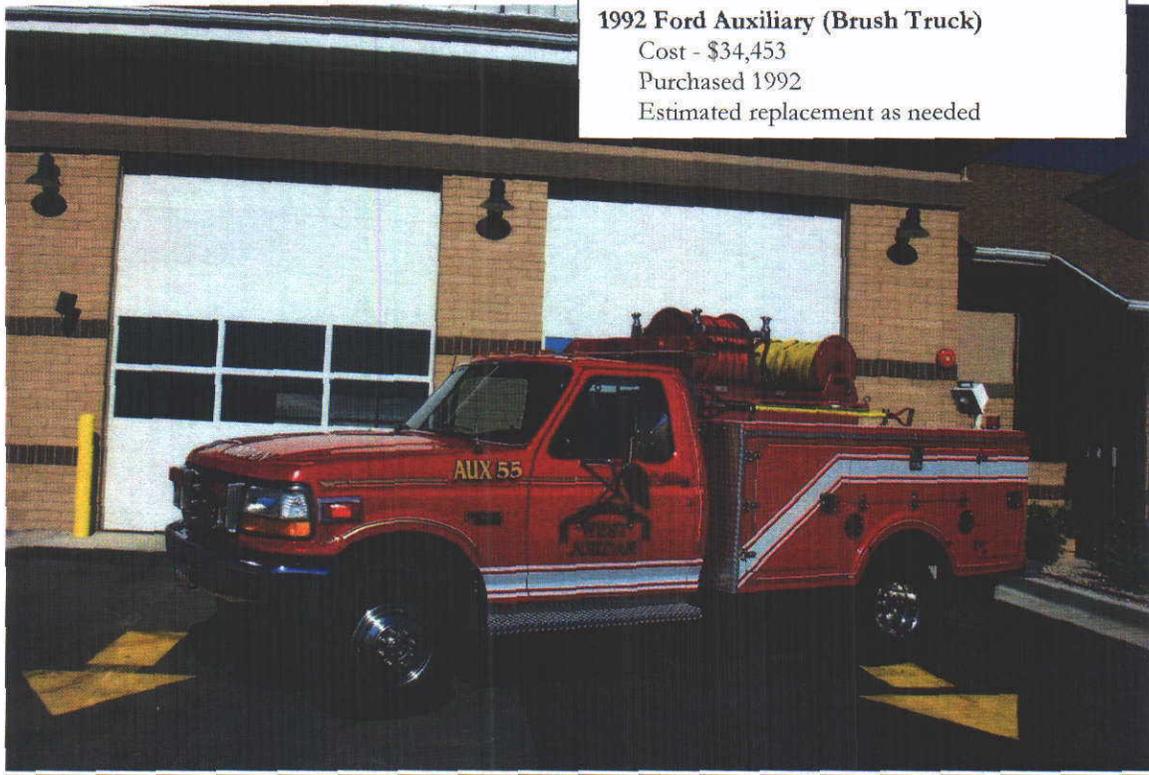


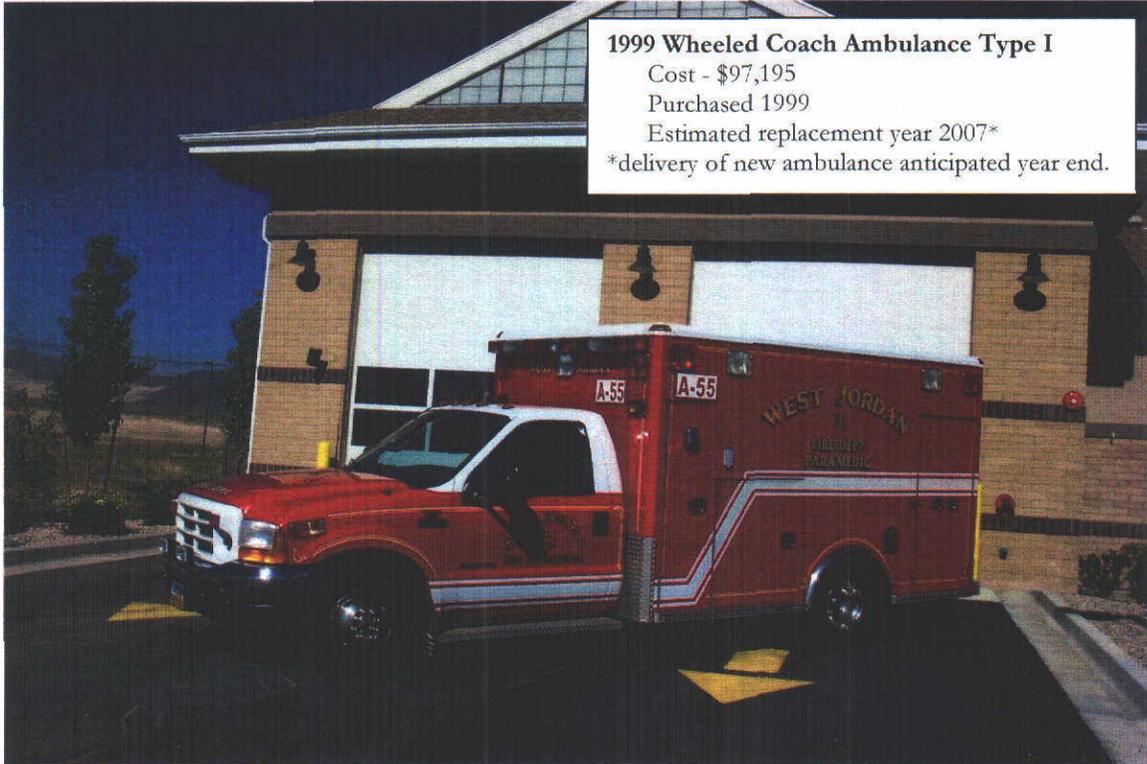
*Station 54 Apparatus*





*Station 55 Apparatus*





**1999 Wheeled Coach Ambulance Type I**  
Cost - \$97,195  
Purchased 1999  
Estimated replacement year 2007\*  
\*delivery of new ambulance anticipated year end.



**2001 Pierce Pumper/Transport Engine**  
This Engine functions as a Pumper and has the capabilities of transporting patients.  
Cost - \$348,572  
Purchased 2001



In June of 2007, we added a Heavy Rescue/Command vehicle that is stationed at Station 53. This vehicle has the capabilities of five of the heavy rescue disciplines – rope rescue, extrication,

structure collapse, confined space and machinery entrapment/elevator rescue. This also serves as a mobile command center.



## Stations

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*Station 52 - 7950 S Redwood Road*



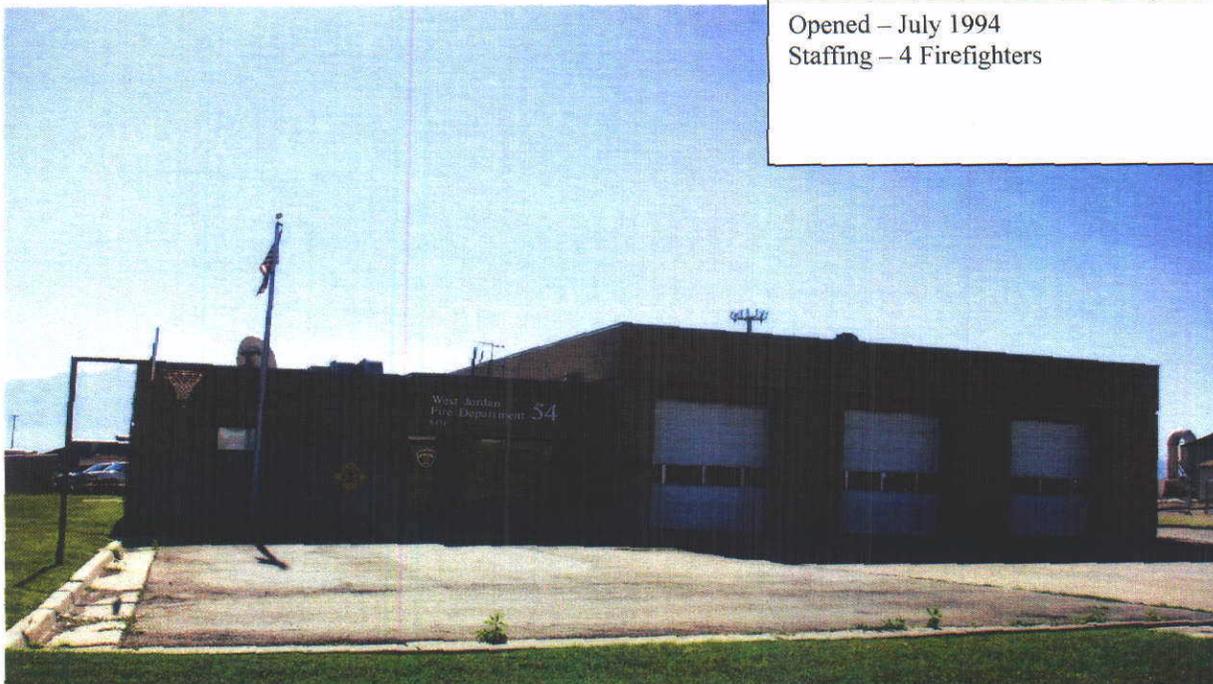
Opened – February 2004  
Staffing – 7 Firefighters

*Station 53 - 7602 S Jordan Landing Blvd*



Opened – November 2002  
Staffing ~ 7 Firefighters 1 Battalion Chief  
EOC Headquarters  
Prevention Bureau  
Administration

Station 54 - 9351 S 5595 W



Opened - July 1994  
Staffing - 4 Firefighters

Station 55 - 7750 S 6400 W



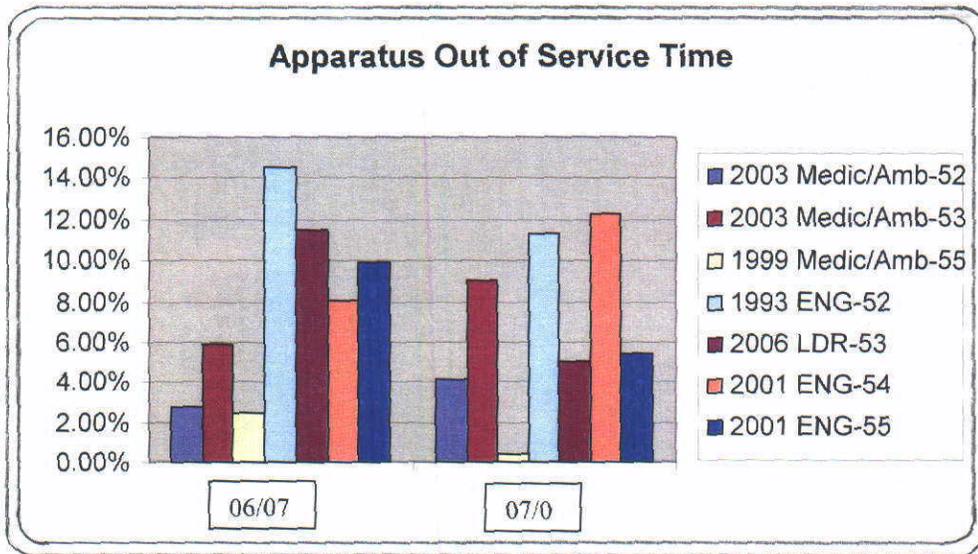
Opened - February 2004  
Staffing - 5 Firefighters

## Accomplishments

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### Goals and Objectives

A major concern for the fire department has been the amount of time that the apparatus are out of service for repairs. This past year, with the cooperation of the fleet division, we trained a specific mechanic to do the major repairs on our apparatus. Since training this individual, we have seen a decrease in down time on our apparatus. We will continue to send him to classes to update his skills on the equipment that we purchase. With the addition of a mechanic, this identifies apparatus that needs to be replaced. As the equipment wears out, no amount of specialized care can keep the apparatus in service. This ensures replacing the equipment in the appropriate time so that we are not out of service and repairs can be done in a timely manner.



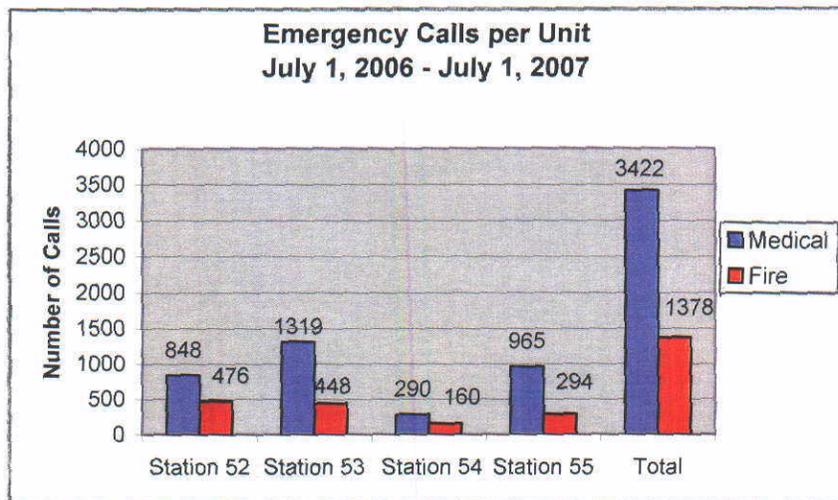
### Emergency Medical Services

#### Medical Division

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. We have a total of 36 paramedics and 38 Emergency Medical Technicians.

Scheduled mandatory medical training is conducted monthly in order to recertify in the respected fields. Last year, the medical division provided in excess of 2,028 training hours for both Emergency Medical Technicians and Paramedics.

In addition, paramedics are required to recertify in Advanced Cardiac Life Support and Pediatric Advanced Life Support. These recertifications are conducted annually.

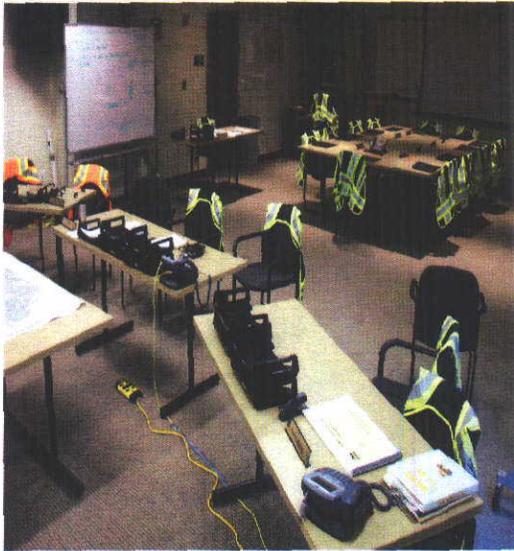


### *Emergency Management*

#### 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 instituted the "Reverse 911" system in order to notify EOC members in a timely manner in the event of an activation. We have developed redundancy throughout the center by improving backup communications and have recently installed new base station radios. We have been working with Amateur Radio Emergency Service (A.R.E.S.) as a backup communications resource as well as setting up the new Mobile Communication Vehicle.



Policy Room



Operations Room

### *Firefighter Training*

**Fire Training and Education** – In the last year, the Fire Training Division has continued to expand its eclectic approach to the professional development of our people. The Fire Training Division consists of a Battalion Chief, Training Captain, and a Fire Training Committee whose make up consists of fire personnel of various ranks, specialties, and levels of experience. The Fire Training Division is responsible for coordinating, delivering, developing, researching, and monitoring training and education throughout the year. This includes training to acquire new knowledge, skills and abilities due to advances in technology and techniques, as well as professional development to better do our jobs.

**Higher Education** – In the past year, West Jordan Fire has hosted 14 college classes at Station 53. Out of these classes, seven were general education requirements and the other seven were fire officer classes required for a degree in Fire Science. Further, all seven fire science classes were taught by members of our department as adjunct college instructors. In the academic year of 2006-2007, three bachelor's degrees and five associate's degrees were earned by fire department members.

**Certification** – Additionally, many classes and training sessions delivered at West Jordan Fire provided the knowledge, skills, and abilities required for state certification in a particular area. A

total of 11 fire service certifications were awarded to West Jordan firefighters in the fiscal year of 2007.

The Fire Training Division consists of a Battalion Chief, Captain and a Fire Training committee consisting of two Firefighters from each shift. The Training division is responsible to develop a yearly training schedule. This includes many different aspects of new firefighting strategies and safer ways to accomplish our jobs.

The goals of the Fire Training Division will be to utilize our Heavy Rescue Team in training the rest of the department in rope rescue to the awareness level. The Training division will be working with the Salt Lake Valley Training Alliance in developing an Emergency Vehicle Operations course. This course will be tailored to the Fire Department needs and held at a location in the Salt Lake Valley which will reduce the amount of time units will need to be taken out of service for this important training.

### *Performance Measurements*

The Training Division will conduct crew evaluations in September 2007 to evaluate the skills of each fire company in a scenario type of assessment. The evaluation team will consist of the training staff and their Battalion Chief. The Haz-Mat and Heavy Rescue teams will continue to be tested every three years as mandated by the Utah Fire and Rescue Academy.

## **Prevention**

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### *Ready West Jordan*

Ready West Jordan is the City's ongoing disaster preparedness training program. During the fiscal year 2007, we presented 17 classes that instructed 595 people from throughout the community in disaster preparedness topics. Disaster psychology, hazard identification, natural gas shutoff and fire extinguisher operation were taught. In addition, we are now presenting the Be Ready Utah disaster preparedness curriculum for businesses. In partnership with the Chamber of Commerce, we hope to prepare businesses in order to minimize their losses and better ensure they are available to help the community recover should a disaster occur.

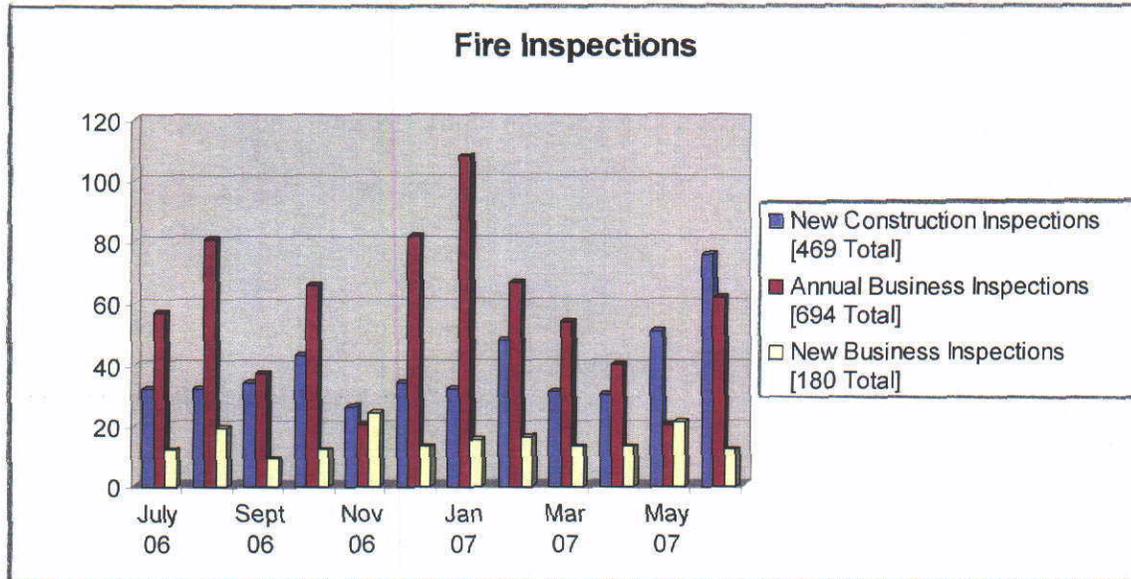
The WJFD Fire Corps program is still in place and we are actively looking for citizens to volunteer as disaster preparedness instructors for the program.

*Public Education*

<u>ACTIVITIES for FY 2006-07</u>	<u># of Presentations</u>	<u># of Participants</u>
Elem. School Assemblies	13	6010
Fire, Crime, & Health Fair	1	4500
Jordan Dist. Headstart Program	4	175
Juvenile Firesetters	5	6
"Ready West Jordan"	17	595
"Ready West Jordan Business"	2	54
Safety Fairs	2	110
Safety Presentations/Drills	7	1160
School Career Days	4	270
School Vehicle Days	3	9
Scouts - Boys & Girls	2	23
Station Tours	81	625
	Total - 144	Total - 14,468

*Fire Marshal and Code Enforcement*

Weed abatement efforts on open and undeveloped lots continues to be a priority. Many lots were developed by new construction this past year, but new lots are being created as we expand to the west. There were 112 inspections that were generated specifically for weed abatement. We also generated 101 plan reviews in conjunction with new and proposed developments here in the City.



#### *Fiscal Year 2007 Goal*

“Update Your Detection” is our fire prevention theme for fiscal year 2008. We are supporting the effort of the State Fire Marshal to encourage residents to install photoelectric smoke detectors in addition to their ionization type detectors. During tours and at public presentations, we will talk about the facts regarding today’s slow smoldering fires and the need to update our detection capability. Manmade fibers and fabrics produce slow smoldering fires which reduce the average time to escape from a fire in the home from 17 minutes to three minutes. We will also be looking for grant opportunities to assist the elderly and those on fixed incomes with updating their detectors.

# HUMAN RESOURCES



# City of West Jordan

## Human Resources Annual Report FY 2007

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# Human Resources

## Introduction

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### *Executive Summary/Letter from Director*

July 2007

City Officials and Citizens of West Jordan:

The past year for the Human Resource Department has been productive and fast paced! Our busiest area by far is recruiting of new staff. Our primary focus in 2006/07 was meeting the challenge of locating City personnel in one of the most competitive labor markets in Utah history. Utah has also been one of the top states in the U.S. for job growth. This statistic, combined with many factors such as a record low unemployment rate in Utah – **2.3%**, a **40%** increase in the number of employment requisitions the Human Resource Department filled as compared to 2005/06, makes for a challenging year in terms of staffing. In addition, our advertising costs for publications, newspapers, and websites has increased by **30.65%** in the last year. The ability to locate quality staff in a market such as this plays a pivotal role in how we operate as a City, and therefore is an important barometer of our effectiveness as a department.

Other areas of focus during the past year for our department have been safety and wellness. The past year was the second year since the introduction of the Safety Committees in police, fire, and public works. Safety committee members attribute “awareness” to the drastic decrease in workers’ compensation claims. If this is true, it is the committee members, our Safety and Benefit Specialist, and most importantly the employees themselves that are helping to reduce our claims experience. This lowering of claims is tremendous! As an illustration, the number of claims reported in 2006 decreased **109%**. In addition to safety, we continue to enhance our wellness program by continuing to garner support from the business community to donate prizes such as a cruise in 2006. These prize incentives are raffled to those employees who participate in health screenings and are helping us to increase employee participation at the annual Wellness Fair.

The challenge in the coming year, as always, will be for human resources to keep pace with change as it relates to market pressures placed on recruiting, and containment of benefit costs. It is through continuing the emphasis we place on safety awareness to decrease workers’

compensation costs, focus paid to wellness programs to encourage less use of the health care system, and being attuned to new recruiting methods to enhance our ability to attract qualified employees that we will help ensure our effectiveness as a department.

Sincerely,

**Debbie J. Bell**

### *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.

## **Organizational Structure**

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### *Personnel Summary*

#### ***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.

Formulate City policies and maintain Employee Handbook and Benefit Booklet. Plan and direct the City's employee benefits program; negotiate for contracted benefits and services including medical, dental, life, LTD, workers' compensation, and related coverage.

Formulate and oversee HR Department budget.

Prepare various staff reports for City Council approval of programs and changes as required by the City Manager.

Oversee management of employee relation's issues, and work with management and employees to interpret/administer the City's Progressive Disciplinary Process. Advise department heads in terms of personnel policy interpretation.

Analyze data and provide statistical information to the City Manager for compensation, benefits, and employee turnover.

Identify trends and formulate programs or recommendations to improve morale (i.e., wellness fair, employee luncheons/special events, employee recognition programs, etc.), enhance benefits, identify cost-saving measures related to benefit and program administration. Manage HR staff in terms of projects and oversight of vision and direction of the Human Resource Department.

***Anna Yu, HR Generalist Job Duties***

Recruiting Process – Creation or revision of job descriptions, job postings/ads, website updates, publications, newspapers, interview, question formulation, assessment centers, job offer correspondence to applicants. FMLA Tracker, Employee Recognition Program, Employee Wellness Fair, Benefits Fair/Open Enrollment, Supplemental Life Insurance bill reconciliation, COBRA reconciliation, retiree’s insurance tracking.

Reports on census, attrition, and benefit participation, employee data. Complete compensation and classification surveys. Research on federal and state laws as needed. Coordinates various City Events (employee luncheons, program kick-offs such as the Ice Cream Social held in September 2006 to spotlight the new *You Make the Difference* employee recognition program).

***Jon Gardner, Safety & Benefit Specialist***

Reconcile monthly benefit statements including medical, dental, life insurance and long-term disability. Handle all aspects of the Worker’s Compensation program. Conduct new employee orientation and process all paperwork and change forms. Coordinate drug testing and maintain drug-testing logs. Coordinate terminations – including conducting exit interviews, coordinating COBRA notifications and processing required paperwork. Manage education reimbursement program. Supervise production of bi-monthly “City Connection” newsletter. Collects and analyzes Workers’ Compensation trends. Oversees safety committees in Public Works, Fire, and Police. Develop and implement Citywide safety policies.

***Georgia Keyser, Administrative Assistant I (half-time)***

Serves as initial customer contact in department for walk-ins and general questions from the public. Process and track all performance evaluations. Maintain personnel files, copying, faxing forms to insurance vendors. Assist with recruiting process – including tracking incoming

applications and sending out notification letters and postcards. Compiles general business correspondence such as letters and memos. Contacts applicants and makes arrangements for interviews. Maintains human resource forms files and creates new-hire forms packets for New Employee Orientation. Serves as contact for movie tickets. Prepares Human Resource bill payments. Handles record storage/destruction. Assists with basic job postings and newspaper ads. Prepare bi-monthly "City Connection" newsletter.

## **Accomplishments**

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The following are illustrative initiatives undertaken during the fiscal year 2007.

### ***Safety***

1. Implementation of Vehicle Operation and Safety Directive: In August 2006, Human Resources implemented this policy to educate our employees regarding their individual responsibility with regards to safety. The directive also standardizes how managers and supervisors administer discipline for employees involved in preventable vehicle accidents. The directive assigns a point system and corresponding monetary fine to preventable accidents based on severity. Employees are also required to attend a defensive driving course for accidents involving disciplinary action. Employees are able to expunge their record of applicable disciplinary actions after 18 months of having a preventable vehicle accident, if they are not involved in any vehicle accidents during this time period.
2. Implementation of Drivers License Checks: In May 2007, Human Resources distributed a memo to department heads asking for all employees who drive as part of their jobs to provide their driver license number and date of birth. The Police Department is currently conducting the driver license checks to identify any serious violations as outlined in the policy.
3. Implementation of Department Safety Recognition Luncheon: This program rewards a City department with the lowest number of workers' compensation accidents with a catered luncheon. The Public Works Department was the first department to be awarded a catered luncheon for their outstanding record of no workers' compensation claims from July 2006 to January 2007. The Police Department is leading the pack for the first six months of 2007 in terms of the number of claims filed.

4. Hosting of URMMA Safety Roundtable: The Safety & Benefit Specialist was asked by URMMA (Utah Risk Management Mutual Association) to host a Safety Roundtable at the City in March 2007. Various URMMA participating cities attended this session. This gave us an opportunity to spotlight the various safety programs we have implemented at the City.
5. Lowering of the Number of Workers' Comp Claims Filed: The City continues to reduce the number of claims filed. As illustrated by the statistics listed below, awareness, training, and the safety committees appear to all contribute to the successful lowering of workers' compensation claims being filed.

### Workers' Compensation Claims Yearly Comparison Per Six Months

	<u>2004</u>			<u>2005</u>			<u>2006</u>			<u>2007</u>
	<u>1/1 - 6/30</u>	<u>7/1-12/31</u>	<u>Total</u>	<u>1/1 - 6/30</u>	<u>7/1-12/31</u>	<u>Total</u>	<u>1/1 - 6/30</u>	<u>7/1-12/31</u>	<u>Total</u>	<u>1/1 - 6/30</u>
<u>Total Number of Claims:</u>										
City Hall:	3	2	5	1	1	2	3	2	5	0
Police Department:	9	12	21	16	17	33	20	8	28	4
Fire Department:	9	3	12	6	8	14	7	6	13	6
Public Works Department:	0	6	6	5	7	12	7	2	9	5
Total Number of Claims:	21	23	44	28	33	61	37	18	55	15

#### *Training*

1. Dealing With Difficult People Training: This training was conducted with Community Development, Engineering, and O.D.A. staff in May 2007 by an outside presenter. The session aimed at teaching employees various strategies to handle difficult people.
2. OSHA 10-Hour Training: The training gave detailed information about OSHA's requirements in the workplace and was taught by Workers' Compensation Fund of Utah to representatives of each division of Public Works.
3. Ladder Safety Training: This training was conducted by Workers' Compensation Fund of Utah for City Inspectors.
4. Performance Management Training: Human Resources conducted an informal training with Public Works supervisors and managers on the City's progressive disciplinary process in April 2007.

## ***Benefits***

### Open Enrollment 2007

Converted all eligible employees to Hartford Life Insurance plan. HR conducted meetings to allow employees to ask questions of benefit vendors and to advise employees regarding the new medical insurance premiums. To increase participation, the City's insurance broker, Scott Turley, donated a 36" flat screen T.V. to be raffled off for all employees accurately submitting their enrollment forms by the deadline.

## ***Recruiting***

1. Implementation of the Employee Referral Incentive Program: To assist with recruiting efforts in a competitive job market, an employee referral incentive program was introduced in January 2007. The program offers employees a \$300 bonus if they refer a full-time employee who successfully complete their probationary period for a designated "hard to fill" position. The program also pays a \$50 bonus to employees who refer a seasonal employee who works at least three months.
2. Job Fair Attendance: Human Resources participated in two local job fairs; one held at the University of Utah in February 2007, and another fair at Salt Lake Community College in the same month.

## ***Employee Wellness***

1. Cruising for Wellness: Human Resources organized the annual "*Cruising For Wellness*" employee wellness fair and, experienced a **15.86%** increase in employee participation from 2005 to 2006. We continued to offer free beneficial health screening options. To encourage participation, Human Resources staff contacted area businesses and were successful in obtaining such donations as a four night Royal Caribbean Baja Cruise for two and a \$150 credit for airfare (donated by Mountain America Credit Union), a one night accommodation at the Homestead Resort (donated by the Homestead), two all day lift tickets to Sundance (donated by Sundance), two Utah Blaze tickets (donated by Ken Garff Automotive), dinner for 2 at the Rumbi Grill (donated by Rumbi Grill), two \$50 VISA gift cards and two \$25 gift

certificates to Wild Oats (donated by Scott Turley). These prizes serve to motivate our employees to attend the fair each year.

2. Employee Exercise Kick-Off: Human Resources introduced the new exercise incentive program on June 21, 2007 to employees at our “*Cruising for Wellness*” event in Veteran’s Memorial Park. Fifty employees participated in a one-hour morning walk in the park that also included presenting an overview of the new exercise incentive program to attendees. The program allows participants to earn an extra ticket for the grand prize drawing at the Wellness Fair for each month they exercise a minimum of 360 minutes. Participants also earned an extra ticket for the grand prize drawing just for participating in the walk. A new electronic exercise tracker, developed by Human Resources, and put on the City’s intranet by the I.T. Department was also introduced. Each participant also received a pedometer donated by Jordan Valley Hospital.

### ***Employee Recognition***

#### Introduction of the “*You Make a Difference*” Employee Recognition Program

1. Ice Cream Social Kick-Off: Human Resources organized a *Leatherby’s* ice cream social in September 2006 to introduce the new “*You make a Difference*” recognition program to employees. This is a quarterly program that allows employees or managers to nominate fellow employees for the award. Each quarter, seven employees are presented with the award by the City Manager. These employees receive their choice of two prize packages: 1) “*You Make a Difference*” certificate, West Jordan gym bag, \$25 gift certificate to a Jordan Landing restaurant of the employee’s choice, and a pair of movie tickets or 2) a certificate, West Jordan shirt, \$20 gift certificate to a Jordan Landing restaurant of the employee’s choice, and a pair of movie tickets.
2. Award Luncheon with City Manager: In June 2007, Human Resources organized an award luncheon with the City Manager and the quarterly winners for the “*You Make a Difference*” program. The program was catered by *Famous Dave’s*, and was held at Veterans Memorial Park main pavilion.

## Goals and Objectives

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### *Recruiting*

**Goal 1:** Evaluate our applicant testing process by surveying other cities and temporary staffing agencies to determine if modifications need to be made. In addition, continually think outside the box to monitor the job market and gauge if additional recruiting efforts are needed to increase applicant pool.

### *Training*

**Goal 1:** Organize annual URMMA required training, including sexual harassment and supervisor training sessions.

### *Benefits*

**Goal 1:** Plan the City's annual Open Enrollment Meetings and process open enrollment forms by August 1, 2008.

### *Compensation*

**Goal 1:** Continue to track employee turnover statistics, identify trends, and propose recommendations for improvement to City Manager.

**Goal 2:** Continue to conduct various compensation surveys as required by the City Manager and make appropriate recommendations.

**Goal 3:** As was done in 2006, evaluate salary schedule for market competitiveness.

### *HR System Improvements*

**Goal 1:** Have I.T. Department assist HR to create an online Employment Application.

Note: This was requested of I.T. in 2004, but was not completed due to the high number of attrition in the department. This is now on the I.T. Department's list of projects to complete for 2007.

### *Employee Relations*

**Goal 1:** Update Employee Handbook and Benefit Booklet and distribute to all employees in 2007.

## Health & Wellness

**Goal 1:** Organize annual employee health fair. Monitor participation in the new “*Cruising for Wellness*” exercise incentive program for effectiveness.

## Safety

**Goal 1:** Continue to hold monthly safety committee meetings.

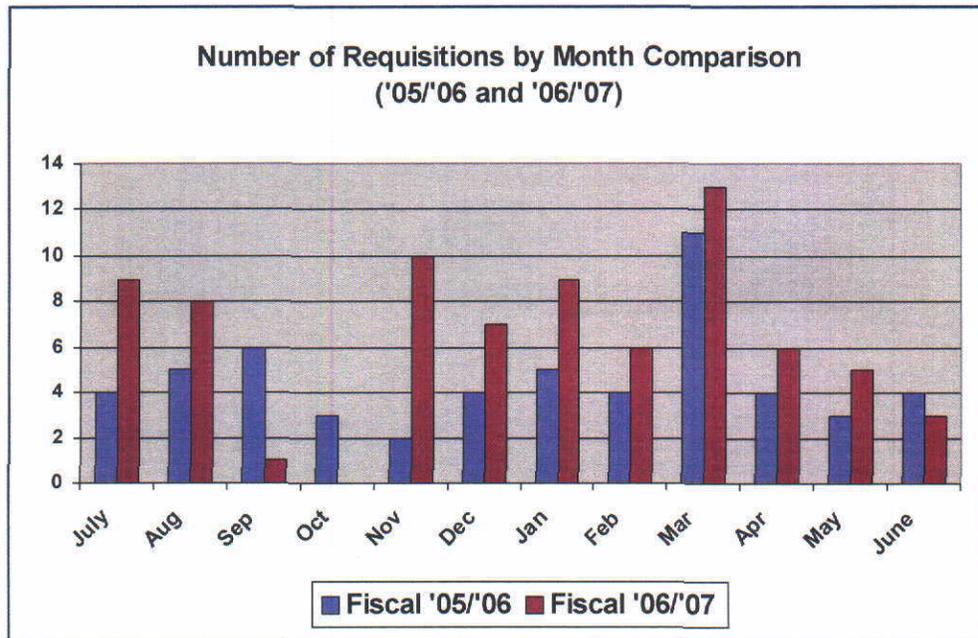
**Goal 2:** Update our OSHA required written programs to ensure compliance with applicable laws.

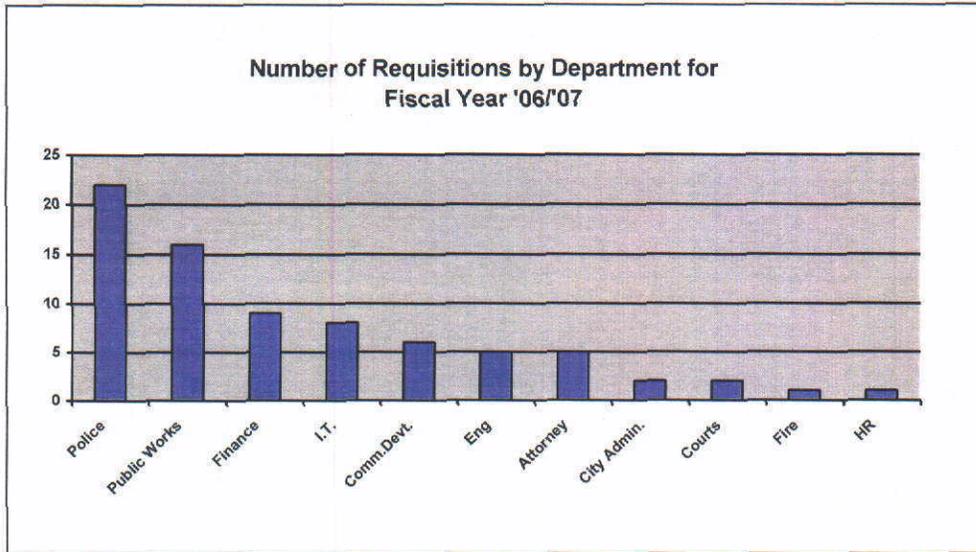
## Performance Measurements

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### Recruitment

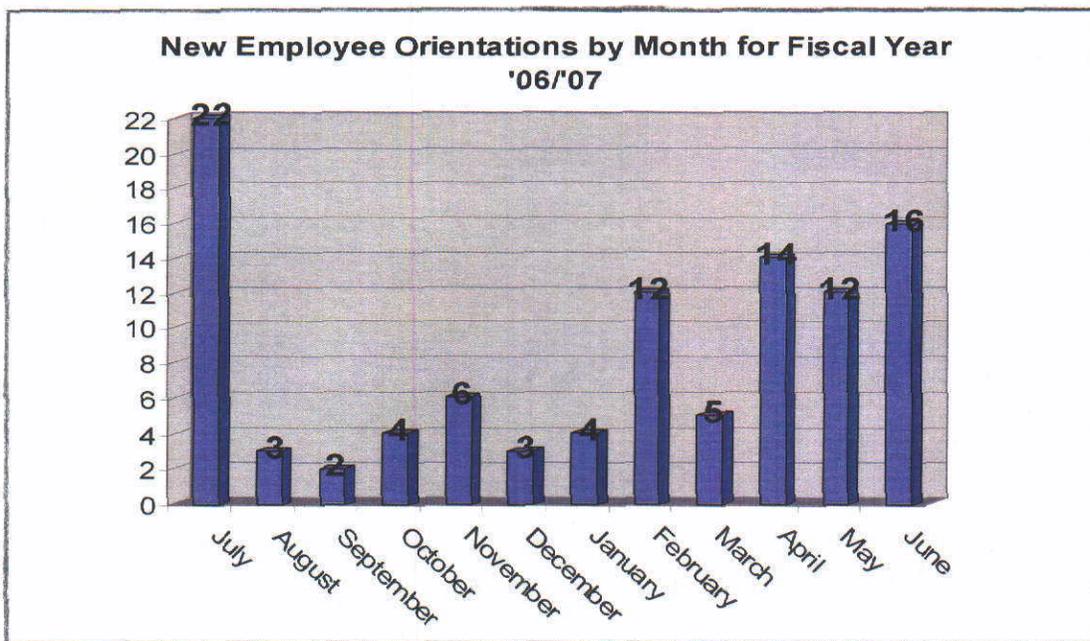
The Human Resources department utilizes the City website, local newspapers, various websites, and even national trade journals and publications to attract the best employees available. However, due to the low unemployment rate for the state of Utah (2.3%), it has been a challenge to get quality applicants due to low availability in the job market. Despite this challenge, Human Resources still completed 77 separate recruitments over the past fiscal year. This is a 40% increase in the number of requisitions processed from fiscal year 2005-2006.

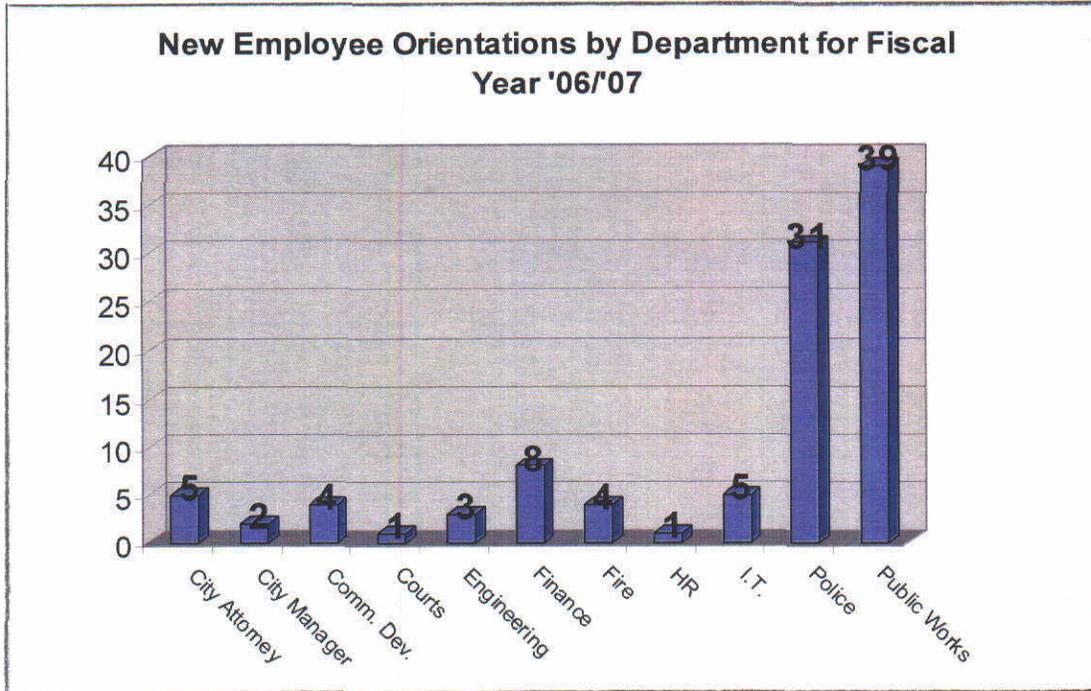




### *New Employee Orientation*

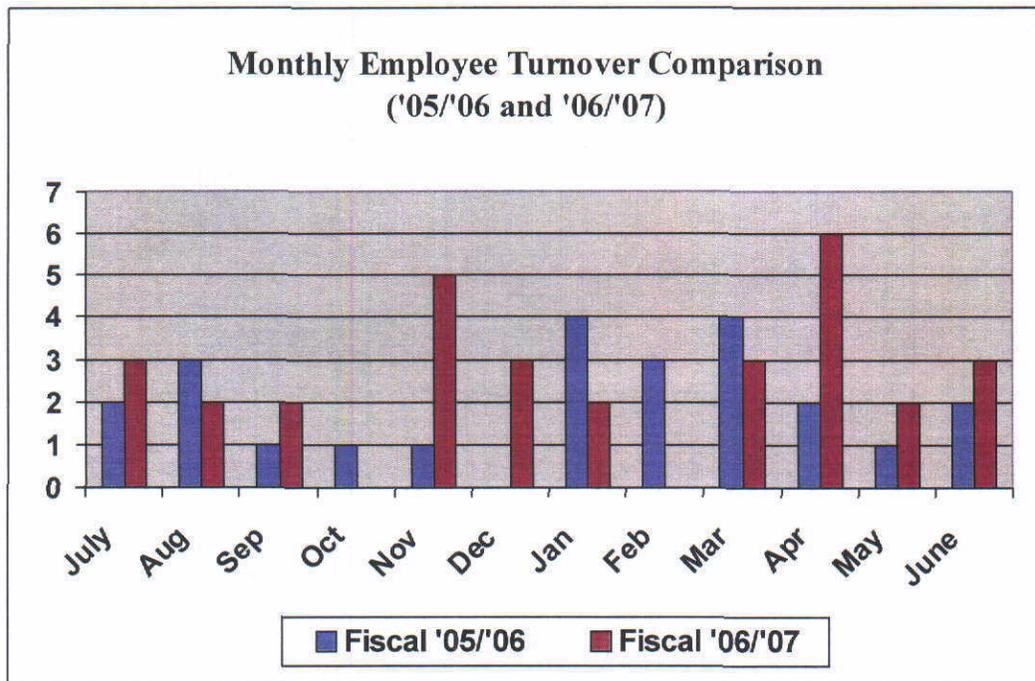
HR held New Employee Orientation for 103 employees over the over the past fiscal year. This is an 18.39% increase in the number of new hires from fiscal year '05-'06 and a 71.67% increase in the number of new hires from fiscal year '04-'05. The orientation typically lasts about 4 hours for full-time employees and 2 ½ hours for part-time employees.

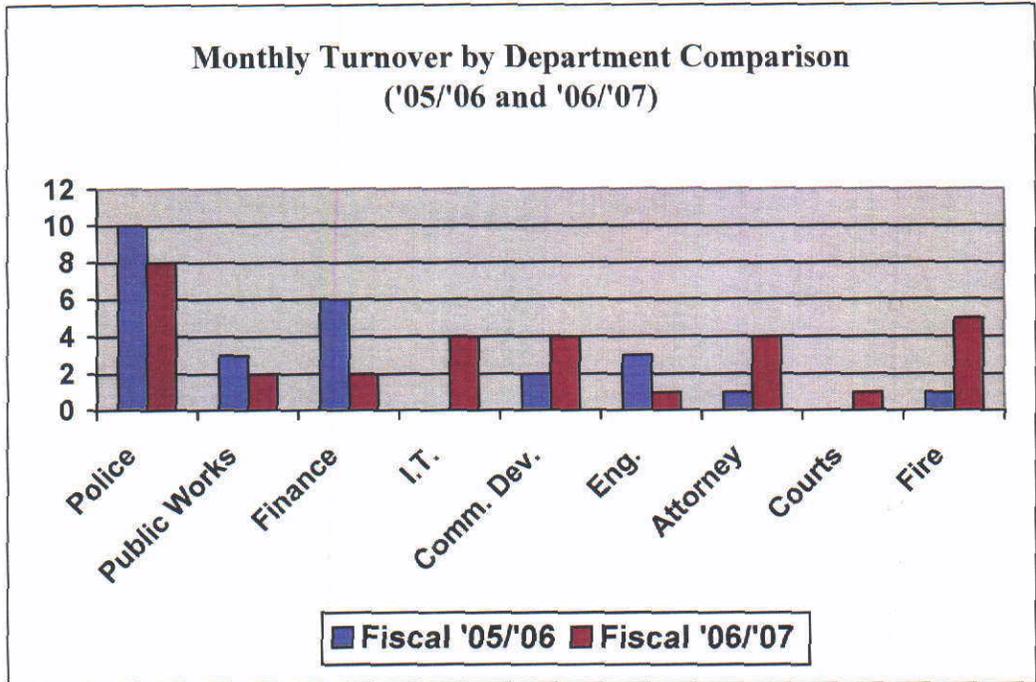




### Turnover Rates

The City's annualized turnover rate for fiscal year 2007 is **8.08%**. This is a 1.9% increase from last fiscal year. We had a total of 31 full-time employees who left the City (either through resignation, termination, or retirement).

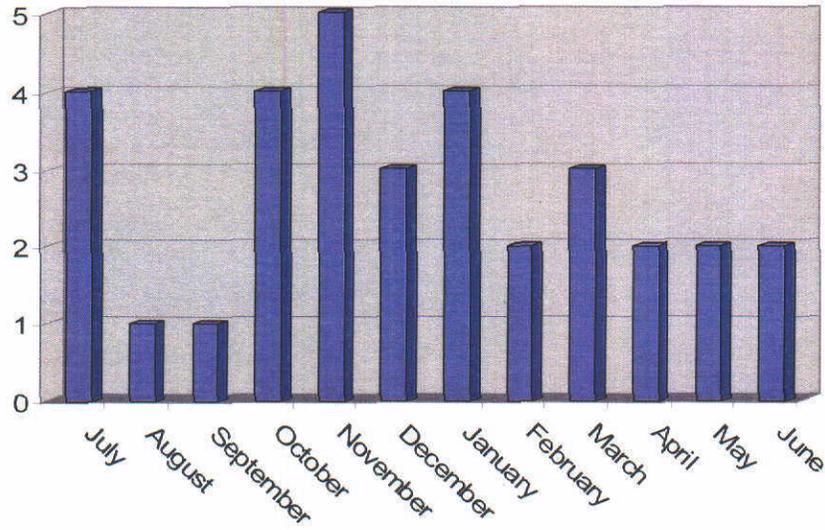




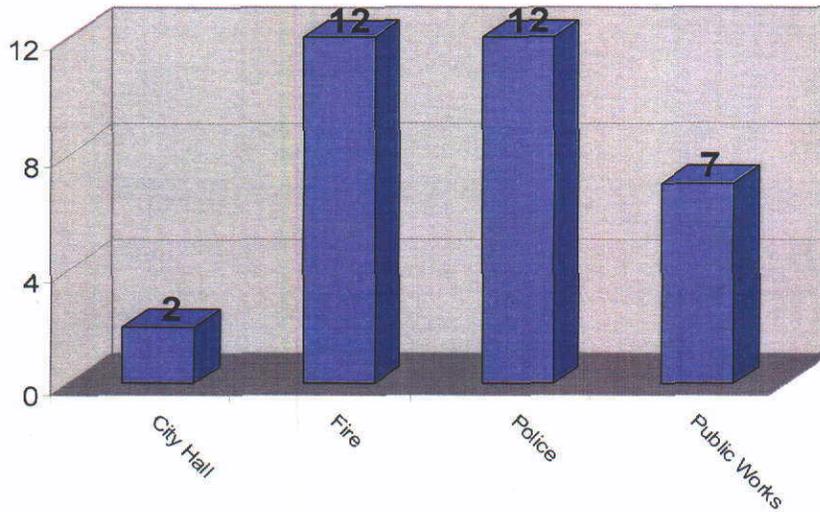
#### *Worker's Compensation*

The HR Department keeps records of all the 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 the '06-'07 fiscal year there were 33 total workers' compensation claims filed. In comparison, there were 69 claims, (109% more claims) filed in fiscal year '05-'06.

**Workers' Compensation Claims by Month for Fiscal Year '06/'07**



**Workers' Compensation Claims by Department for Fiscal Year '06/'07**



# INFORMATION TECHNOLOGIES



# City of West Jordan Information Technologies Annual Report FY 2007

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# **Information Technologies**

## **Introduction**

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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.

Please continue visiting our website and explore the range of service available to you. I welcome your comments and suggestions.

## **Functional Mission Statement**

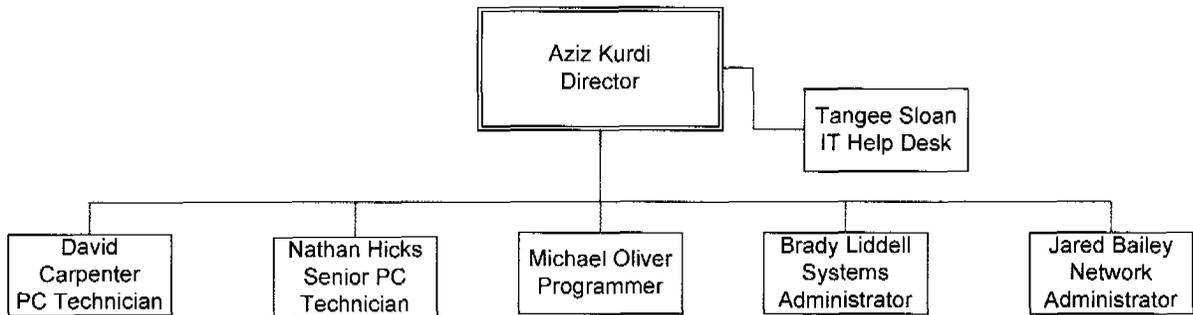
The mission of Information Technology is to provide innovative, contemporary and accessible technology in computing, media and telephone services to enable the personnel of the City of West Jordan to effectively meet their goals as an outstanding community. Information Technology is committed to serving 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.

## Service Mission Statement

By fulfilling our mission in a timely, caring and professional manner, we contribute to making the City of West Jordan the best regional city in the nation.

## Organizational Structure

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## Financial Summary

### INFORMATION TECHNOLOGIES 104136

	ACTUAL	ADJUSTED	12-MONTH	ADOPTED
	FY 05-06	BUDGET	ESTIMATE	BUDGET
		FY 06-07	FY 06-07	FY 07-08
<b><u>SALARIES &amp; BENEFITS</u></b>				
4110000 SALARIES FULL-TIME	260,289	343,620	257,000	442,414
4110003 OVERTIME	4,005	8,185	6,000	8,185
4110030 SICK LEAVE BUYOUT	942	2,000	331	1,200
4130000 BENEFITS FULL-TIME	99,557	0	0	0
4130110 RETIREMENT	0	66,530	50,000	85,579
4130120 MEDICAL & DENTAL INSURANCE	0	54,648	42,000	79,116
4130130 WORKERS COMPENSATION	0	6,825	4,300	8,350
4130140 LONG-TERM DISABILITY	0	4,309	2,800	5,548
4130150 UNEMPLOYMENT	0	1,718	1,200	2,212
4140000 UNIFORMS	332	0	0	0
<b><u>OPERATING EXPENSES</u></b>				
4210000 BOOKS & SUBSCRIPTIONS	1,741	2,125	1,800	2,585
4215000 MEMBERSHIPS	355	655	500	655
4240000 OFFICE SUPPLIES	4,494	1,400	1,400	2,675
4250000 EQUIPMENT SUPPLIES & MAINT.	33,477	48,800	40,000	51,800
4250010 UNIFORMS	0	340	340	350
4252100 INFORMATION TECH LEASE	0	0	0	7,342
4252500 WORKSTATION REPLACEMENT	1,472	0	0	0
4256100 COPIER MAINTENANCE	0	0	0	17,585
4256200 COPIER TONER	898	20,000	22,000	20,000
4256300 COPIER PAPER	306	400	400	0
4280000 TELEPHONE	3,228	3,320	5,000	4,900
4285000 NETWORK COMMUNICATIONS	184,255	213,825	214,000	208,558
4310000 PROFESSIONAL & TECHNICAL	19,390	7,200	20,000	7,200
4314000 INFO. SYSTEM CONTRACTS	181,565	263,431	265,000	272,150
4330000 TRAINING	1,598	9,955	9,000	15,000
4610000 MISCELLANEOUS SUPPLIES	0	250	0	450
<b><u>CAPITAL OUTLAYS</u></b>				
4740000 EQUIPMENT	0	33,500	33,500	9,300
4748000 SERVER REPLACEMENT	34,067	106,202	105,000	0
4749000 SOFTWARE REPLACEMENT	65,230	0	0	0
<b>TOTAL INFO. TECHNOLOGIES</b>	<b>897,201</b>	<b>1,199,238</b>	<b>1,081,571</b>	<b>1,253,154</b>
<b>FUNCTIONAL SUMMARY</b>				
<b>SALARIES &amp; BENEFITS</b>	<b>365,125</b>	<b>487,835</b>	<b>363,631</b>	<b>632,604</b>
<b>OPERATING EXPENSES</b>	<b>432,779</b>	<b>571,701</b>	<b>579,440</b>	<b>611,250</b>
<b>CAPITAL OUTLAYS</b>	<b>99,297</b>	<b>139,702</b>	<b>138,500</b>	<b>9,300</b>
<b>TOTAL FUNCTIONAL AREAS</b>	<b>897,201</b>	<b>1,199,238</b>	<b>1,081,571</b>	<b>1,253,154</b>

## **Accomplishments**

---

- Completed a comprehensive renovation of the IT Staff.
- Architected and established an all-inclusive forward thinking hardware-software replacement program
- Planned and implemented 24/7 IT support line
- Resolved outstanding issues related to the city financial system software
- Purchased and designed a storage area network
- Increase the responsiveness of the IT staff to logged work orders by decreasing the average response time of 3.44 days to 1.56 days per work order.

## **Goals and Objectives**

---

### **IT Developer Goals**

- Implement a data exchange of financial information between the CityView system and the Pentamation system so that the accounting information is process and stored within the same system (Pentamation).
- Design and develop a robust, dynamic, user friendly, website to represent the City of West Jordan in a professional and welcoming format. This site will allow the city citizens and visitors to interact and communicate with the City in a more efficient and effective manner.
- 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.
- Architect and develop more effective and proficient processes for existing systems utilized by individual departments to increase efficiency and lower operation expenditures.

### **Network Administrator Goals**

- Replace end of life routing and switching equipment for each site
- Install WAP for mobile command unit
- Upgrade phone systems for Animal Shelter, station 53 and 54
- Optimize programming, for all routing and switching devices, including firewall
- Implement one time server device to sync with entire network
- Phone system training
- Upgrade all IP phone with latest patches
- Implement ICOP server to function with ICOP mobile video equipment
- Get educated or certified on cisco technology
- Assist with storage area network implementation
- Program and implement a new call routing system for the Courts Clerks
- Audit all Qwest Digital and analog services for removal or optimization

### **System Administrator Goals**

- Complete design and installation of SAN
- Complete MSCE certification
- Redesign and implement a robust Exchange infrastructure
- Design and install a Microsoft SQL Cluster server

### **Special Projects**

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- Redesign the City's web page.
- The IT department is installing a Storage Area Network (SAN). The SAN will reduce costs by centralizing data storage and improving the efficient use of that storage space. The SAN will help increase system availability and improve data backups and provide increased disaster recovery.

## Performance Measurements

### Major Workload Indicators

<u>Indicator</u>	<u>FY-05/06</u>	<u>FY-06/07</u>	<u>% Change</u>
Number of service requests completed	1200	1700	
Average Completion time in days.	4	3.8	
Systems and applications updated to current versions.	30 days	25	
System and network up-time.	99%	99%	

<i>Existing Benchmark</i>	<i>Performance Goal</i>
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

### NEW SERVICE INITIATIVES

<i>Description</i>	<i>Deliverable</i>
Install a Storage Area Network	Install/implement updated equipment and services by September 07
Implement a data exchange between Cityview and Pentamation	Accurate payments and balances moving between the two systems
Establish a replacement policy and replace ageing devices	Replace devices that have reached their end of life.
Develop a new web page for the City	A new effective and attractive City web page before the end of June 2008
Develop a new Intranet site	develop the internal Employee Portal by the end of June 2008

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# JUSTICE COURT



# City of West Jordan West Jordan Justice Court Annual Report FY 2007

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# Court

## Introduction

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### *Executive Summary*

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 1,305 cases per month with a high of 1,498 cases being filed in the month of June 2007. Last year the Court averaged 1,305 cases per month also with a high of 1,752 cases being filed in the month of March, 2006.

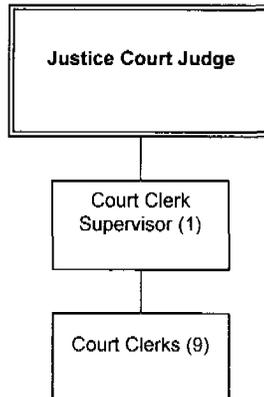
### *Mission Statement*

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.

## Organizational Structure

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### *Organization Chart*



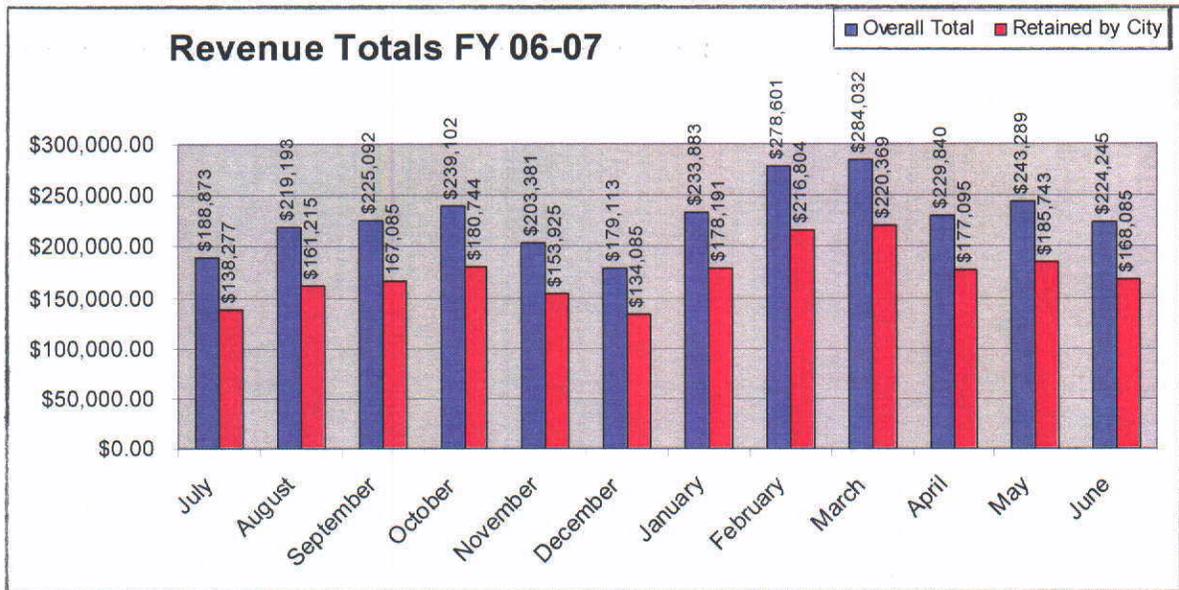
### *Personnel Summary*

Court personnel includes:

- (1) Justice Court Judge
- (1) Court Clerk Supervisor
- (9) Court Clerks

## Financial Summary

Actual cost to run the court this past fiscal year was \$721,620. Total revenue collected for fiscal year 2007 was \$2,748,648, with \$2,081,624 retained by the City. Projected revenue from fines and forfeitures to the city for fiscal year 2008 is projected at \$2,025,000. The caseload has not increased as previously projected.



## Accomplishments

1. Maintained current tracking of past due fine payments, probations, and all other ordered conditions of sentences.
2. Through a grant received from the State Court Security and Technology fund, we have been able to utilize computer technology to have video and audio communication over the Internet with every jail and prison within the state. The city also received a grant from the same fund for the purchase of an X-Ray machine located in the main lobby of the Justice Center. This is a tremendous asset to the court.

## **Goals and Objectives**

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1. 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.
2. Maintain current tracking of past due fine payments, probations, and all other ordered conditions of sentences.

## **Special Projects**

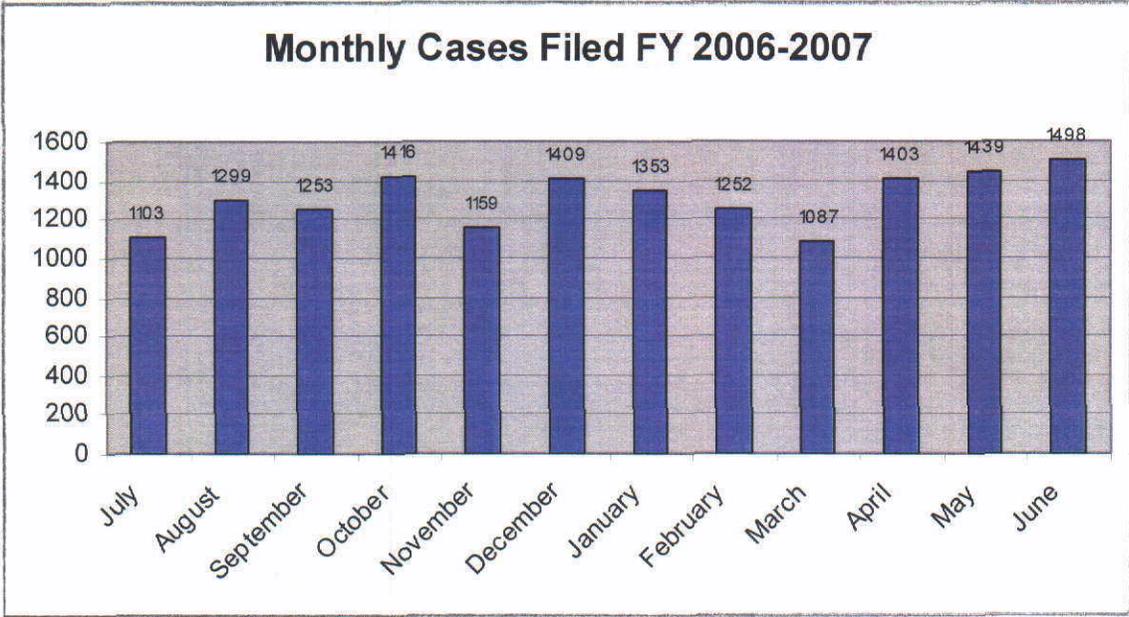
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It will be a continued goal to work with the Information Technology Department and the Police Department to acquire and implement existing technology for electronically filing citations which will be computer generated by police officers.

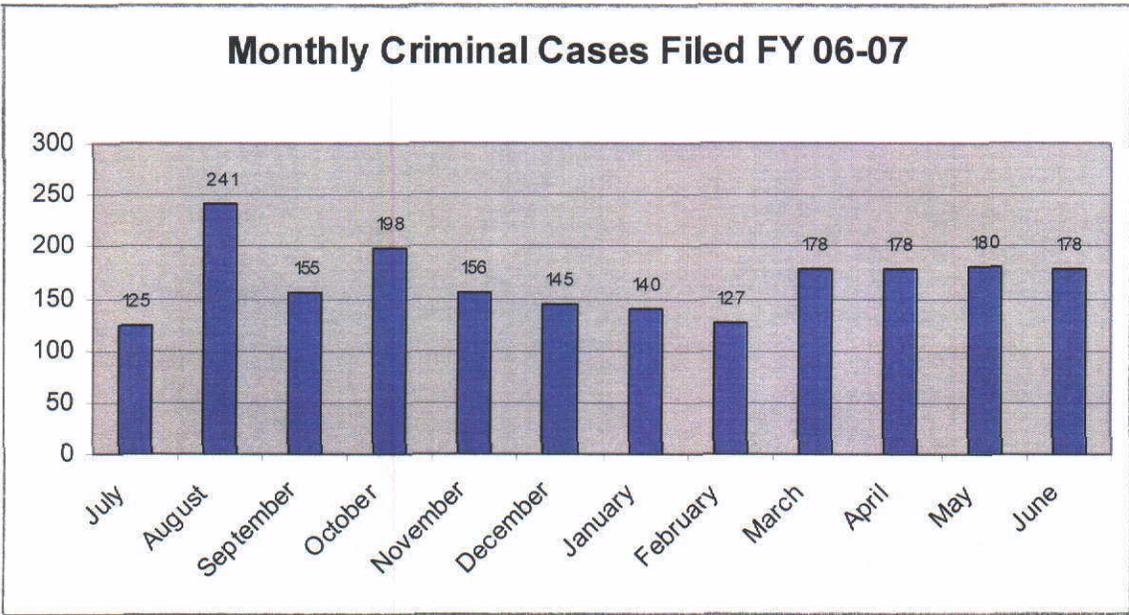
## **Performance Measurements**

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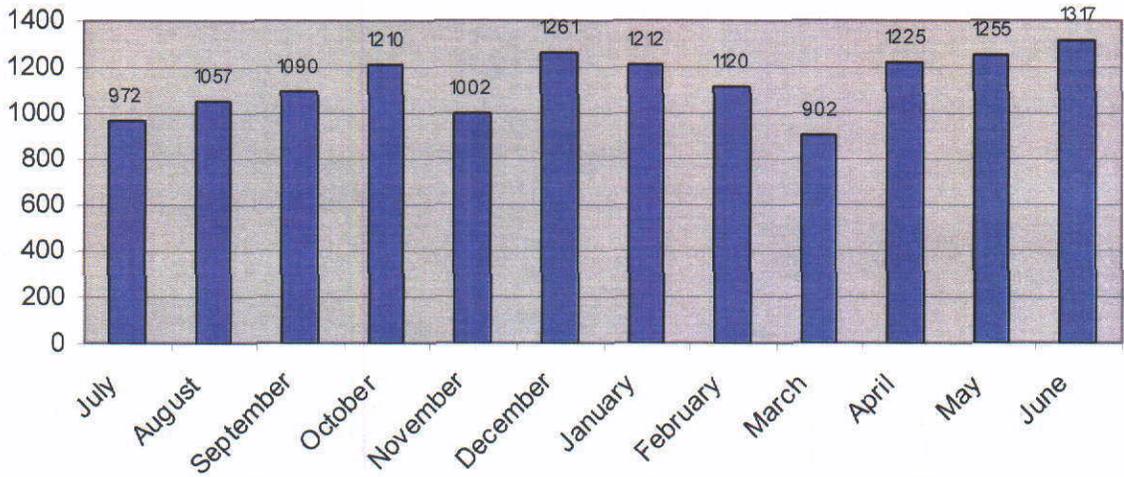
It is difficult to measure performance of the court since much of what we do is in cooperation with the Police Department and City Attorney's Office. The Court will continue to work closely with these two departments to accomplish the mission of the Court.



\*Total monthly cases filed includes: traffic cases, criminal cases, and small claims cases.



### Monthly Traffic Cases Filed FY 06-07



POLICE



# City of West Jordan

## Police Department

### Annual Report FY 2007

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<b>Records Bureau</b>	<b>26</b>
<b>Warrant Officers</b>	<b>26</b>
<b>Crime Scene Technicians and Evidence Custodians</b>	<b>27</b>
<b>Court and Building Security, Holding Facility</b>	<b>28</b>
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# West Jordan Police Department

## Introduction

---



June 2007

City Officials and Citizens of West Jordan:

I am pleased to submit the police department's 2006 Annual Report to the City of West Jordan. This document provides a 'snapshot' of the activities of all divisions of the Police Department during the past fiscal year. Statistics and reports conveyed herein are part of our ongoing effort to provide you with reliable information about our agency.

Our police department has worked hard to focus its efforts on the needs of the community. Our Citizens Police Academy and other programs include residents and businesses in our organization and planning. 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.

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. I extend my 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 West Jordan City.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "K. McGuire", written in a cursive style.

Kenneth E. McGuire  
Chief of Police

## WJPD 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.”**

# WJPD Organizational Structure

---

## *Police Administration*



Ken McGuire  
Chief of Police  
July 1975  
Chief of Police in 1990



Captain Gary Cox  
Support Services Commander  
January 1980



Captain Dan Gallagher  
Line Services Commander  
May 1989



Lieutenant Bob Shober  
Investigations  
November 1980



Lieutenant Julie Stringer  
Support Services  
August 1979



Lieutenant Kyle Shepherd  
Patrol  
November 1984



Lieutenant Dean Waters  
Patrol  
August 1982



Lieutenant Richard Davis  
Patrol  
March 1991

## ***Personnel Summary***

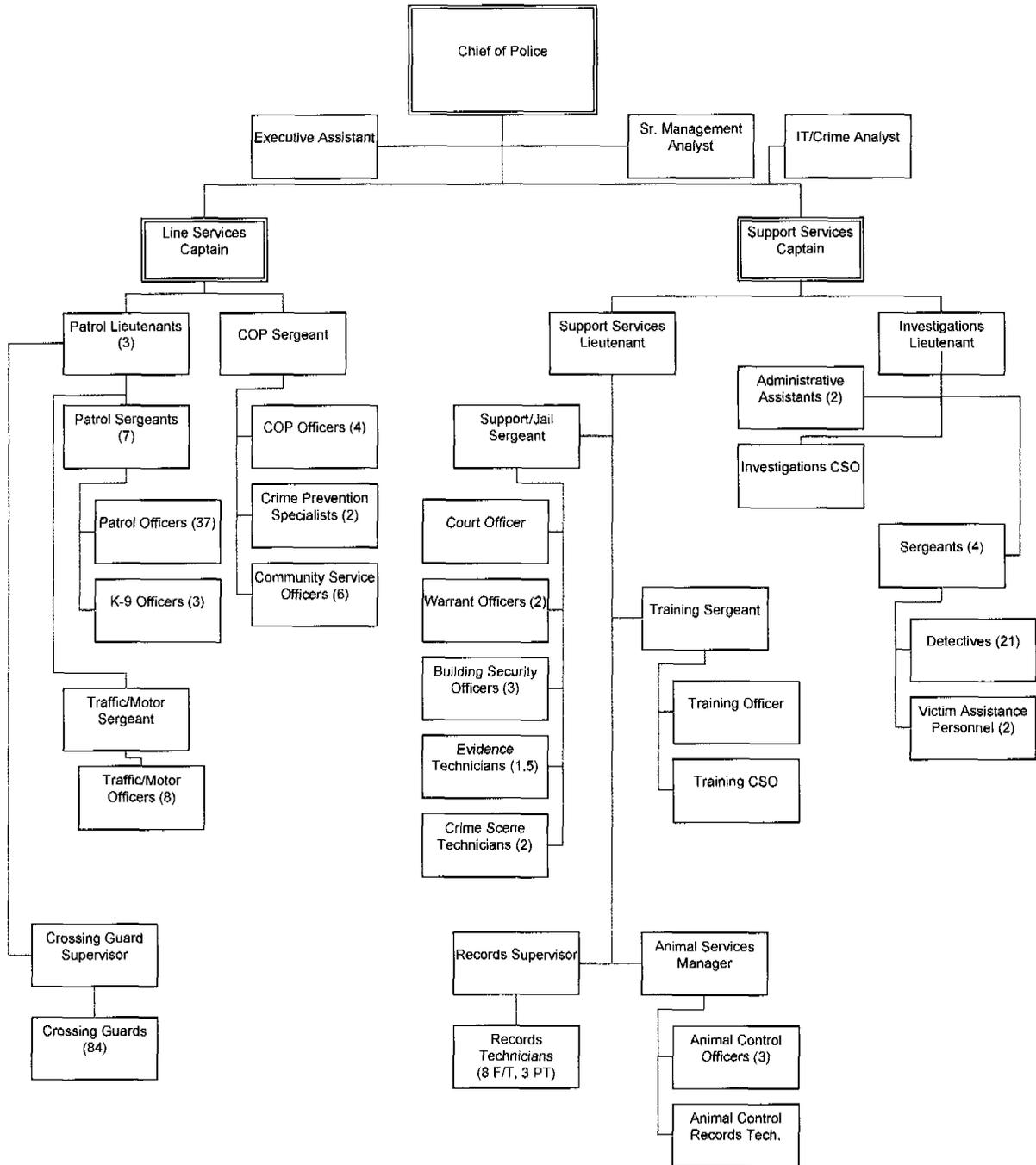
The Police Department has an authorized strength of 100 Sworn Officers, 38 full-time civilian, and 88 part-time employees.



The division added a Crime Analyst, Nikol Mitchell, to the staff this year. We have already seen great benefits to our operation from her ability to research and provide statistical information that improves the efficiency and effectiveness of our efforts.

Another significant event affecting the department's administrative team was the retirement of Captain Gary Jeffs. This opening created a series of promotions and other assignment changes throughout the department. Dan Gallagher was promoted to Captain, Richard Davis became a Lieutenant, and Danny Benzon is the newest Sergeant.

# Organization Chart



# **Administration Division**

---

## ***Accomplishments***

### **Citizen Police Academy**

While this is not a new idea, it is a new program to our department. Under the direction of our Community Oriented Policing unit, we have implemented a twice-yearly academy for residents and business leaders in West Jordan to help them understand the functions and operations of our agency and to further develop our community relationships. The response from these academy sessions has been extremely positive.

Two Community Service Officers (CSOs) developed a curriculum and facilitated the Citizen Police Academy. Many of our officers and other staff contributed time and effort to the 11-week course of instruction and activities.

### **CSO Expansion**

Additional Community Service Officers have been assigned to the Training and Investigations Divisions.

The Training Division CSO, Barbara Bauer, helps input computer data, schedule and facilitate training classes hosted by our department, and provides in-service training materials to the officers both in printed and electronic formats. She has created and maintains a resource library in her office for the officers.

Michelle Poor is the Investigations CSO. She has implemented an effort to contact victims of crimes by phone and by mail to let them know the status of their investigation and to obtain additional information that may be helpful to the detectives' efforts toward solving the crime. Michelle is also coordinating the retention and disposal of investigative files that we no longer need to keep.

### **Annual Recognition Event**

The department held its first Annual Recognition Event at the SLCC Jordan Campus Student Center. Salt Lake Tribune journalist Robert Kirby hosted the banquet where dozens of WJPD employees, as well as some local citizens, were presented awards for outstanding efforts in a variety of categories.

# Line Services Division

---

## Our Mission

We are committed to community oriented, problem solving policing through proactive, one-on-one involvement with the citizens and businesses of West Jordan City.

### To the Citizens of West Jordan:

Each year we review the accomplishments of the West Jordan Police Department and report to the community on the status of our department. This year's Annual Report contains the highlights of a year filled with efforts and successes. 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 reach the 100,000 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 exiting 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 spends their available time patrolling their arca 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 West Jordan City. We appreciate the support of the citizens and businesses who are "our eyes and ears" and who work to enhance our law enforcement efforts.

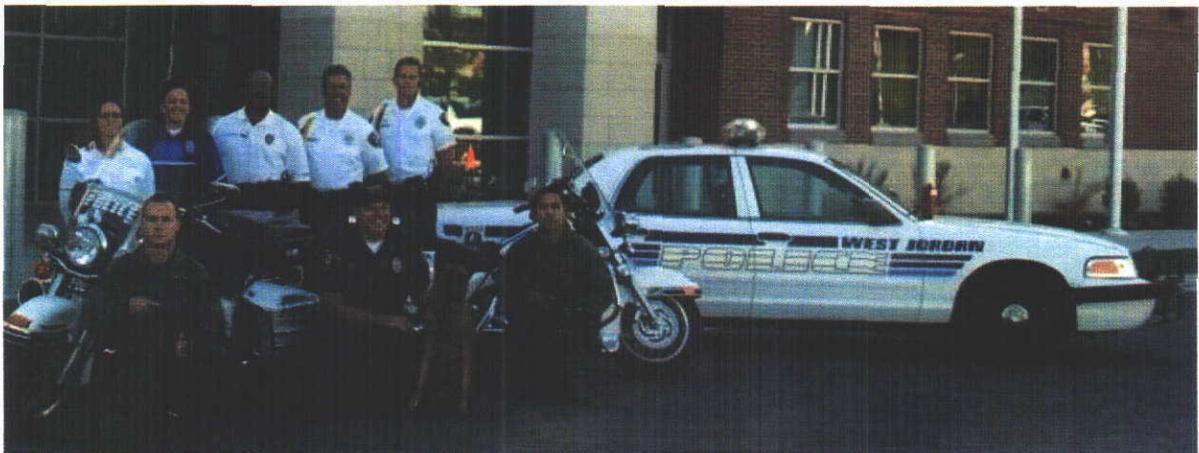
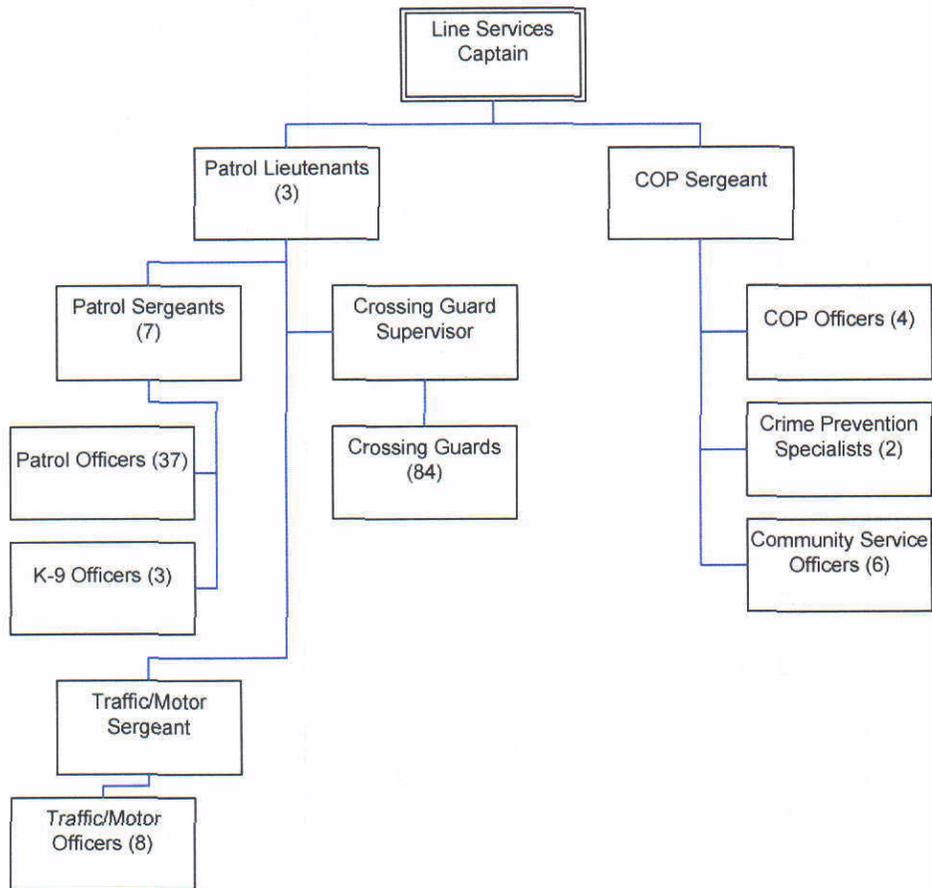
I am proud to be a member of the West Jordan Police Department and to work with the devoted men and women of this organization. It is a constant source of energy and inspiration to see the good that is accomplished by our personnel.

Sincerely,



Captain Dan R. Gallagher

## Division Organization Chart



## ***Division Accomplishments***

---

### ***Patrol***



The Patrol Division is the first line response to the citizens of the community. Officers are deployed into the community to apply problem-solving techniques for addressing community problems and issues. The Patrol Division consists of a captain, three lieutenants, nine sergeants, and thirty-

four officers.

The patrol division faced many different changes throughout the year. A new captain and lieutenant were promoted and assigned to the division. These two commanders bring with them a wealth of experience from their previous investigative assignments in dealing with the needs of the community. In addition, we promoted two sergeants who supervise the graveyard and afternoon shifts. Together they bring with them over twenty-five years of law enforcement experience.

### ***Traffic***

The City has seen a major increase in population and traffic flow over the last several years. In order to effectively address these issues, the police department has realized the need to restructure the traffic division.

A sergeant has been added to specifically address and evaluate traffic congestion and habits. This has allowed us to address and identify specific traffic patterns and potential problems. With this information, the officers are strategically assigned to the identified areas with the goal of reducing accidents and creating traffic calming patterns.

The sergeant supervises four motor officers and four traffic officers. Even though the motor and traffic officers are separate in title, they work together as an effective team in addressing the needs of the community.

## K-9

The West Jordan Police (WJPD) K-9 Division enjoyed an overall successful year that boasts the combined skill and knowledge of our three K-9 handlers, as well as the quality of our police service dogs (PSD). During the past fiscal year our K-9 team was instrumental in multiple felony suspect apprehensions as well as large quantities of narcotics being detected. However, our year did not end on a high note due to the forced retirement of one of our PSDs. His retirement was the result of an unforeseen and unavoidable medical condition.



This incident has also resulted in the same PSD's handler choosing to leave our team, resulting in a large void being left in our team structure. As a general rule, it usually takes over two years to develop a highly skilled and experienced PSD/Handler unit that can operate at peak performance levels. Therefore, the current circumstance places us in a position of rebuilding over the next several months. We are very excited about the newly selected K-9 handler and the contributions we are confident he will make.



The WJPD K-9 Division documented 464 deployments over the past fiscal year (an average of 154.66 deployments per officer/PSD unit). These deployments ranged from narcotics sniffs, to building clearing and felony suspect apprehension. Because of our team's involvement in the Salt Lake Area Interagency K-9 program, 155 of the total deployments occurred outside of West Jordan City. When serious incidents occur, K-9 handlers around the Salt Lake Valley have the option to call upon the other K-9 handlers to respond to the incident in order to assist in locating felony suspects. The assists are not only beneficial to 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 often result in valuable training and experience for these units. It is these experiences that keep our K-9 team operating at peak performance levels.

Some minor changes have been made to the WJPD K-9 Division command structures that have resulted in great benefits for this division. The WJPD senior administration implemented a one year shift rotation for patrol lieutenants and the benefits to the K-9 team were immediately felt. We now have a division commander and a K-9 sergeant who work the same hours as the handlers, making them better able to observe and participate in K-9 deployments and training. Our division commander uses a collaborative leadership style that has resulted in a constant flow of dialogue and ideas for improving the way we contribute to the operations of this police department, and the community we serve. With this foundation in place, our team is growing in a very positive manner.

### ***Crossing Guards***

Our crossing guards facilitate safe passage for West Jordan children who are walking to and from school. We currently employ 80 part-time guards and one crossing guard supervisor. They provide coverage for 50 different crossings at 14 West Jordan schools. We also interface closely with the school principals and the school district representative to establish approved safe-walking routes.

### ***Community Service Officer (C.S.O.)***

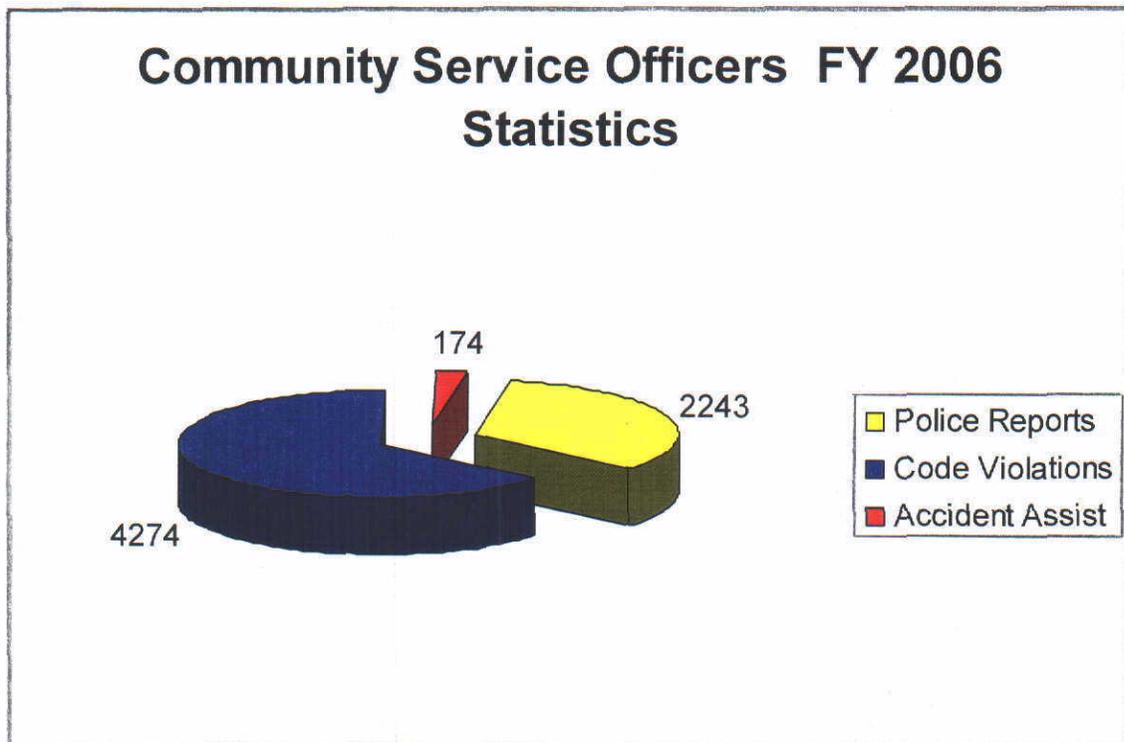
Community Service Officers serve the citizens of the city by assisting the officers with several functions that do not necessarily require sworn authority. When CSO officers perform functions such as this, patrol officers are able to concentrate on proactive enforcement of crimes and offenses. A few of these duties include code



enforcement, found/lost property reports, directing traffic at accident scenes, telephonic details,

managing a full case load (ordinance violation investigations) and entering information into the computerized records system. CSO officers are also focused and dedicated to the removal of signs and debris that clutter the cityscape.

Six Community Service Officers (CSO's) now work in tandem with a C.O.P. officer in each of four districts. Their office space is provided by a generous donation from local businesses that are located strategically throughout the city. Because of the high demand for their service, the unit has divided their districts up into four basic areas to ensure total coverage weekly.



#### ***Community Oriented Policing (C.O.P.)***

The department's four Community Oriented Police officers (C.O.P.) provide a valuable service to the community by reintroducing and fostering a productive relationship with the business owners and those living within the city boundaries. These officers are able to specialize in areas reducing the need for line patrol officers to become involved in cases like "Neighborhood Disputes" and "Business Owner Relations." Officers are partnered with Community Service Officers (CSO) and work to address concerns and problems within their assigned geographical district.

### ***SWAT (Special Weapons and Tactics)***

The West Jordan SWAT Team currently has 15 members. The team provides a ready response to situations that are beyond the capabilities of normally equipped and trained Department personnel. Team members are committed to the safe rescue of hostages, barricaded subjects, and arresting violent suspects. The team was deployed on 43 operations during 2006. Members recently competed in the National SWAT Competition held in Colorado where they placed third overall.



### ***Crime Prevention Specialists***

Our two Crime Prevention Specialists are very busy developing and maintaining programs and volunteer personnel to enhance the mission of the police department by attacking the causes of crime from the point of prevention. The main focus they concentrate on is from the neighborhood perspective and also from the business owner point of view.

### ***Citizen Police Academy***

In 2007 our great success with the Citizen Police Academy has continued with several new ideas and valuable information from students in a post review setting. We have also had great success with the Citizen Police Academy. Twenty-five people from a wide

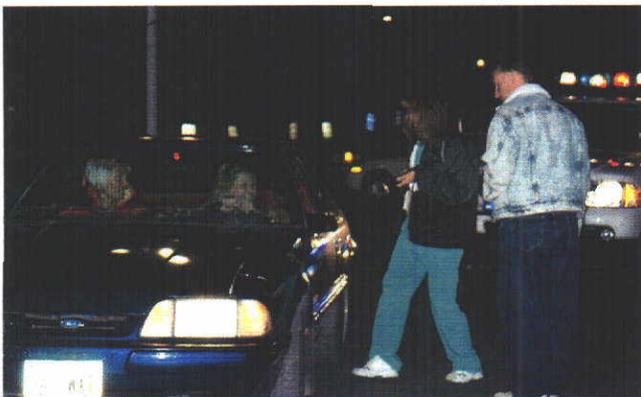


variety of disciplines in the community attended class for three hours every Monday evening for 11 weeks to learn how the police department operates and how to help our agency fulfill its mission of community oriented policing.

Experienced police officers and other department personnel provide briefings, demonstrations and

engaged in discussions about police operations and philosophies. Topics include Traffic Accident Investigation, Criminal Investigations, Firearms Training, Crime Prevention, K-9 Unit, 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 V.I.P.'s (Volunteers In Policing) which is our newest

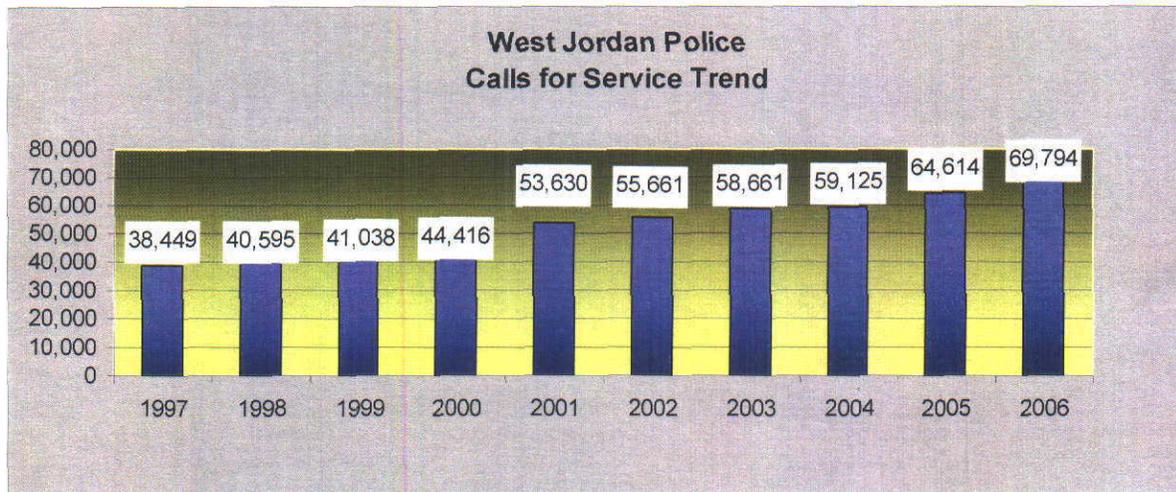


program that allows citizens in our community to assist the police department with some very specific functions. This program is currently being developed and implemented as quickly as possible. We anticipate holding two sessions each year – one in the spring and one in early fall.

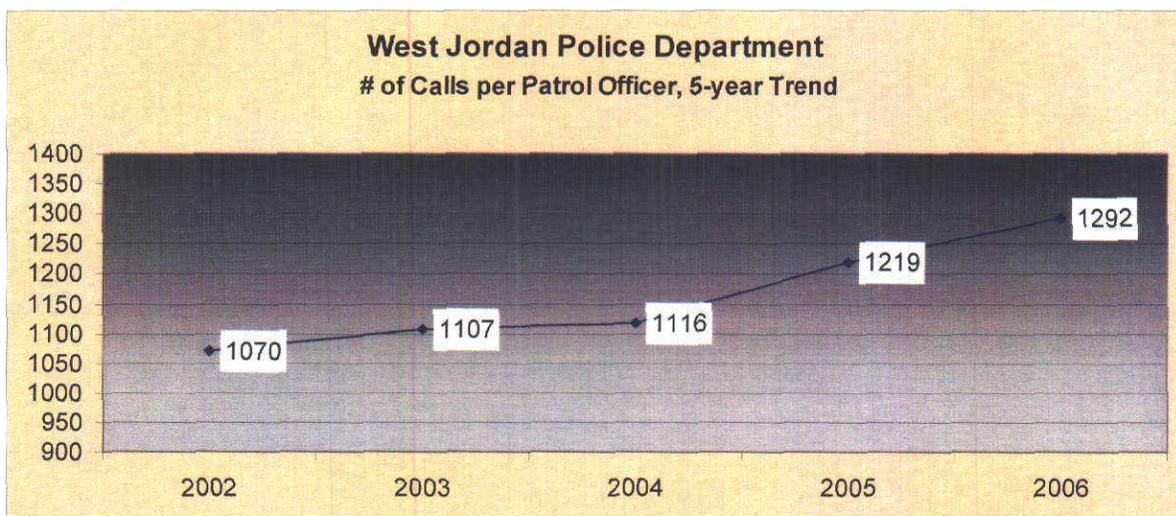
## **Division Performance Measurements**

### **Calls for Service**

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.



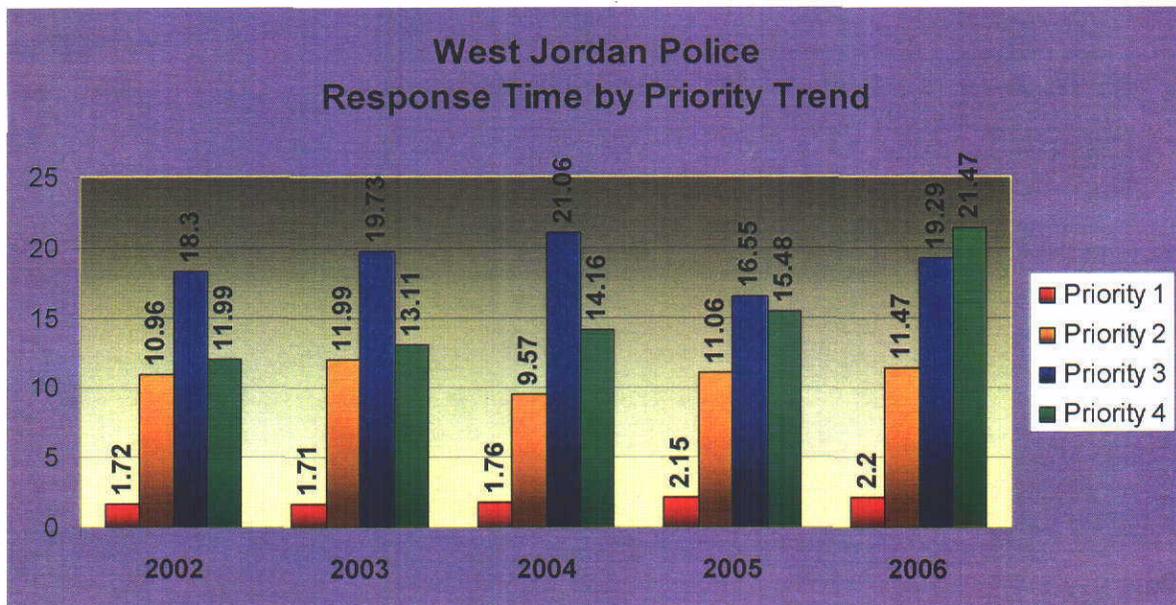
The increase in calls for service has a direct impact on patrol officers. They have experienced a dramatic change in their "obligated" time. This is the time they spend on calls or assignments. The result of this change is that they have less time to conduct preventive patrol.



## Police Response Times

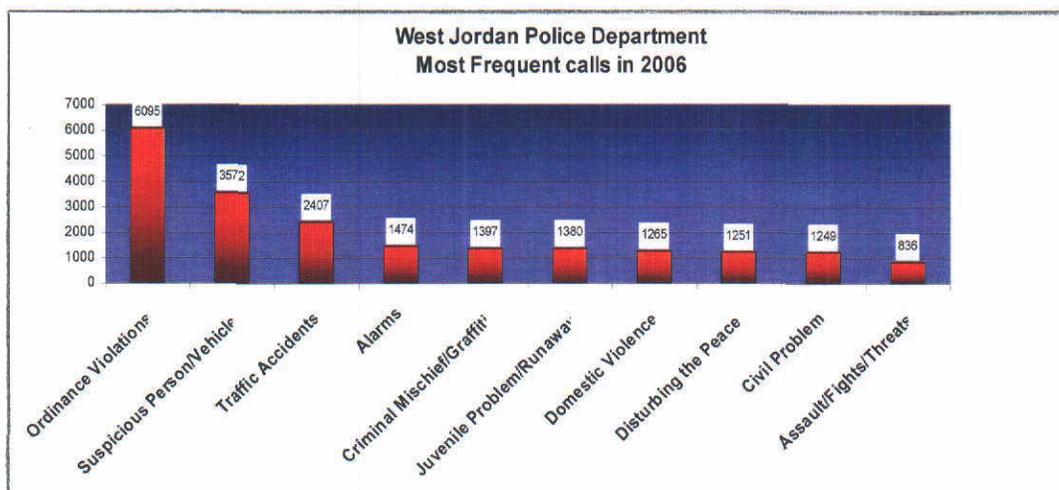
The Patrol Division has several measurements for quality of service. One of these is how fast we are able to respond to calls from the citizens. Calls are prioritized for response as follows:

- 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

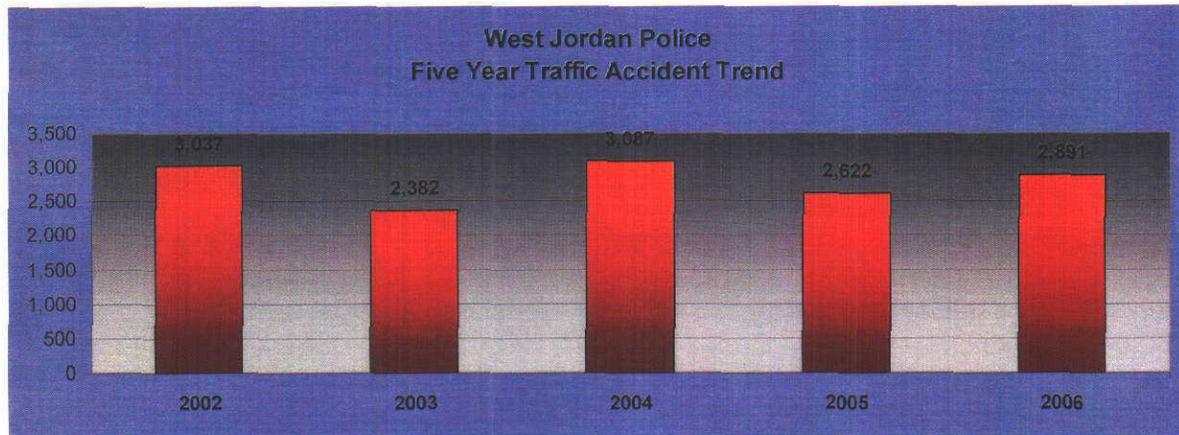


Average response time to priority 1 calls has risen slightly above 2 minutes.

The Patrol Division responds to a wide variety of calls for service. The most common are shown in the following chart.



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



### ***Division Goals and Objectives for 2007***

---

**Goal: Implement data-driven directed patrol and traffic enforcement.**

Objective: Provide line services personnel with statistical information (data and maps) that will allow them to proactively address criminal and traffic-related problems in West Jordan City.

**Goal: COP/Code Enforcement Reorganization**

Objective: Give ownership of assigned areas to CSO/COP. Assign Patrol officers to specific districts.

**Goal: Fully Train and implement Personal Management System (EIS)**

Objective: Train all personnel in the (EIS) system. Supervisors will be trained in how to access and use it to increase professional conduct.

**Goal: Management by statistical analysis**

Objective: Complete development of performance audits for all department positions. Implement use of audits.

**Goal: Staff Training**

Objective: Conduct management/leadership training for all supervisory personnel.

**Goal: Train traffic officers in the use of Photogrammetry System.**

(The Photogrammetry System is a highly specialized diagramming computer program that allows officers to reconstruct motor vehicle accidents and crime scene incidents.)

Objective: To enhance the accuracy, legibility, and overall quality of diagrams for court and insurance purposes.

**Goal: Increase number and frequency of deployments by K-9 units.**

Objective: The more deployment experiences our K-9 units have, the better the individual units are able to perform their duties and serve this community. Multiple K-9 deployment experiences tend to equate into peak performance being achieved.

**Goal: Increase public interaction with the K-9 units through community exposure via K-9 demonstrations.**

Objective: There appears to be a strong correlation between a positive public image of the police department and interaction with K-9 officers through public demonstrations. More public demonstrations will increase public contact with law enforcement and capitalize upon these educational opportunities.

**Goal: Implementation of the “Good Landlord Program.”**

Objective: The Good Landlord Program offers training and standards for the landlords in the West Jordan area. The training provides the landlords with the knowledge to identify those individuals that are part of a criminal element and deter those that may become or associate with these individuals. The program assists the landlords in removing this unwanted element, providing a safer, friendlier environment for the good citizens of West Jordan.

## Investigations/Support Services Division

---

### Our Mission

To proactively conduct the prevention and timely investigation of crime in the City of West Jordan through partnerships with the community, schools, businesses, and the criminal justice system.



### To the Citizens of West Jordan:

I am pleased to report that our division met or exceeded our goals for the previous year in ways that increased our efficiency and our ability to provide better service to the community.

The addition of a Community Service Officer to our Investigations Division has dramatically improved communications between detectives and the victims of crimes. We have also assigned a CSO to the Training Division to help maintain the high level of expertise we expect from our employees.

During the past year, we entered into a contract with PropertyRoom.com to expedite the disposal of surplus property held in our evidence room. This initiative has been a great benefit to the public and has made our operation more efficient. The addition of an Automated Fingerprint Identification System, acquired through a federal grant, has also increased the quality of our work while reducing the time required to submit prints and to positively identify individuals through the state and federal database.

We continue to provide the Drug Abuse Resistance Education (DARE) program and added that service to a new charter school in the city. We also 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.

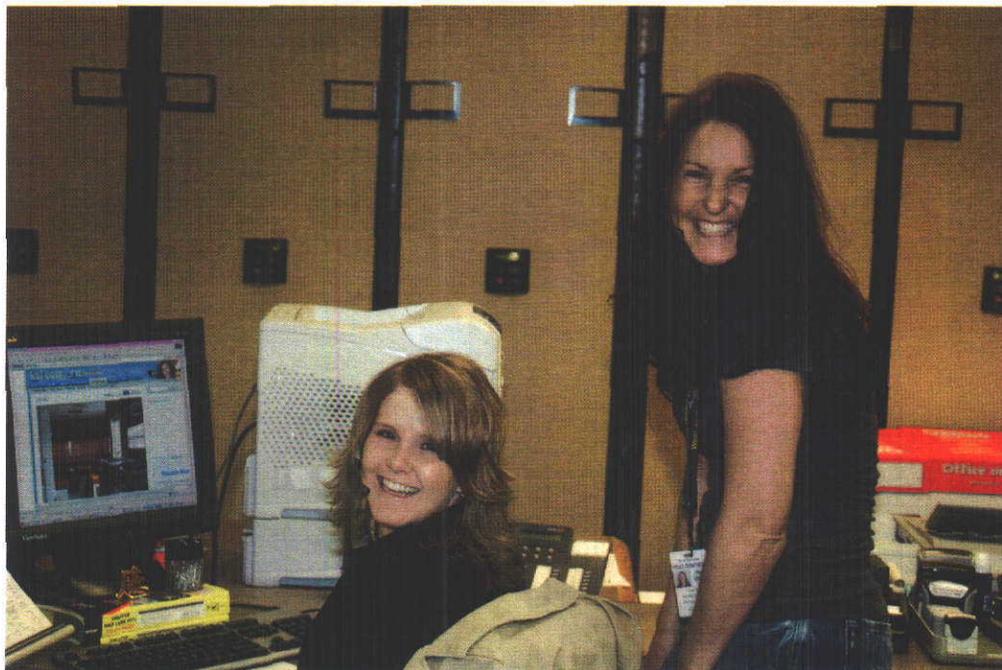
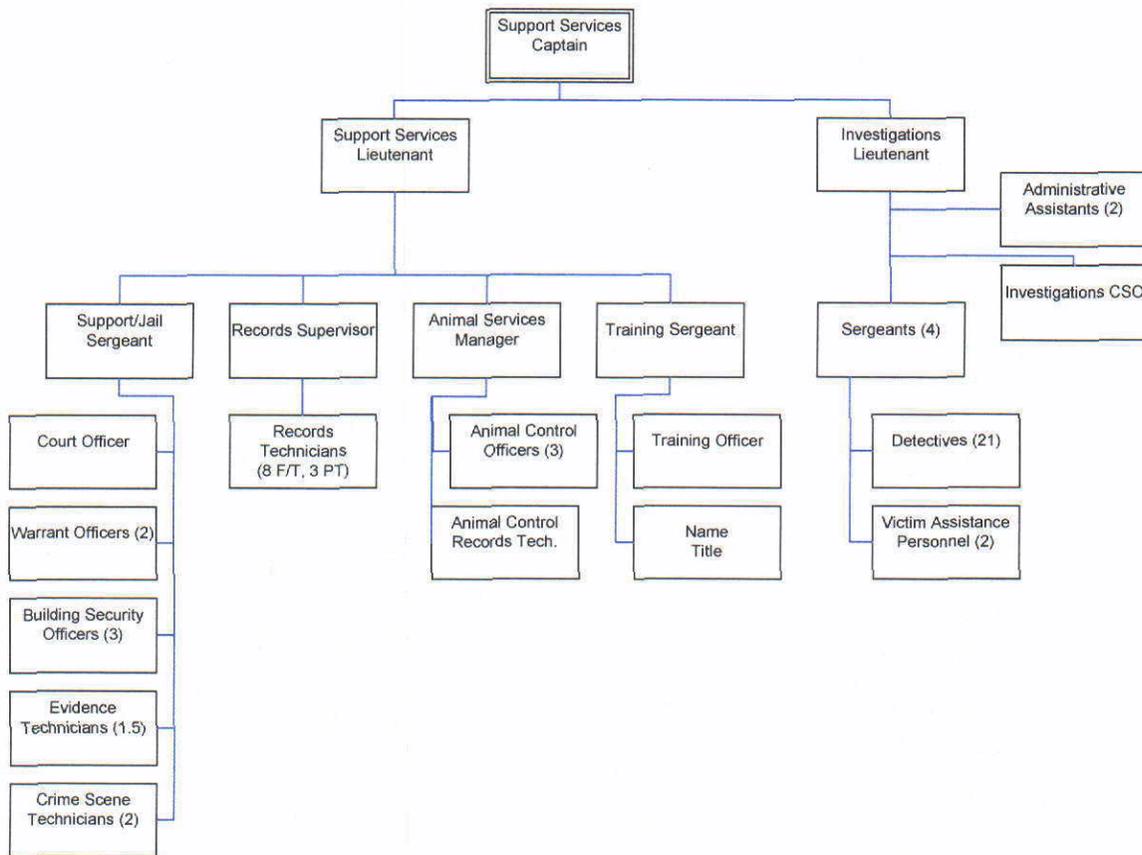
The success of these programs and the traditional investigation of crime rely heavily on the community. We ask for your continued support in making West Jordan a safe place to live and work.

Sincerely,

A handwritten signature in black ink that reads "Gary Cox". The signature is stylized and cursive.

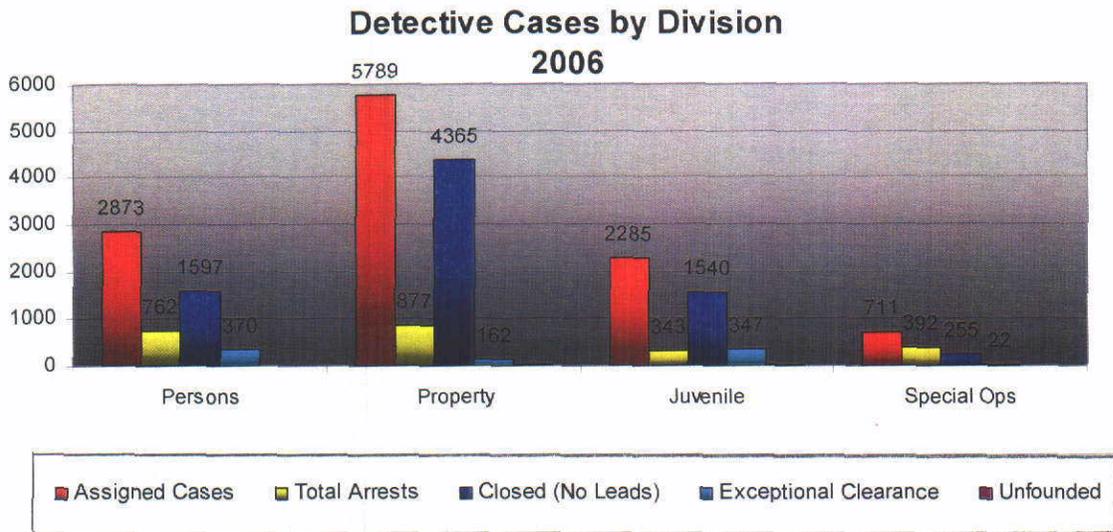
Captain Gary Cox

## Division Organization Chart

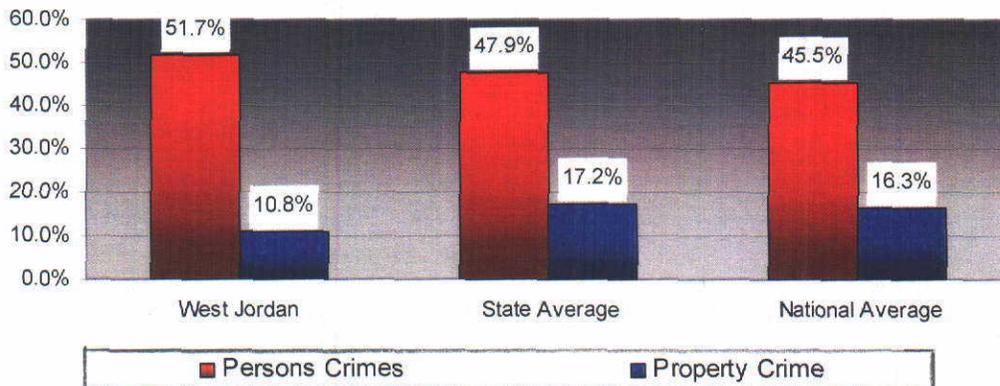


# Investigations Division Accomplishments

## Caseload

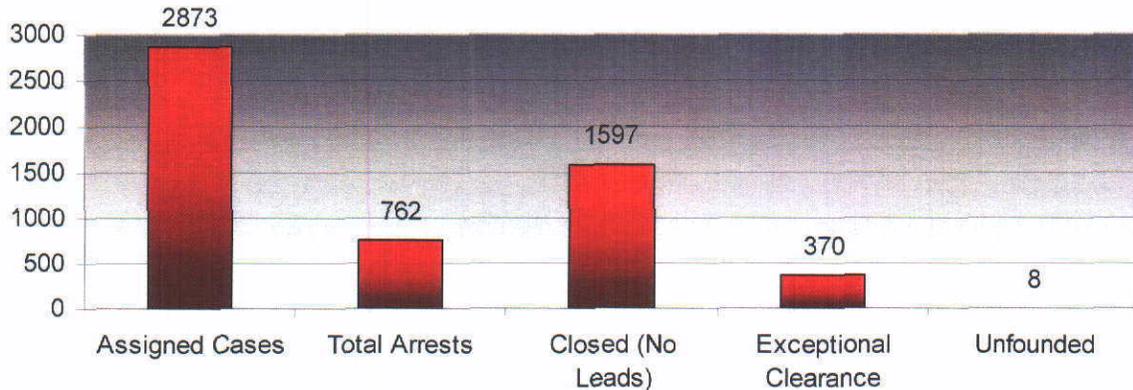


### Incident Based Reporting Clearance Comparison CY 2005



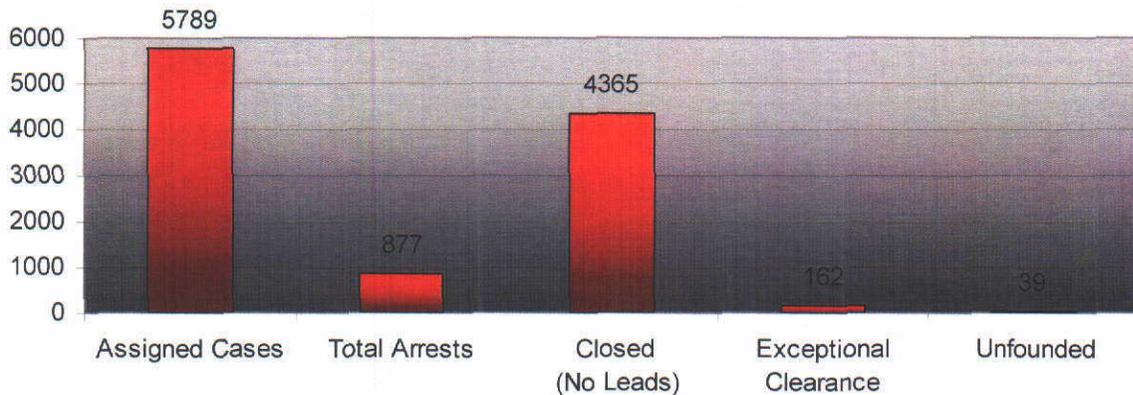
Homicide, Rape, Robbery, Assaults (including domestic violence), and Sex Crimes are included in the Crimes Against Persons category. One sergeant and four detectives handle this difficult caseload.

## Crimes Against Persons 2006



Offenses included in the Property Crimes category include Thefts, Arson, Burglary, Vehicle Theft, Fraud and Forgery. One sergeant and four detectives handle this caseload.

## Property Crimes 2006

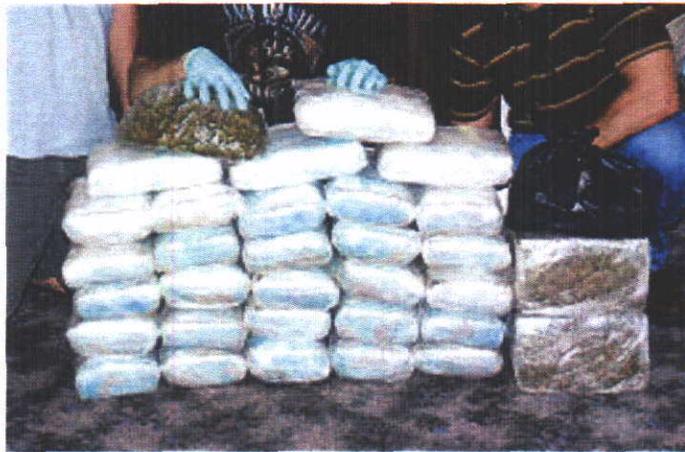
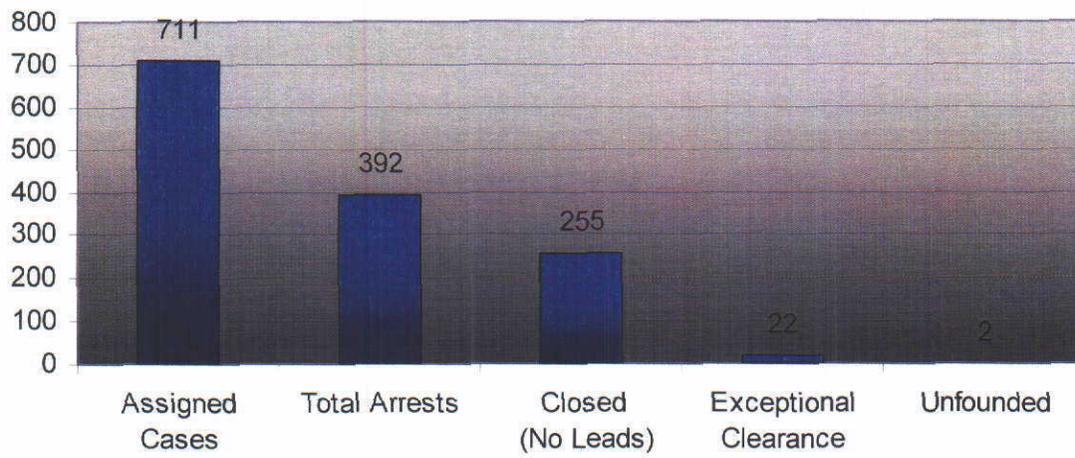


### ***Special Operations***

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.).

Special Operations include narcotics investigations, gangs, and other covert and highly specialized criminal interdiction. Detectives are assigned locally and to metro task force operations. Their efforts this year resulted in the seizure of several hundred of pounds of illegal drugs and the removal of numerous guns from the hands of successfully prosecuted criminals.

## Special Operations 2006



Special Operations detectives display marijuana seized in one investigation this year.

## **Support Services Division**

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### ***Mission***

**Our Mission:** The goal of Support Services is to provide critical support to the municipal court and police function.

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.

### ***Division Accomplishments***

---

#### ***Records Bureau***

The Records Section of the West Jordan Police Department is staffed 24/7 by nine full-time and three part-time employees. All incoming reports and citations are quality checked with additional information added to the Spillman Records Management System as needed. 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, NCIC entries and Hit responses and all after-hour City call-outs. The West Jordan Police Department 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.

#### ***Warrant Officers***

Our warrant officers assist our 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 West Jordan City court. In 2006 these two officers served 2,600 warrants, for a total bail amount of \$18,049,331.

West Jordan Justice Court warrants cleared	2,131
Misdemeanor warrants served from other agencies	215
West Jordan felony warrants served	86
Other agency felony warrants served	168
West Jordan "NO BAIL" warrants served	227
Felony "NO BAIL" warrants served	29
Total amount of West Jordan Justice Court warrants	\$2,152,792
Total amount other agency Justice Court warrants	\$716,529
Total amount West Jordan felony warrants	\$5,445,500
Total amount other agency felony warrants	\$9,730,500
Total of all warrants	\$18,049,331
Transports to and from county jails or courts	352
New charges initiated by Warrants Officers	38

### ***Crime Scene Technicians and Evidence Custodians***

These highly trained civilian personnel provide critical support to the department in a variety of ways. Evidence Custodians receive more than 4,808 pieces of booked property each 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.



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 Technicians responded to 108 call-outs and processed 264 items of evidence from more than 87 cases. They also submitted 6 cases with evidence to the State Crime Lab, resulting in the identification of 2 criminal suspects.

### ***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.

Fingerprints	Public (1 or 2 card requests)	186
	Legal/criminal purposes	1,164
Transports	To and from jails (does not include transports done by Warrant Officers or "forthwith" transports.)	98
Reports	(not including supplements)	248
Prisoners Booked		533

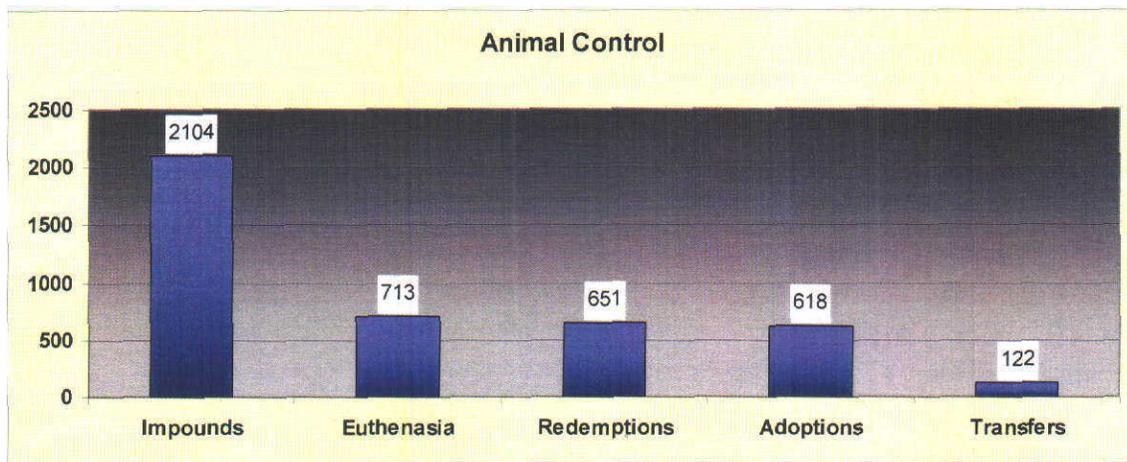
### ***Animal Control and Shelter***

The goal of The City of West Jordan Animal Control is to protect both citizens and pets. Animals are contained to prevent accidents and to prevent animals that have not been vaccinated from harming citizens or other animals. 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.

Community members volunteer hundreds of hours each year to keep the animals at the shelter happy and healthy.

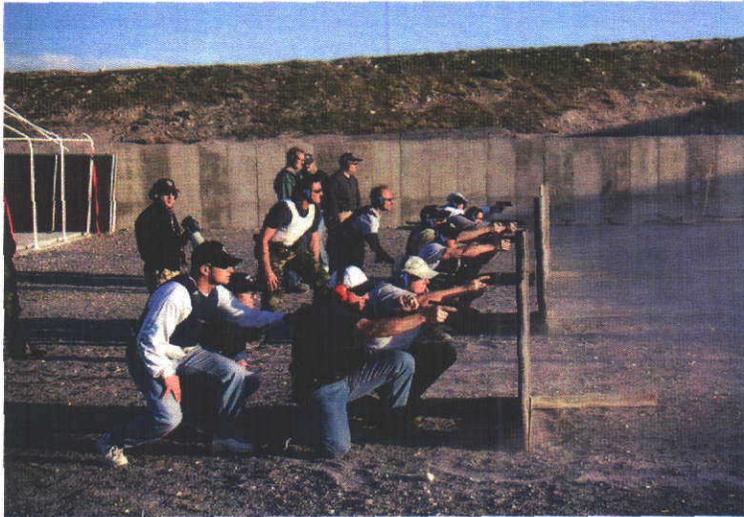


Four Animal Control Officers responded to 4,208 calls in 2006 and adopted out or returned over 1,269 animals to owners.



### ***Training Division***

In 2005 the training division included one sergeant and one officer. This year a CSO officer was assigned to the unit to assist in accomplishing training goals. These individuals are responsible for planning, coordinating and facilitating training for the entire police department. Every police officer is required to participate in a minimum of 40 hours in-service training each year.



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 sponsor open training at our facility, which is attended by police officers from surrounding agencies and states.

This year the training division introduced a training library that will allow officers to borrow training material that can be viewed independently and applied towards in-service hours or submitted for college credits. 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. In 2005 the Training Division provided over 9,637 training hours. In 2006 the Training Division provided and coordinated 10,642 training hours.



## **Division Goals and Objectives for 2007**



**Goal: Coordinate and execute at least two major area saturations in high drug activity areas in a proactive approach to deter and prevent additional drug activity.**

Objective: Use intelligence from citizen complaints, confidential informants, detectives, and agents from other jurisdictions to perform surveillance, knock and talks, and execute arrest and search warrants. These continued proactive efforts have already proven successful.

**Goal: Implement paperless records process and electronic case screening.**

Objective: We have developed our records system to the point where we can go "paperless" – keeping all records, through electronic entry and scanning, stored only in electronic format. We will fully implement this process and then work with the District Attorney's Office to provide screening of cases electronically, which will save the time currently spent by detectives who currently have to travel to the Matheson Courthouse in order to complete this task.

**Goal: Continue a proactive approach to property thefts by deploying our Radio Frequency (RF) Property Tracker at an increased rate.**

Objective: Based upon prior police reports and the items being stolen, we implant a transmitter into the targeted property and place it in an area prone to thefts. Because of the tracking device, our success rates of apprehension have greatly increased with less case follow-up. This has already helped with criminal investigations and has dramatically benefited relationships with local business owners and builders.

**Goal: Expand coverage of Animal Control Officers to 7 days a week.**

Objective: The City Council approved the addition of 1 Animal Control Officer this year. This will allow the division to expand coverage to 7 days a week and provide increased response to animal-related calls for service.

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# PUBLIC WORKS



# City of West Jordan Public Works Department Annual Report FY 2007

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# Public Works Department

## Introduction

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### *Letter from Director*

I am pleased to present the Public Works Annual report for fiscal year 2007. The following material is a summary of activities completed by the Public Works Department between July 1, 2006 and June 30, 2007. Twenty-four hours a day, seven days a week the Public Works Department provides essential services and support. The information presented herein demonstrates the continued commitment to provide the residents and business owners operational and maintenance services to improve the quality of life in West Jordan.

“Only a life lived for others is a life worthwhile.” Albert Einstein

The Public Works Department consists of 82 full-time employees and approximately 30 seasonal employees. The Public Works Department is organized into seven main operational divisions, including Administration, Facilities, Fleet, Parks, Streets, Water, and Wastewater. Each division is supported by dedicated staff, many with long records of outstanding service. Through the dedicated effort of a number of talented and dedicated employees, the department has completed a variety of special projects through the past year. Each division within Public Works is generally assigned with operations associated with the division’s title, but in order to maximize human resources, inter-division cooperation is a norm.

As West Jordan’s Public Works Director, I am committed to guiding staff to provide exceptional service, facilities and programs to the businesses and citizens of West Jordan. I would like to personally thank Mayor Dave Newton, Council Members Rob Bennett, Kathy Hilton, Melissa Johnson, Mike Kellermeyer, Kim Rolfe, Lyle Summers, and City Manager Gary Luebbers for all of your help and support to the Public Works Department.       - *Tim Peters, Public Works Director*

### *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.

## Organizational Structure

---

### *Senior Staff*

**Tim Peters – Public Works Director** – 2 years of service with West Jordan – Masters of Business Administration, Bachelor's of Science, Business Administration graduate with honors, Associate of Science. Over 24 years experience in Public Works.

**Stephen Glain – Management Analyst** – 3 years of service with West Jordan City – Master of Public Administration, Brigham Young University, 2002. Position oversees the Administration and Fleet Divisions.

**Public Services Manager** – *Jim Riding* – Position oversees the Public Services Division including Streets, Parks, Facilities, and Solid Waste.

**Utilities Manager** – *James Carbine* – Position oversees the Utilities Division including Water, Wastewater, and Utilities Construction.

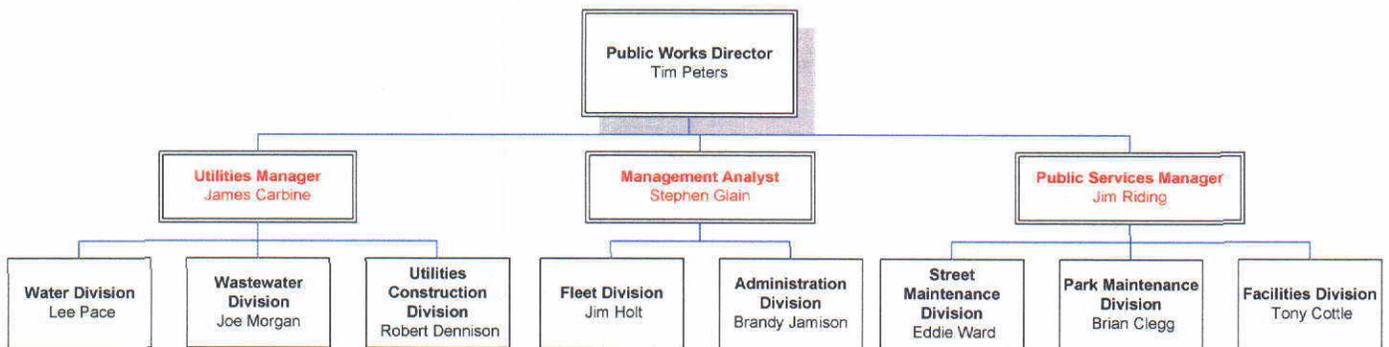
## Personnel Summary

The Public Works Department has a total of 82 full-time positions (six of which are administrative and 76 are field), and approximately 30 seasonal field positions. Two full-time field positions were added during the year; a Water System Operator in the Utilities Division and a Parks Maintenance Worker in the Public Services Division.

## Divisions of Public Works

Parks  
Facilities  
Streets  
Solid Waste  
Fleet  
Water  
Wastewater  
Water Conservation  
Administration

## Organization Chart



## Financial Summary

The total Public Works Department budget for fiscal year 2007 was \$16,309,163. This total covers nine accounting divisions and five funds. Total expenses for fiscal year 2007 were \$14,886,144 leaving a combined balance of \$1,422,992. Of the department's expenses, just less than 40% was for personnel, 59% was for operating and the remaining 1% was for capital outlays. A summary sheet of the nine divisions and five funds is included.

<b>General Fund</b>			
	<b>Budget</b>	<b>Expenditures</b>	<b>% of Total</b>
<b><u>Administration</u></b>			
Total Personnel	\$568,313	\$493,030	86.75%
Total Operating	\$34,392	\$26,890	78.19%
<b>Administration Total</b>	<b>\$602,705</b>	<b>\$519,920</b>	<b>86.26%</b>
<b><u>Cemetery</u></b>			
Total Personnel	\$63,503	\$61,703	97.17%
Total Operating	\$63,490	\$54,311	85.54%
<b>Cemetery Total</b>	<b>\$126,993</b>	<b>\$116,014</b>	<b>91.35%</b>
<b><u>Facilities</u></b>			
Total Personnel	\$298,152	\$282,997	94.92%
Total Operating	\$554,563	\$543,110	97.93%
<b>Facilities Total</b>	<b>\$852,715</b>	<b>\$826,107</b>	<b>96.88%</b>
<b><u>Streets</u></b>			
Total Personnel	\$1,378,131	\$1,306,183	94.78%
Total Operating	\$1,206,618	\$1,046,148	86.70%
<b>Streets Total</b>	<b>\$2,584,749</b>	<b>\$2,352,331</b>	<b>91.01%</b>
<b><u>Parks</u></b>			
Total Personnel	\$1,208,228	\$1,066,340	88.26%
Total Operating	\$676,551	\$651,870	96.35%
Total Capital Outlays	\$216,982	\$217,075	100.04%
<b>Parks Total</b>	<b>\$2,101,761</b>	<b>\$1,935,285</b>	<b>92.08%</b>
<b>Enterprise Funds</b>			
	<b>Budget</b>	<b>Expenditures</b>	<b>% of Total</b>
<b><u>Sewer</u></b>			
Total Personnel	\$829,225	\$826,694	99.69%
Total Operating	\$358,124	\$307,591	85.89%
Total Capital Outlays	\$7,500	\$7,500	100.00%
<b>Sewer Total</b>	<b>\$1,194,849</b>	<b>\$1,141,785</b>	<b>95.56%</b>
<b><u>Solid Waste</u></b>			
Total Personnel	\$54,892	\$54,019	98.41%

Total Operating	\$3,103,119	\$3,140,740	101.21%
<b>Solid Waste Total</b>	<b>\$3,158,011</b>	<b>\$3,194,759</b>	<b>101.16%</b>
<b>Water</b>			
Total Personnel	\$1,059,602	\$1,062,921	100.31%
Total Operating	\$1,743,045	\$1,165,536	66.87%
Total Capital Outlays	\$0	\$0	
<b>Water Total</b>	<b>\$2,802,647</b>	<b>\$2,228,457</b>	<b>79.51%</b>

<b>Internal Service Fund</b>			
<b>Fleet</b>	<b>Budget</b>	<b>Expenditures</b>	<b>% of Total</b>
Total Personnel	\$538,170	\$533,263	99.09%
Total Operating	\$1,139,918	\$992,075	87.03%
<b>Fleet Total</b>	<b>\$1,678,088</b>	<b>\$1,525,338</b>	<b>90.90%</b>

## **Administration Division**

### *Mission*

The Public Works Administration Division is committed to support the productivity and effectiveness of the Public Works operations divisions by providing management direction, administrative processing, and accountability oversight.

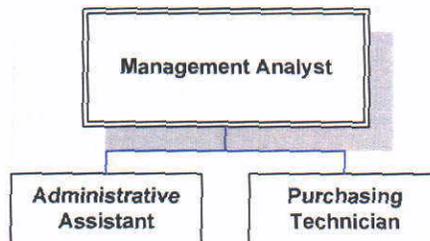
### *Personnel*

Stephen Glain

Brandy Jamison

Joyce Linscott

### *Division Organization Chart*



### *Accomplishments*

- Processed 2,500 purchasing requisitions
- Received approximately 1,600 phone calls and approximately 800 walk-in customers

- Receive and monitor reservations for the neighborhood dumpster program; over 2,000 “drop-ins” per year
- Coordinated and tracked approximately 6,000 service calls
- Compiled department’s annual report
- Prepared and presented department’s budget

### ***Goals and Objectives***

#### **Goal: Continually improve customer service**

*Objective:* Answer all incoming telephone calls by the second ring

*Objective:* Acknowledge walk-in customers the moment they enter the room

#### **Goal: Improve requisition processing and purchasing efficiency**

*Objective:* Process all requisitions within two days of receipt

*Objective:* Process all APO and small dollar requisitions on the same day

#### **Goal: Begin implementation process for a Public Works warehouse**

*Objective:* Prepare business plan, implementation plan, and timeline for a Public Works warehouse

*Objective:* Prepare budget based on warehouse business plan

*Objective:* Begin implementation of warehouse starting with a couple divisions until space and personnel figures allow for complete implementation

#### **Goal: Continually improve departmental morale and interdivisional relations**

*Objective:* Hold team building activities at least quarterly

*Objective:* Hold daily field supervisor meetings to discuss the coming events of the day and coordinate interdivisional help as needed

*Objective:* Establish a department priority list for all ongoing projects

#### **Goal: Improve work order and asset tracking efficiency**

*Objective:* Prepare presentation for new asset management software highlighting the need for eliminating paperwork and too much reliance on ‘human minds’

### ***Special Projects***

- Reorganized the department and reduced inefficiencies by cross-training employees to assist in many various disciplines.

- Implemented pilot program using Pentamation software purchasing module to replace paper requisitions.

***Performance Measurements***

- Administer and control the budget and operations for nine accounting divisions; a combined budget of \$16 million
- Coordinate and track approximately 6,000 calls for service each year
- Process approximately 2,500 purchasing requisitions each year
- Receive approximately 1,600 incoming phone calls each year
- Receive approximately 800 walk-in customers each year

**Fleet Division**

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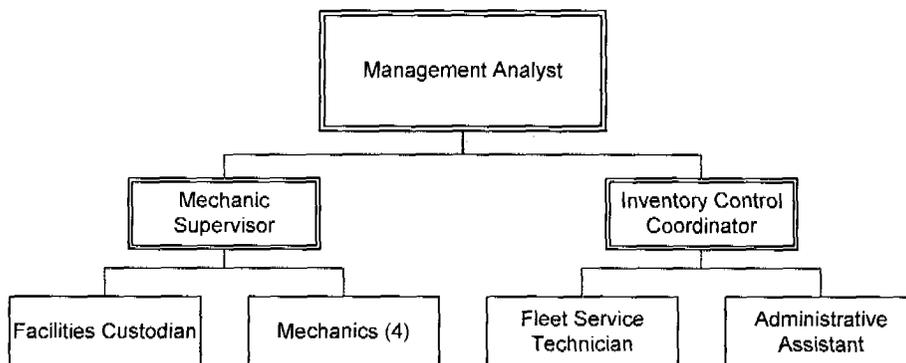
***Mission***

The Fleet Division is committed to support city-wide operational productivity and effective risk management by providing timely, professional-quality maintenance, repair, evaluation, and replacement of vehicles and motorized equipment.

***Personnel***

Jim Holt	Larry Jones
Terry Curling	Scott Hammer
Kathy Jemison	Scott Merkley
David Richards	Michael Standiford

***Division Organization Chart***



## **Accomplishments**

- Sold 25 vehicles, one trailer, 12 "roll off containers" and seven snowplows at auctions for combined revenue of \$187,076.90 with 1 more vehicle set to be sold within the next month.
- One dump truck, two skid steer loaders, two vibratory rollers, and one backhoe were traded in against new vehicles for combined amount of \$75,280.00.
- Purchased and put in service 27 vehicles (23 replacements, 3 new additional, 1 annual trade out).
- Completed 2,130 works orders including 831 preventative maintenance work orders
- Completed 211 state and 181 emissions inspections
- Sent 218 work orders to outside vendors
- Fuel usage is down 0.3% over usage in FY 05-06; Cost is up 8%

## **Goals and Objectives**

### **Goal: Complete 100% of Preventative Maintenance schedule each month**

*Objective:* Create awareness of new procedure throughout the City's departments

*Objective:* Use mechanic time more efficiently by eliminating interruptions

*Objective:* Mechanic supervisor to devote 50% of his time in office work and the rest working on vehicles

### **Goal: Complete work orders within two weeks of receipt**

*Objective:* Coordinate work orders with preventative maintenance schedule eliminating costly downtime

*Objective:* Use mechanic time more efficiently by eliminating interruptions

*Objective:* Mechanic supervisor to devote 50% of his time in office work and the rest working on vehicles

### **Goal: Efficiently utilize new fleet maintenance software**

*Objective:* Receive training for new fleet software

*Objective:* Update internal procedures to reflect new software capabilities and techniques

### **Goal: Prolong the life of the new epoxy coated shop floor by focusing on workstation cleanliness**

*Objective:* Perform quick area cleanups between work orders

*Objective:* Bi-weekly extensive shop cleanup every payday

### ***Special Projects***

- The Fleet Division has replaced the old, outdated fleet maintenance software with RTA Fleet Management software. This new software is helping with reporting and statistical analysis as well as saving valuable mechanic time through eliminating needless paperwork. The mechanics are using the paperless shop module and fuel transactions are being downloaded daily from the State of Utah by e-mail and into RTA through the electronic fueling interface.

### ***Performance Measurements***

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

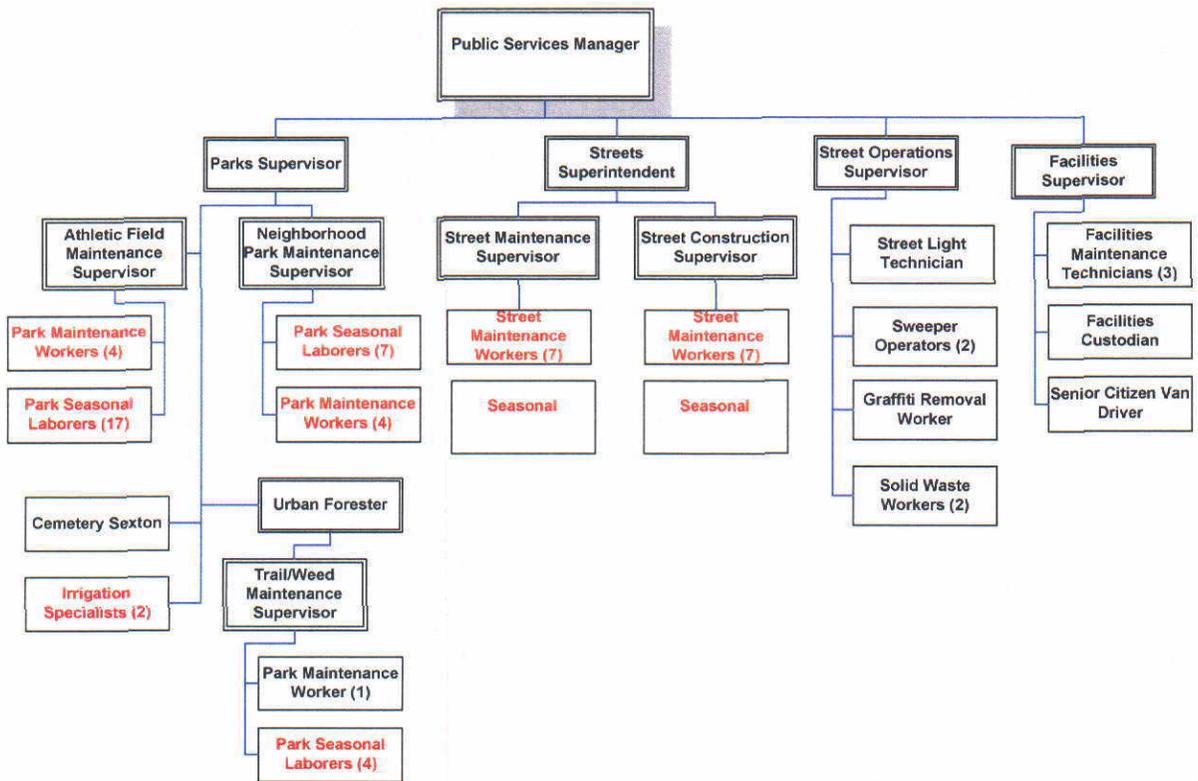
- 325 vehicles
  - 152 police vehicles
  - 24 passenger cars or vans
  - 75 light trucks up to 1 ton
  - 11 Dump Trucks
  - 2 Street Sweepers
  - 2 Sewer Cleaning Trucks
  - 47 pieces of heavy equipment
  - 7 fire trucks
  - 5 ambulances
- 219 units of other rolling stock (smaller equipment, generators, trailers, etc)
- Average age of our fleet is 6.41 years. An average of 0.39 years newer than in 05/06.

## **Public Services Division**

### ***Mission***

The Public Services Division is committed to enhance the quality of life by providing quality services for the construction, maintenance, and management of West Jordan's infrastructure, while exercising strict fiscal responsibility. Public Services promotes an environment that encourages teamwork and cost-effective municipal services to preserve our parks, streets and facilities.

## Division Organization Chart



### Personnel

#### Facilities

Tony Cottle, Superintendent

Cory Briggs

Todd Schmidt

Ron Moore

Craig Smith

Leonard Wright

#### Parks

Brian Clegg, Supervisor

Jerry Dunaway

Casey Johnson

Casey Larsen

Jim Marcusen

Brooks Nielson

Julie Hess

Travis Johnson

Scott Lee

David Naylor

Chris Pearson

Paul Roberts

Jeff Wood

Kevin O'Brien

## **Streets**

Eddie Ward, Superintendent

Scott Annis	John Boren	Adam Wilcock
Derek Carter	Chad Christensen	Bill Young
Clifford Cottle	Jason Duffin	Hayden White
David Groves	Gary Gunnell	Ryan Timm
Sione Hafoka	Sean Martin	Jerry Street
Danny McDonald	Tony Obert	Richard Smolik
Luis Pabon	Jim Ricketson	Rochelle Smith
Lionel Smith		

## ***Accomplishments***

- Responded to 561 sign work orders and repaired or replaced 1,114 signs or poles
- Used 594 yards concrete, 3,141 tons of asphalt and 5,040 tons of road base on various street projects
- Completed 1,056 miscellaneous street work orders
- Replaced 488 bulbs, photocells and lenses
- Removed graffiti at 796 various locations
- Delivered 2,175 solid waste, recycle, and green waste containers
- Repaired 2,450 and replaced 1,732 containers
- Pruned 725 trees
- Mowed 4,692 acres and maintained over 1,000 miles of streetscape and hardscape
- Sprayed 41,675 gallons herbicide and fertilized over 400 acres
- Cleaned restrooms and pavilions 430 times
- Completed 375 athletic field setups and 460 playground and park inspections
- Completed 575 irrigation system repairs
- Spent 153 hours maintaining the Jordan River Trail
- Held 64 burials and completed 52 grave repairs
- Patched 1,414 pot-holes and swept 5,339 lane miles
- Completed 12,426 blue stake requests
- Completed 160 meeting set-ups and 658 miscellaneous facilities work orders



### **Goals and Objectives**

#### **Goal: Implement a preventative maintenance program for all City facilities**

*Objective:* Divide City facilities into sectors and assign to each facilities maintenance employee

*Objective:* Create individualized work lists for each building's major components, such as electrical, plumbing, heating and air conditioning, water heaters, doors, and windows

*Objective:* Schedule inspections at each City facility on a weekly basis

#### **Goal: Improve service request response**

*Objective:* Complete routine service requests within four business days

*Objective:* Respond to, establish plans for and set a completion date for construction projects and other infrequent service requests (such as remodels) within ten business days

#### **Goal: Improve communication and oversight of janitorial staff**

*Objective:* Hold monthly meetings with janitorial staff to ensure that cleaning service meets the requirements of the contract; and that all complaints are being handled in a timely manner

#### **Goal: Create and implement a streetlight routine maintenance program**

*Objective:* Divide the City into sectors and create a maintenance schedule for all streetlights

*Objective:* Schedule will include painting poles and cleaning fixtures

#### **Goal: Provide prompt and efficient graffiti removal**

Objective: Remove the majority of all graffiti within a 48-hour period

**Goal: Improve the cleanliness of our City streets through enhanced street sweeping**

*Objective:* Sweep all roads within the City three times per year; approximately 2,190 lane miles

*Objective:* Sweep all main arterial and collector streets at least six times per year

*Objective:* Sweep at least 180 lane miles per week

**Goal: Continuous personnel improvement to build effective and efficient maintenance crews**

*Objective:* Attend appropriate training related to various staff positions

*Objective:* Cross train as needed in order to help eliminate inefficiencies and dependencies on limited resources. For example; parks staff will cross train in all aspects of park and irrigation maintenance

**Goal: Improve irrigation system efficiency throughout the City**

*Objective:* Generate a prioritized list of parks with the least efficient irrigation systems

*Objective:* Establish a plan and obtain budgetary approval to renovate one park per year

*Objective:* City crews to complete renovation work each fall

**Goal: Maintain accurate and current cemetery records**

*Objective:* Cross reference lot cards with the cemetery records computer database

*Objective:* Physically audit any anomalies that arise through cross-referencing

**Goal: Establish an effective weed abatement program**

*Objective:* Generate a prioritized list of all city-owned properties requiring weed abatement

*Objective:* Track complaints to establish priority list for the following spring

*Objective:* Budget for the appropriate equipment and staff to accommodate the City's increasing green space

**Goal: Improved monitoring of sports field activities**

*Objective:* Supply on-call staff with the appropriate means for documentation

*Objective:* Maintain an open line of communication between athletic leagues and City staff



### *Special Projects*

The following is a short summary of some of the special projects the Public Services division has completed during the year:

- Remodel of City Hall areas, including the Finance Department and IT offices
- After the remodeling, moved the affected departments to their new offices
- Completed various projects in the completion of the new Justice Center
- Rebuilt the chiller at City Hall
- A cemetery yard renovation was completed this spring. Work consisted of a new asphalt and a new dumpster ramp
- A new irrigation system was installed at Camelot Park

The following is a list of the special projects that either are in process or will be commencing within the next few months:

- Old courtroom remodel at City Hall
- District Attorney's office remodel at City Hall
- Next phase of the IT Dept. remodel



## *Performance Measurements*

The following are a few ratios we use to compare our division with others:

- 14.43 acres maintained per parks employee
- 40.16 lane miles maintained per streets employee
- 67,472 square feet maintained per facilities employee



The Public Services Division is responsible for the maintenance of the following:

- 450 acres of turf (including 29 parks and 31 sports fields) and 25 acres of cemetery
- 35 pavilions and 20 restrooms
- 12.5 miles of trail
- 84 miles of streetscape
- 804 acres of undeveloped city-owned properties (weed abatement)
- 723 lane miles of Streets (asphalt repairs and snow removal)
- 5,050 street lights
- 11,182 traffic signs
- 13 City owned buildings (269,889 square feet)
- 8 emergency generators

## **Utilities Division**

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### *Mission*

The Utilities Division is committed to safely and efficiently delivering high quality culinary water at sufficient quantities and adequate pressures to ensure the health, safety and fire protection to the residents and business owners of the City of West Jordan. The Division is also committed to safely and efficiently conveying wastewater from customers to treatment facilities, and storm water to drainage outfalls. These objectives are accomplished for residents through efficient, best management practices, and reliable operations.

### *Division Summary*

Utilities Division is divided into two major sections, Water, and Wastewater, each under the management of an experienced and highly trained Superintendent. The Utilities Division is comprised of the following:

- 26 full-time employees (FTE)
- Approximately 350 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)
- Combined utilities ratio of 0.26 FTE per 1,000 population in FY 2007

### *Organizational Structure – Management Staff*

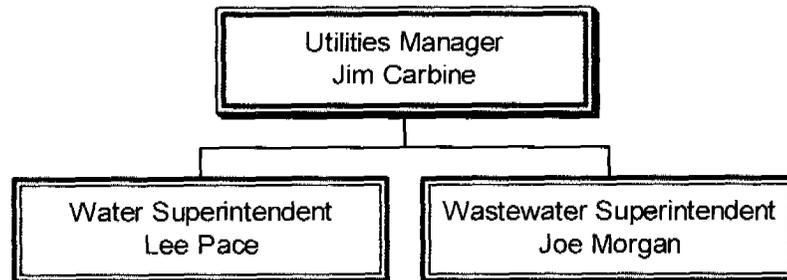
#### **Jim Carbine, Utilities Division Manager**

Jim Carbine has been with the City of West Jordan since September of 2006, and comes to the City with 32 years of water management experience.

The Utilities Manger plans, directs, oversees and manages all aspects of the Utilities Division, in both Water and Wastewater, coordinates with other divisions in Public Works as well as other departments in the City. The Manager works with customers, outside agencies, and vendors as well as engineering and consulting firms. Provides high quality service and support in all facets

of water and wastewater, to other divisions and section within the City including, conservation, billing, finance, engineering and storm drain activities.

*Management Organizational Chart*



**Water Division**

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*Water Mission*

To ensure the culinary water maintains its integrity and quality in all conditions. Provide effective means of service, communication and education on water quality and system operations, by being attentive, responsive and to reflect positive relations with its citizens.

*Water Personnel Summary*

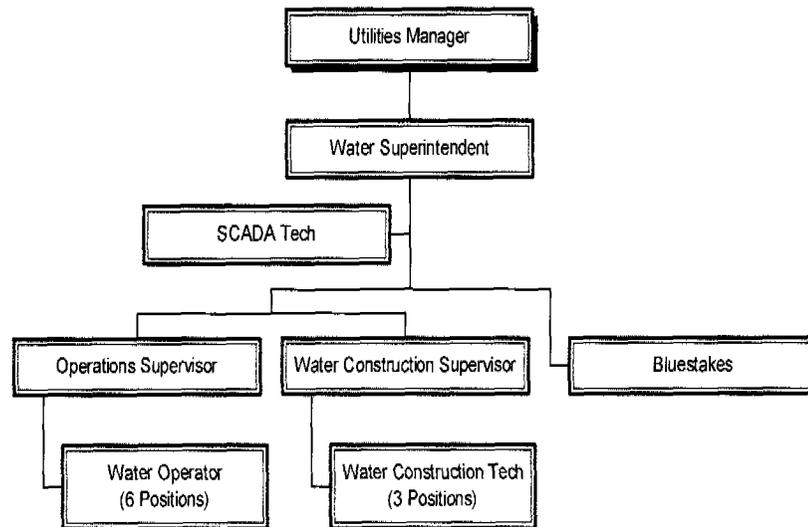
**Water Superintendent:** Lee Pace  
**Water Operations Supervisor:** Marv Boyack  
**Water System Operators:** Ryan Dearing  
Travis Kennedy  
Travis Martin  
Rory Munns  
Dave Trujillo  
Dan Yates

**Water Construction Supervisor:** Robert Denison  
**Water Construction Tech:** Dan Cramer  
Troy Murphy  
Reed Warnick

**Bluestake Tech:** Kendall Huffman

**SCADA Tech:** John Isbell

## Water Division Organization Chart



### Accomplishments

- Completed 1,574 water samples
- Repaired, replaced or located 965 valves
- Filled or flushed 239 water lines
- Repaired or replaced 110 and flushed 104 fire hydrants
- Handled 168 main water line or service leaks and responded to 624 customer complaints or inquiries
- Completed 112 water-related Risk Management work orders

### Goals and Objectives

**Goal: Install 3” conduit for five new SCADA RTU sites that allows for power service at Zone pressure reducing stations.**

*Objective:* Allocate time and resources in planning with Rocky Mountain power to approved hookup sources.

*Objective:* Allocate material and schedule excavation in between maintenance issues.

**Goal: Create possible resolutions to “Mock Emergency Situations” for the water system.**

*Objective:* Allocate time and resources in planning.

*Objective: Generate the types of situations relating to water.*

*Objective: Create a high priority & critical site and user alternatives.*

**Goal: Check all pressure regulator stations monthly**

*Objective: Schedule checks for different zone regulators each week.*

**Goal: Set up regulator rebuilding program for the City's 70+ pressure regulators**

*Objective: Ensure proper operation of regulators and pressures throughout the City*

*Objective: Maintain allowable and/or adequate pressures for fire-flow requirements.*

**Goal: Implement Secondary Disinfection Byproduct Rule**

*Objective: Comply with stage 1 sampling requirements by taking one set THM and HAA samples each quarter the chlorinator is in operation*

**Goal: Update and implement the Cross Connection/Backflow Ordinance**

*Objective: Readdress a new ordinance revision.*

*Objective: Obtain approval from Engineering, City Attorney, City Manager, the Mayor and the Council*

*Objective: Continue public awareness of cross connections and backflow through monthly flyers, West Jordan Journal articles and the City's website*

*Objective: Schedule each City facility, park and greenscape for inspections and any needed repairs or changes*

*Objective: Begin enforcing revised ordinance*

**Goal: Install new remote telemetry unit internals at Airport Booster to include new tank, generator and inlet control valve**

*Objective: Remove old remote telemetry unit chassis*

*Objective: Install new remote telemetry unit*

*Objective: Terminate all new and existing wiring*

**Goal: Install new remote telemetry units at the new zone 3 and 10200 South Conservancy meter stations**

*Objective: Purchase chlorine analyzer*

*Objective: Install remote telemetry units and analyzer*

*Objective: Wire and calibrate*

**Goal: Continue Utah Risk Management Mutual Association work**

*Objective: Prioritize list*

*Objective: Schedule approximately 20 inspections per month as other priorities allow*

## *Special Projects*

The following is a short summary of some of the special projects the Water Section has completed or assisted with during the year:

- Resolved the low flowing fire hydrant located in Veterans Park.
- The Division of Environmental Quality had performed the City's sanitary survey on the water system. This is mandatory every three years. The City scored 84 points against the water system out of a 150 total points allowed.
- A week-long water shut off was required to modify the 9000 South 2700 West meter station. In order to accommodate citizens during the shut off, the construction crew connected the pipes of zone 1 and zone 2, allowing the 300+ homes in the affected area to continue receiving water.
- Responded on December 24 2006 that the Dannon Plant had no water. We responded and excavated and found the service tapping valve had corroded bolts that allowed the valve bonnet to blow off causing flooding. Repairs were made immediately and later a cathodic protection system was added to the valve to eliminate it happening again.
- Water crews assisted in getting the new lines and tic-ins shut down, flushed, sampled on the 9000 South road expansion project.
- Completed repairs to the 9000 South 3500 West reservoir. The holes on the post tension rods were deteriorated and allowing water to pass through the reservoir.

The following is a list of the special projects that are either in process or will be commencing within the next few months:

- All Railroad Park storm drainpipe work has been completed as a joint effort between the Public Services and Utilities Divisions.

## *Performance Measurements*

The Water Section 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
- 2 emergency generators located at U-111 and Grizzly sites

The State of Utah mandates we take certain water samples in certain intervals in order to comply with the Division of Drinking Water regulations. The following is a list of the samples and the required frequency.

- Bacteriological – Currently we take 90 samples per month. State requirement is 10 samples per 10,000 in population.
- Nitrate – We are required to take one sample per well per year.
- Volatile Organic Chemical – We are required to take one sample per well every three years.
- Fluoride – We are required to take one sample per month at every sampling site.
- Total Trihalomethane – We are required to take 16 samples every 60 days for the initial stages of the Secondary Disinfection Byproducts Rule.
- Halo Acetic Acid – To be sampled with the Total Trihalomethane sampling

## **Wastewater Division**

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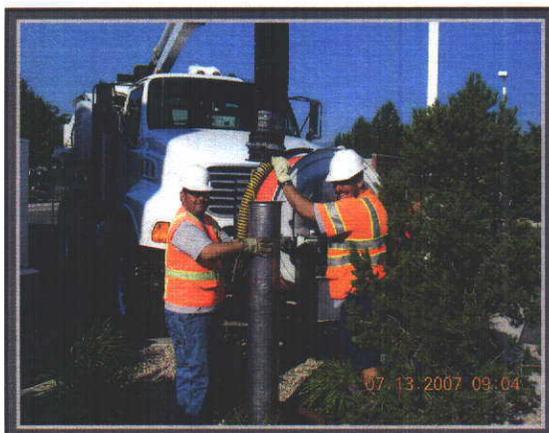
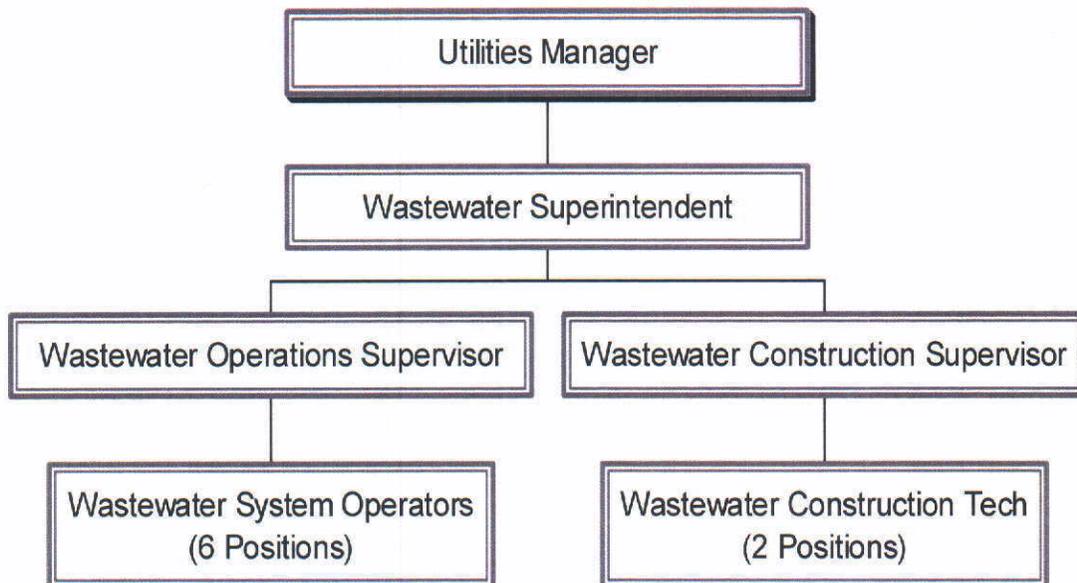
### *Wastewater Personnel Summary*

<b>Wastewater Superintendent:</b>	Joe Morgan
<b>Wastewater Operations Supervisor:</b>	Nick Anderson
<b>Wastewater System Operators:</b>	Jared Millgate
	Troy Ortin
	Justin Rayl
	Dave Roberts
	Jeff Schmidt
	Rick Stringer
<b>Wastewater Construction Supervisor:</b>	Brad Larson
<b>Wastewater Construction Techs:</b>	Dave Bliss
	Carl Jessop

## Wastewater Mission

The Wastewater Section is committed to safely and efficiently conveying wastewater from customers to treatment facilities, with a minimum of sewage backups which is accomplished through an ongoing cleaning, televising and maintaining of the City's wastewater collection system. The Wastewater Section is also committed to safely delivering storm water to drainage outfalls and minimizing any potential flooding through aggressive cleaning and maintenance of the storm drain system.

## Wastewater Organization Chart





### *Accomplishments*

- Cleaned 1,600 storm drains
- Completed 250 Wastewater division service requests
- Televised (inspected) 59,857 feet and cleaned 12,530 feet of storm drainpipe
- Televised (inspected) 153,044 feet and cleaned 522,759 feet of sewer pipe

### *Goals and Objectives*

**Goal: Clean and remove debris from 30% of sewer system, approximately 427,736 feet.**

*Objective:* Clean an average of 12,000 feet of pipeline each week

*Objective:* Clean sewer system trouble spots on a semi-annual basis

*Objective:* Remove invasive tree roots from sewer pipeline systems on a semi annual basis

**Goal: Televis and make video record for 20% of sewer system, approximately 283,642 feet.**

*Objective:* Record and inspect an average of 7,100 feet of sewer pipeline each week

**Goal: Create electronic updates to division mapping program**

*Objective:* Allocate time and resources to getting Arcview maps updated to meet our needs

*Objective:* Train division personnel on new software updates

**Goal: Continue digitizing sewer records**

*Objective:* Continue transferring paper sewer lateral cards to electronic files

**Goal: Set up new Storm Water Management Plan**

*Objective:* Understand federal, state and local rules pertaining to storm water

*Objective:* Inventory storm water system, identifying inlets to system and accurate number of feet of pipe

*Objective:* Build dump station for City usage, from streets, wastewater, and storm water sections.

*Objective:* Purchase Jet/Vacuum truck for storm drain usage

**Goal: Hire new employees and staff Storm Water crew**

*Objective:* Efficiently run new Storm Water Management Plan

***Special Projects***

The following is a short summary of some of the special projects the Wastewater Section has completed or assisted with during the year:

- Installed manhole and piping in Mountain View Park Estates for access to the sewer line that is placed in the backyards
- Refurbished the sewer lift station, including two new wastewater pumps, support framing and electrical modifications

The following is a list of the special projects that either are in process or will be commencing within the next few months:

- Veterans Park storm drain project, enclosing a portion of the open ditch on the east side of the park
- Investigate, measure and maintain storm water system as part of the new Storm Water Program

***Performance Measurements***

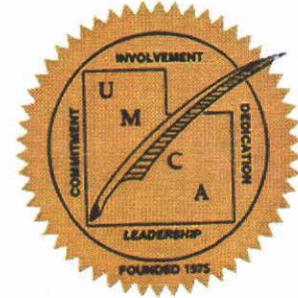
The Wastewater Section is responsible for the maintenance of the following:

- 270 miles of sewer pipe with 5,713 manholes
- 138 miles of storm drain pipe with 2,239 manholes
- 2,470 storm catch basins

# RECORDER



**City of West Jordan  
City Recorder  
Annual Report FY 2007**



<b>INTRODUCTION</b>	<b>2</b>
<b>ORGANIZATIONAL STRUCTURE</b>	<b>3</b>
<b>ACCOMPLISHMENTS</b>	<b>3</b>
<b>GOALS AND OBJECTIVES</b>	<b>4</b>
<b>SPECIAL PROJECTS</b>	<b>5</b>
<b>PERFORMANCE MEASUREMENTS</b>	<b>6</b>

# City Recorder

## Introduction

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Elected Officials, City Management, and Citizens of West Jordan:

First and foremost, I want to take this opportunity to express my appreciation to Mayor David Newton, Council members Rob Bennett, Kathy Hilton, Melissa Johnson, Mike Kellermeyer, Kim Rolfe, and Lyle Summers, and especially to City Manager Gary Lucbbers for their support and confidence in the City Recorder's Office. Our goal is to assist everyone with professional, accurate, and efficient information. We value the chance to serve the elected officials, administrative officials, and the citizens of this great City.

The City Recorder's 2007 Annual Report provides a brief outline of the responsibilities and tasks that were completed during this year. Every day seems to bring a new challenge or task that helps improve our skills in providing the best result for the City. I am confident that with the outstanding Deputy Recorders, as well as the assistance from the Executive Assistants in the Administration Department, we will meet and rise above every responsibility that is placed before us. We are ever mindful, and strive to follow our Mission Statement:

“Create, record, and maintain official City documents and provide complete and accurate information in a timely, efficient, and professional manner.”

With 2007 half over and the Municipal Election upon us, with all four Council District positions up for election, it brings an excitement and energy to the Department. We look forward to the challenge and the duty of providing exceptional service to all.

Respectfully submitted,  
Melanie S. Briggs, MMC  
City Recorder

## **Organizational Structure**

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### *Senior Staff*

Melanie S. Briggs, City Clerk/Recorder, M.M.C., City Recorder/Administration Office, 20 years with the City of West Jordan

### *Personnel Summary*

Carol Herman, full-time Deputy City Recorder, 7 years with the City.

Wendy Deppe, full-time Deputy City Recorder, 4 years with the City.

## **Accomplishments**

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During 2007, the City Recorder's Office has been able to continue with our goal to maintain a 3-day turnaround time for completion of the City Council minutes.

The City Recorder's Office and the Administration Office continued to assist other departments with scanning permanent documents (i.e., Utility Billing Sign-Up forms, closed Building Permits). This process has been utilized several times with the numerous GRAMA requests the Recorder's Office processed during the year.

The City Recorder's Office processed the following documents:

- 35 sets of City Council minutes, for a total of 557 pages
- 3 sets of RDA minutes for a total of 6 pages
- 3 sets of MBA minutes for a total of 6 pages
- 4 sets of FESSRD minutes for a total of 11 pages
- 46 Ordinances
- 232 Resolutions
- 104 Public Notices - comprised of 25 bids, 7 Request for Proposals, 12 miscellaneous, 21 Planning Commission notices and 39 City Council notices (included volumes of mailings with each rezone or general plan amendment, public hearing notice).
- 93 GRAMA requests (Government Records Access Management Act), comprised of approximately 971 pages plus additional maps. This does not include requests for minutes, resolutions, ordinances, etc., that are e-mailed or faxed to the individual.

It is an eventful year for the Recorder's Office since 2007 is another Municipal Election Year. The Primary Election will be held September 11, 2007, for Council member positions in Council Districts 2, 3, and 4, and the General Election will be held November 6, 2007, for Councilmember positions in Council Districts 1, 2, 3, and 4. There are 41,908 registered voters in West Jordan. This election year we are hoping for a greater voter turnout than previous years.

The Digital Recording system in the Council Chambers has provided a more efficient process for transcribing minutes, as well as duplication of recordings when requested by a citizen. The recordings are placed on the City's website the morning after the meeting. This allows any individual to listen to a portion of the meeting, or the entire recording if they so choose.

The City Recorder's Office continues to scan and format the Council Agenda packets into an Adobe Acrobat "PDF" file. When a website user views the Council agendas, they have the option of opening the electronic packet to review specific sections of the meeting.

The City Recorder's Office now has Laser Fiche Web Link, which allows all City employees to access files via the City's Intranet. This provides access to agreements, minutes, ordinances, resolutions, and agenda packets. Eventually, this information will be available to the public through the City's website.

Melanie Briggs, City Recorder, received her Master Municipal Clerk's Certification. This achievement is the highest attainable by a City Clerk/Recorder, taking her 13 years to achieve.

The City Recorder's Office biannually schedules and notifies all the departments of upcoming shredding dates. They provide the department specific retention schedules, destruction forms, shredding pickup locations, and assistance regarding the retention and shredding of documents.

## **Goals and Objectives**

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### **Goal: Records Program**

*Objective:* 1/07 & 7/07 – Inventory Archived Records; 2/07 & 8/07 – Shred/transfer Records; 2/07 & 8/07 – Transfer Archived Records.

### **Goal: Municipal Code Book Updated in all Departments**

*Objective:* 1/07 – City Recorder's Office manually inspect and update all Department's Municipal Code Book; 1/07 - 12/07 – Fully executed Ordinances (already scanned into Laser

Fiche), will be provided to the Attorney's office for integration into the Municipal Code Book pages, and distributed to all City departments.

**Goal: Laser Fiche Web Link Training Assistance to other Departments**

*Objective:* 1/07 - 12/07 - Assist departments with the learning skills necessary for scanning all of their documents into the Laser Fiche program, as well as accessing and retrieving already scanned documents from the Laser Fiche program; 1/07 - 12/07 – Continue to increase scanning level of archived documents (including historical photographs).

**Goal: Reduction of GRAMA Requests processed by City Recorder's Office**

*Objective:* 1/07 - 12/07 – Continue scanning current Ordinances, Resolutions, Agreements, Building Permits, Utility Billing Sign-up forms, etc. into the Laser Fiche program, as well as any archived records not previously scanned for availability to the public via the City's website.

**Goal: Redistrict Council Boundaries**

*Objective:* 1/07 – Coordinate new boundary alignment from Salt Lake County with GIS; 02/07 – Present options to the City Council; 06/07 – Approved by the Council.

**Goal: Elections**

*Objective:* 7/02 - 7/16 – Coordinate *Declaration of Candidacy* for the Municipal General Elections; 09/07 – Municipal Primary Election; 11/07 – Municipal General Election.

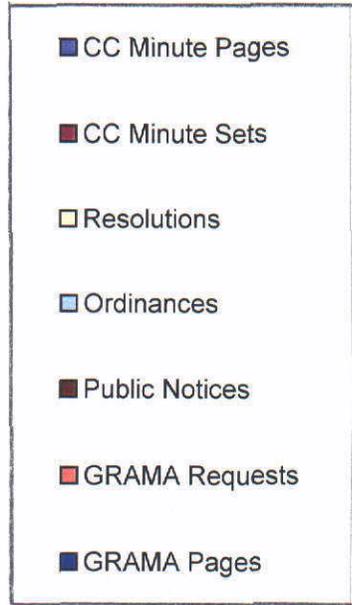
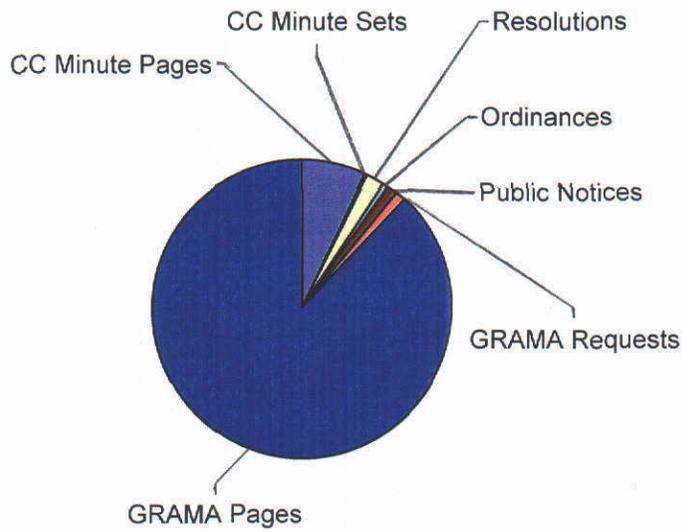
**Special Projects**

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- Carol Herman, CMC (Certified Municipal Clerk) Certification – In progress
- Records Storage Room – In progress
- Declaration of Candidacy - Completed
- Primary Election, September 11, 2007 – In progress
- General Election, November 6, 2007 – In progress
- Municipal Code Codification – In progress
- URMMA – On-going
- Building Permits scanned – On-going

# Performance Measurements

## Fiscal Year 2006



## Fiscal Year 2007

