

BENCHMARKING STUDY



CITY OF WEST JORDAN

SEPTEMBER 25, 2013





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Summary Report



Purpose

The purpose of this study is to better understand how the City of West Jordan compares to the fifteen largest cities in the State of Utah through benchmarking comparisons. Among the various comparisons are: population and household levels; revenue by source comparison; general fund expenditures and staffing; public safety (fire & police) expenditures, staffing, and performance indicators; public works expenditures, staffing, and statistics; parks expenditures, staffing, and statistics; general government (administration, legal, finance, justice court, human resources, and information technology) expenditures, staffing, and statistics; enterprise funds expenditures, staffing; utilities (water, sewer and storm water) expenditures, staffing, and statistics; and community development expenditures, staffing, and statistics.

The study utilizes data from each respective city's Fiscal Year 2012 Comprehensive Annual Financial Report and the 2010 United States Decennial Census. The study provides an overview of West Jordan City's performance in relation to the other cities using the mentioned data sources.

Highlights:

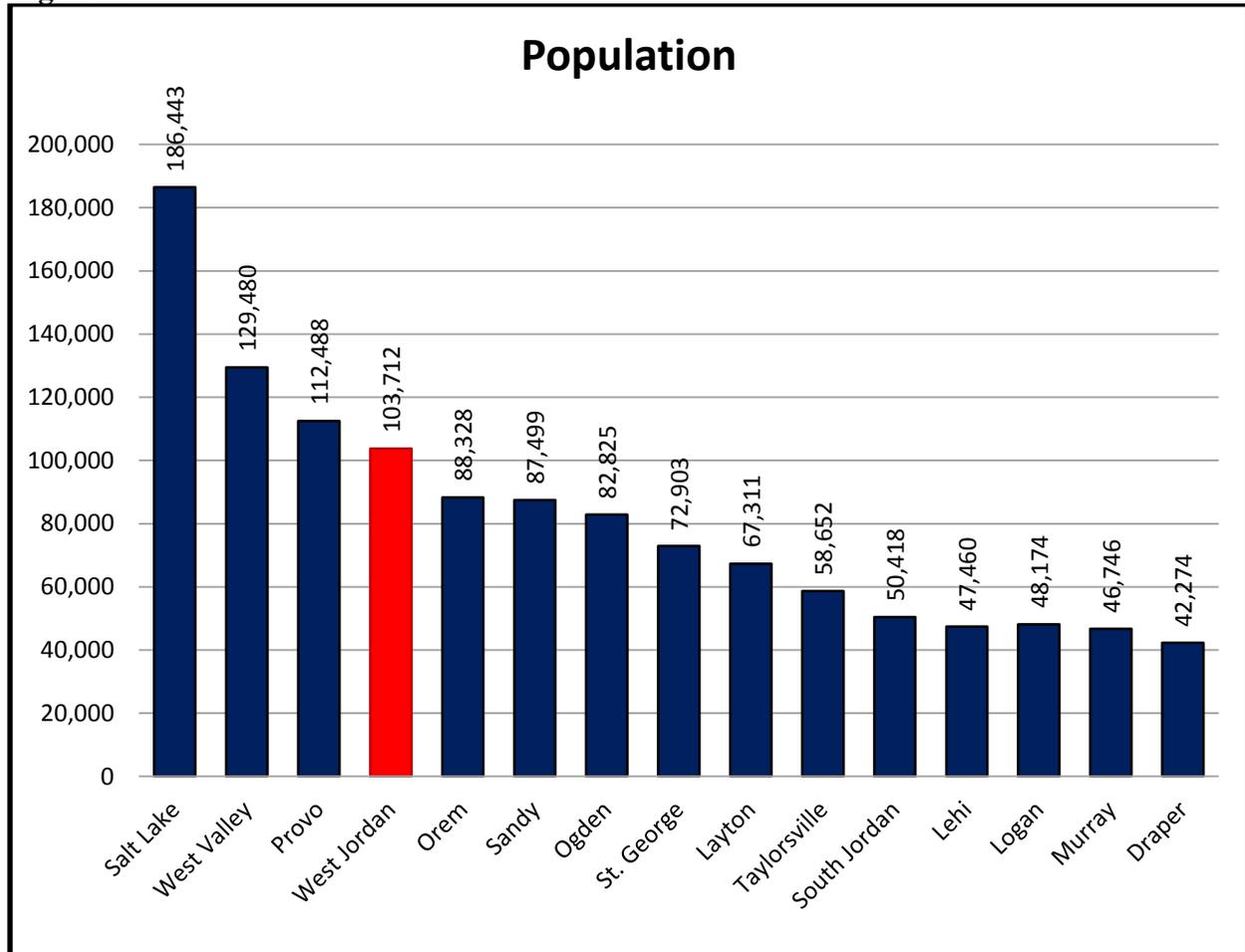
- West Jordan is the fourth largest city in the state.
- Most of West Jordan's revenues in FY 2012 came from sales tax and charges for services.
- West Jordan's fire department had fewer fire and medical calls than any other comparison cities in FY 2012.
- The fire department serves an above average number of households per fire station.
- West Jordan had an average to low level of arrests per thousand residents.
- West Jordan is one of the cities with the most park space and park facilities (soccer fields, baseball diamonds, etc.).
- Parks and open space is staffed below average.
- Most of administrative services and other city hall functions are staffed below average.
- West Jordan enterprise funds expenditures were about half of the average of cities included in this report.
- West Jordan water and sewer divisions are staffed below the average of other survey cities.
- West Jordan community development issued a slightly below average number of building permits in FY 2012.



POPULATION AND HOUSEHOLD LEVELS

Figure 1.1 illustrates the estimated population levels found in the 2010 United States Census. The graph displays the fifteen largest cities in Utah. West Jordan (population 108,712) ranks fourth respectively, and is the third largest city within the Salt Lake Valley.

Figure 1.1



Source: 2010 U.S. Census

Population levels and number of dwelling units do not directly coincide from city to city. Thus, some cities with higher population levels may have a lower number of dwelling units than other cities with a lower population level due to differences in household size. However, in general, as population levels decrease so do the number of dwelling units.

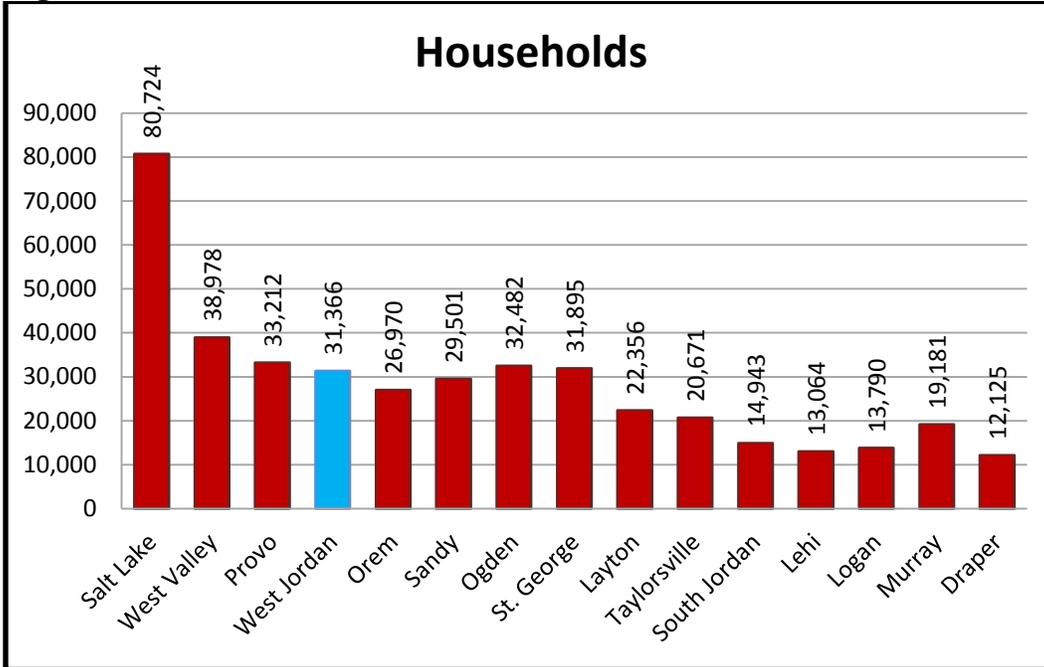
Figure 1.2 shows the number of dwelling units for each respective city. West Jordan (31,366) ranks sixth in number of dwelling units, despite being fourth in total population. This difference may be attributed to things such as larger families in West Jordan in comparison to other cities.

On average the City of West Jordan has just over four Full-Time Equivalents (FTE's) for every thousand residents in the community (Figure 1.3). This number is lower than neighboring cities,



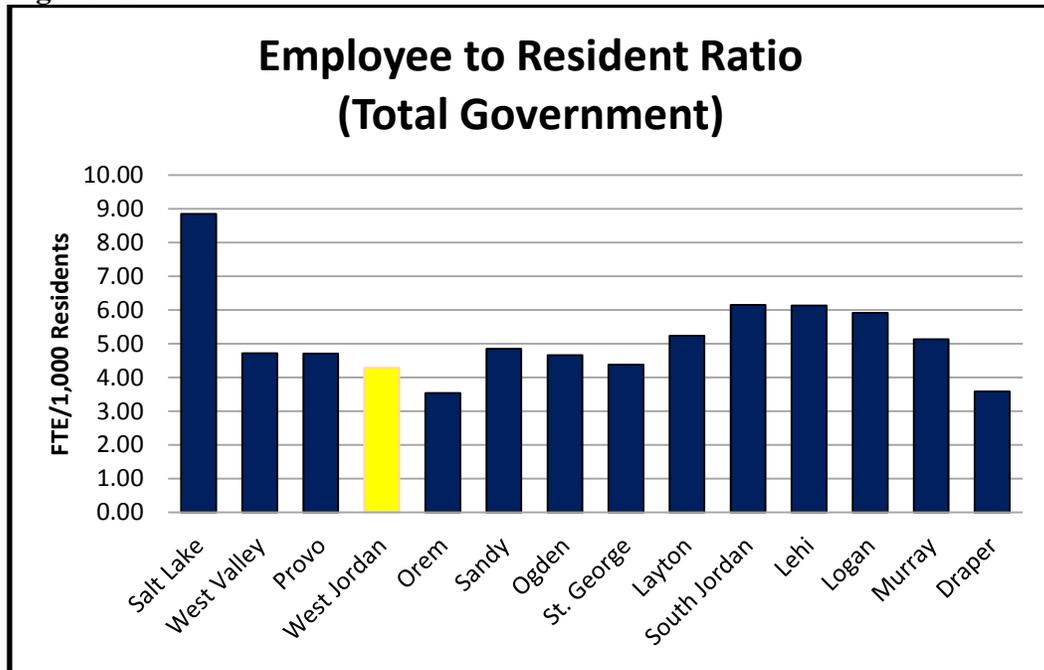
as West Jordan ranks twelfth overall, and therefore indicates that West Jordan on average operates with a smaller respective government than most of the other large cities in the state.

Figure 1.2



Source: 2010 U.S. Census

Figure 1.3



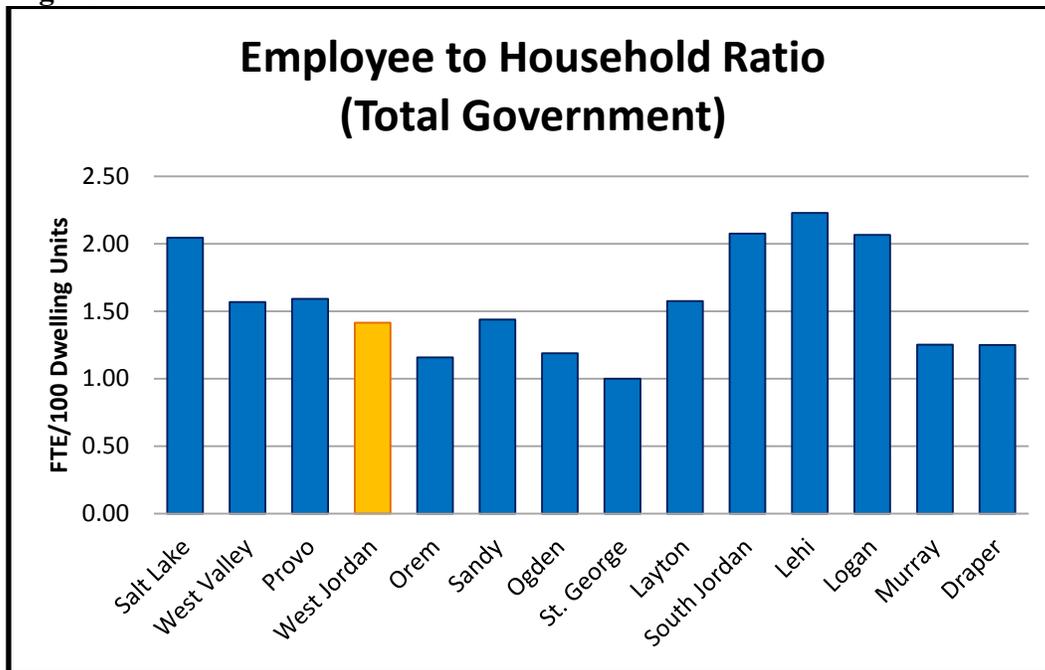
Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



In Figure 1.4 it can be seen that the average number of employees for every hundred households is much closer from city to city than the employee to resident ratio, with Salt Lake City being much more in line with other cities in Figure 1.4 than in Figure 1.3.

West Jordan ranks ninth overall in the number of FTE's per household, with 1.42 FTE's for every hundred households. The City of Lehi ranked highest with 2.23 FTE's per hundred households, and Saint George ranked the lowest with one FTE per hundred households.

Figure 1.4



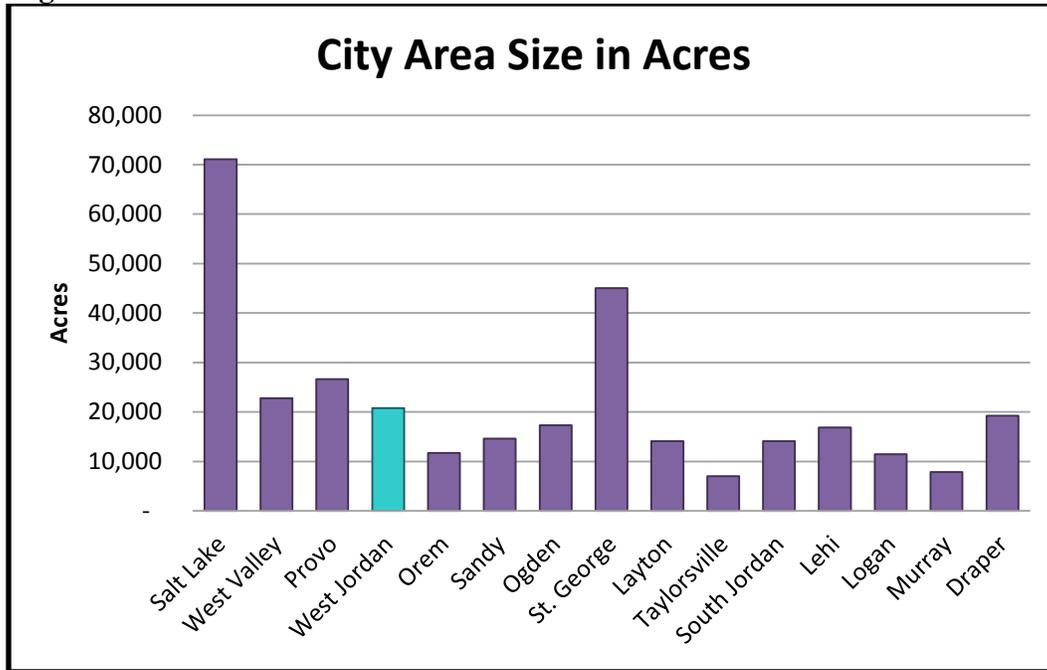
Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

Whether you look at Figure 1.3, or Figure 1.4, it should be noted that the City of West Jordan ranks in the bottom half of the fifteen largest cities in the state with regard to number of FTE's.



West Jordan is the fifth largest city in terms of actual area (acres) of those in this study (Figure 1.5). The City of West Jordan measures 20,774 acres. In terms of physical size, or land mass, West Valley (22,758 acres) and Draper (19,251 acres) are similar in size to West Jordan. Salt Lake City is by far the largest city at over 70,000 acres in size.

Figure 1.5



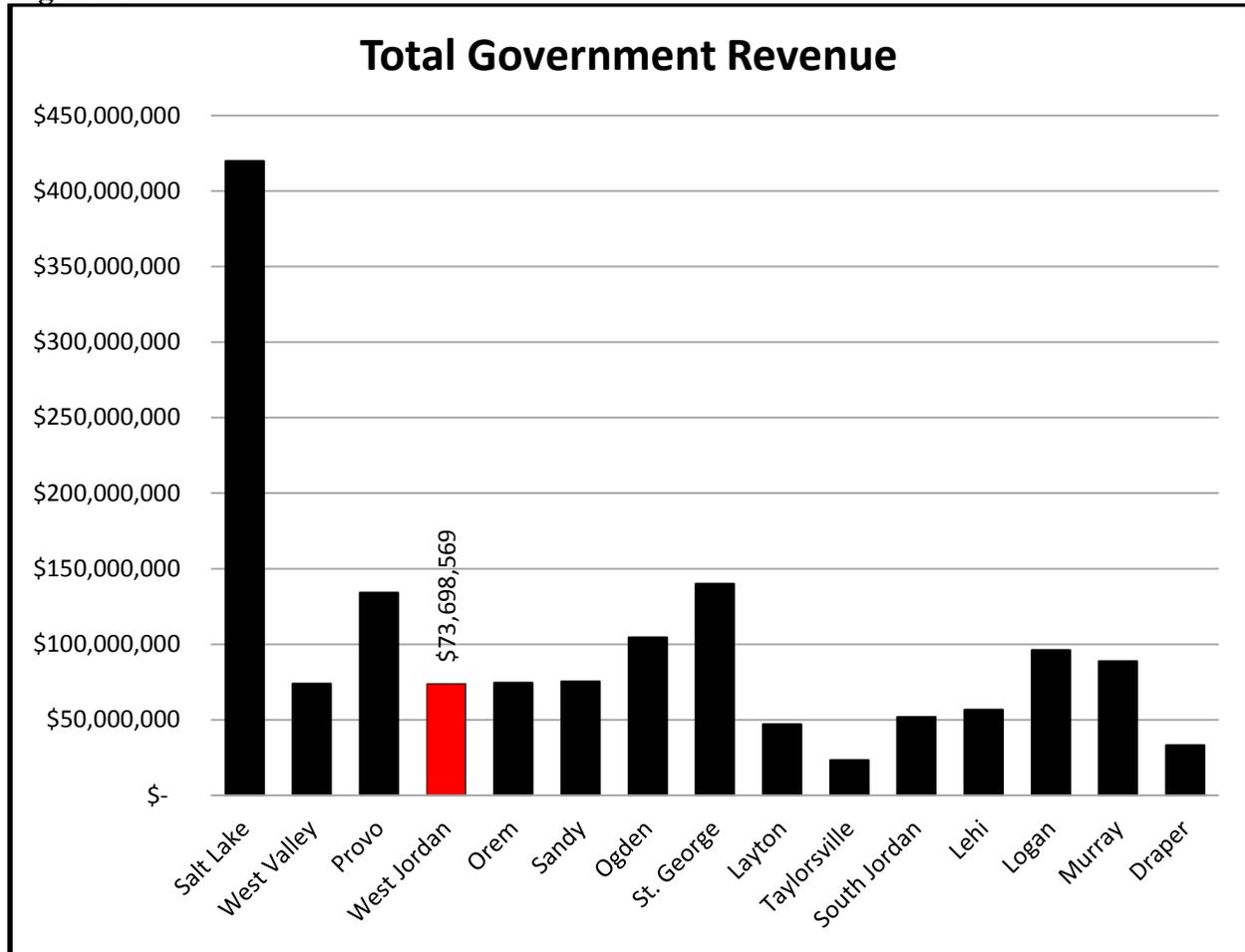
Source: 2010 U. S. Decennial Census.



REVENUE BY SOURCE COMPARISON

Figure 2.1 gives an overall idea of where West Jordan is in comparison to the other fifteen largest cities in Utah with regard to overall government revenue (includes both general fund revenues and enterprise fund revenues).

Figure 2.1

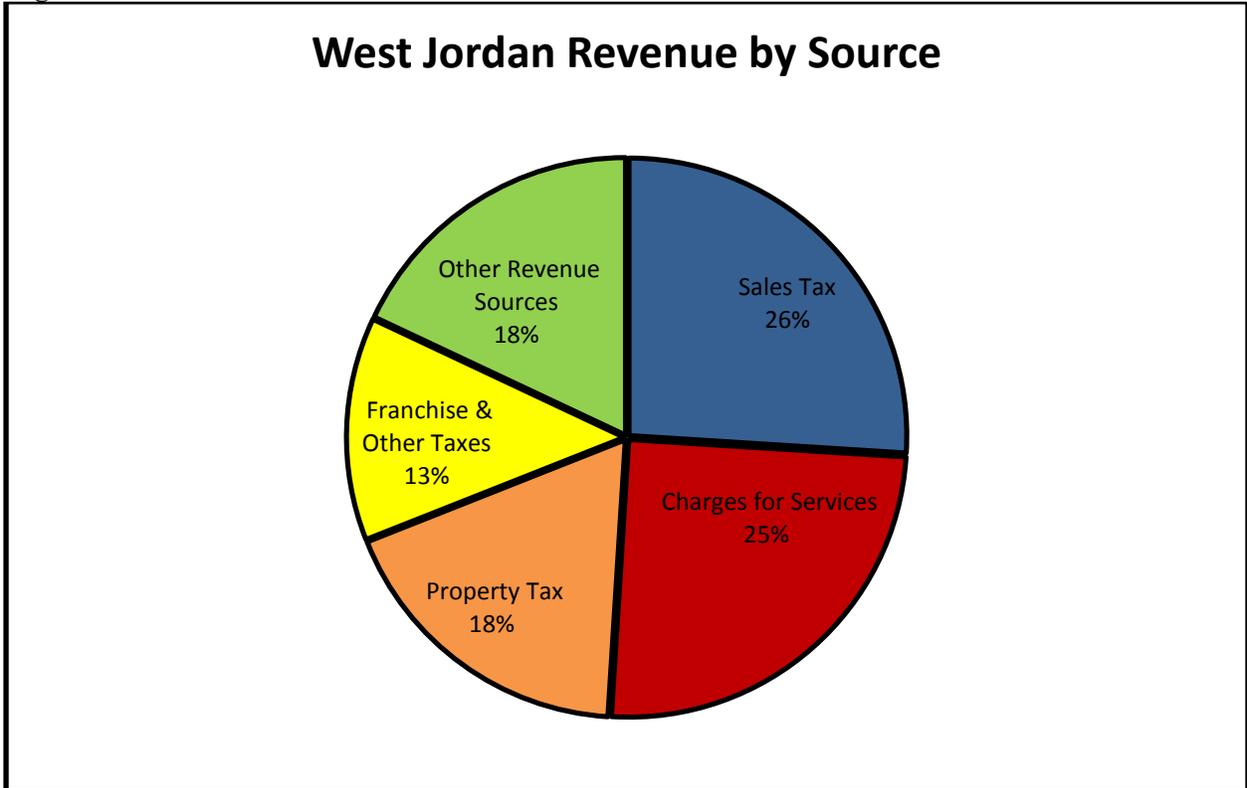


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.



Almost 70% of West Jordan’s revenue comes from sales tax, property tax and charges for services. In Figure 2.2 the revenue sources have been divided into five main categories: Sales Tax (26% of revenue), Charges for Services (25% of revenue), Property Tax (18% of revenue), Franchise and Other Taxes (13% of revenue), and Other Revenue Sources (18% of revenue).

Figure 2.2

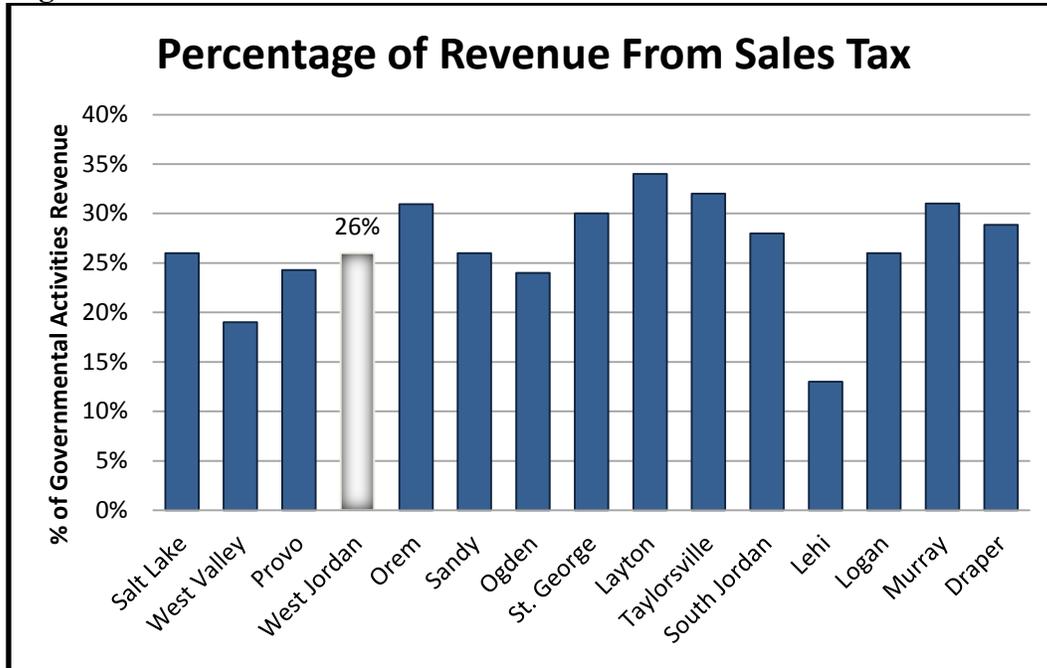


Source: City of West Jordan CAFR, FY 2012



West Jordan revenue from sales tax appears to be fairly moderate (Figure 2.3). According to FY 2012 CAFR's, smaller cities tend to have a larger percentage of their revenue from sales taxes than do larger cities, as indicated in Figure 2.3.

Figure 2.3

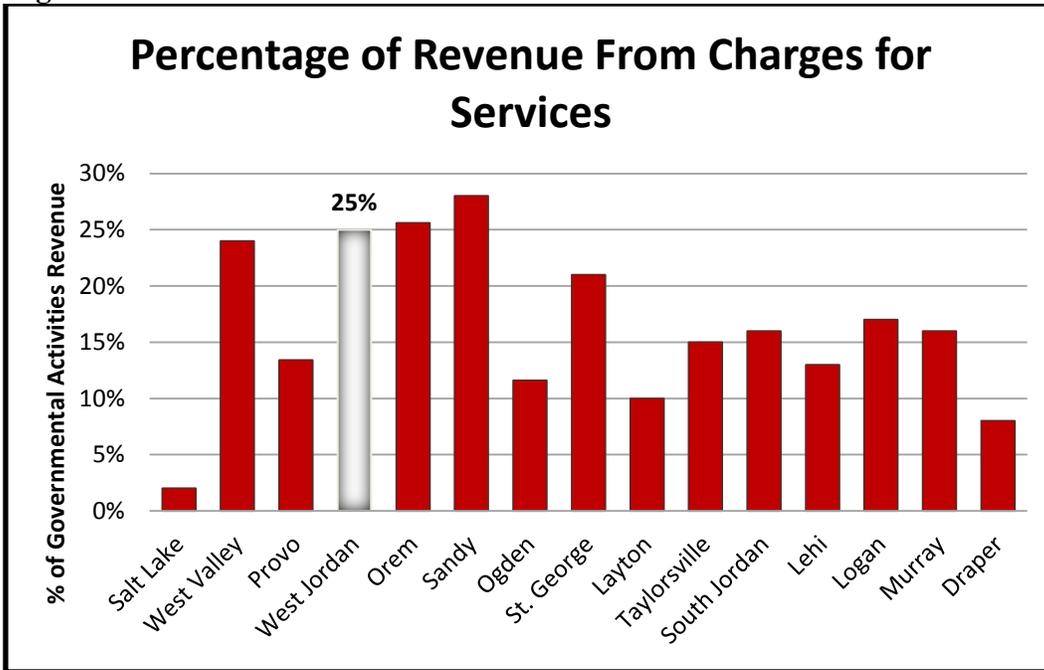


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.

A quarter of West Jordan's revenues (25%) come from charges for services. This is the third most of the cities in this study, trailing only Orem (26%) and Sandy (28%), see Figure 2.4. Most cities range between 10-20% of their respective revenues which come from charges for services (Layton, Ogden, Provo, Taylorsville, South Jordan, Lehi, Logan, and Murray).



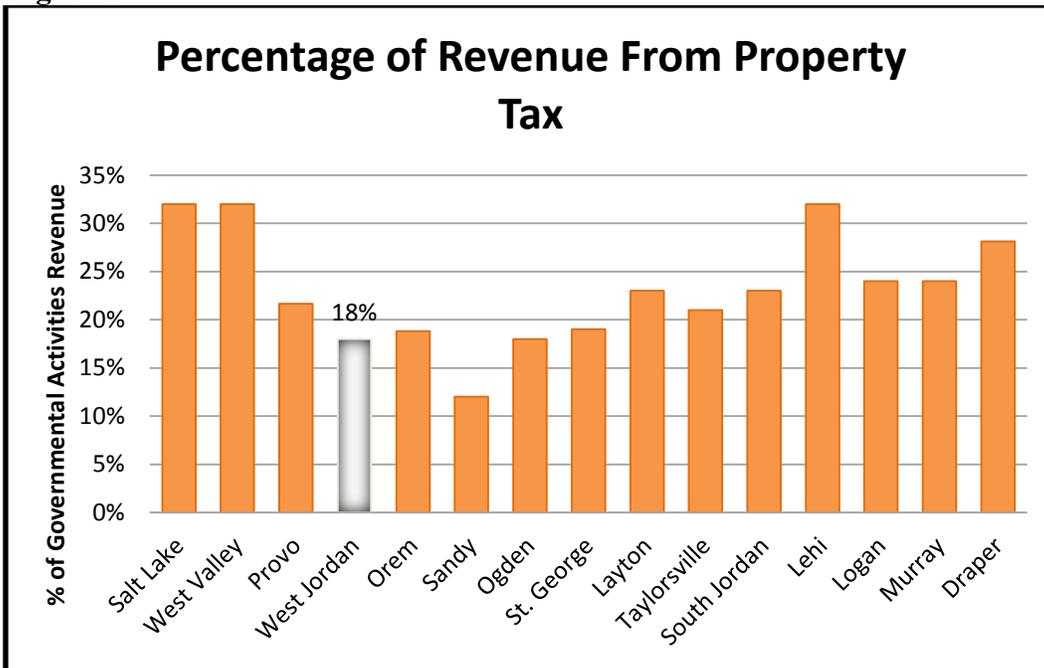
Figure 2.4



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.

In Figure 2.5 it can be seen that West Jordan had one of the lowest percentages of revenue coming from property tax (18%). Salt Lake, West Valley, and Lehi had the highest percentage of property tax revenue at 32%, and Sandy was the lowest at 12%.

Figure 2.5

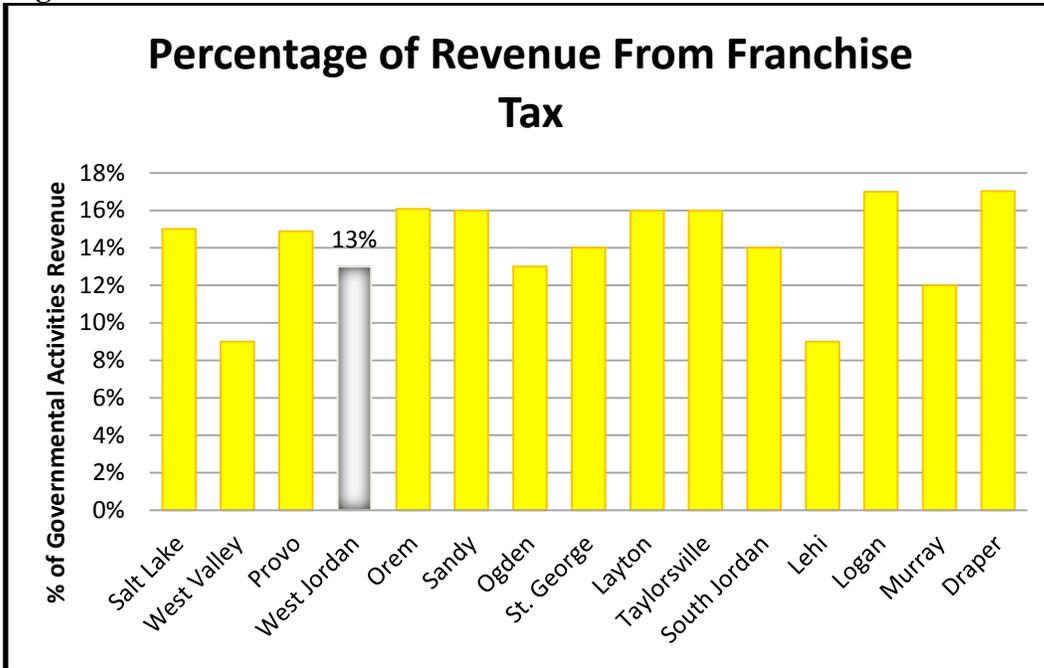


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.



West Jordan’s revenue from franchise tax (Figure 2.6) was 13%, which was about the average for most of the cities in this study. In contrast, West Valley had the lowest percentage at 9% and Logan and Draper had the most at 17%.

Figure 2.6

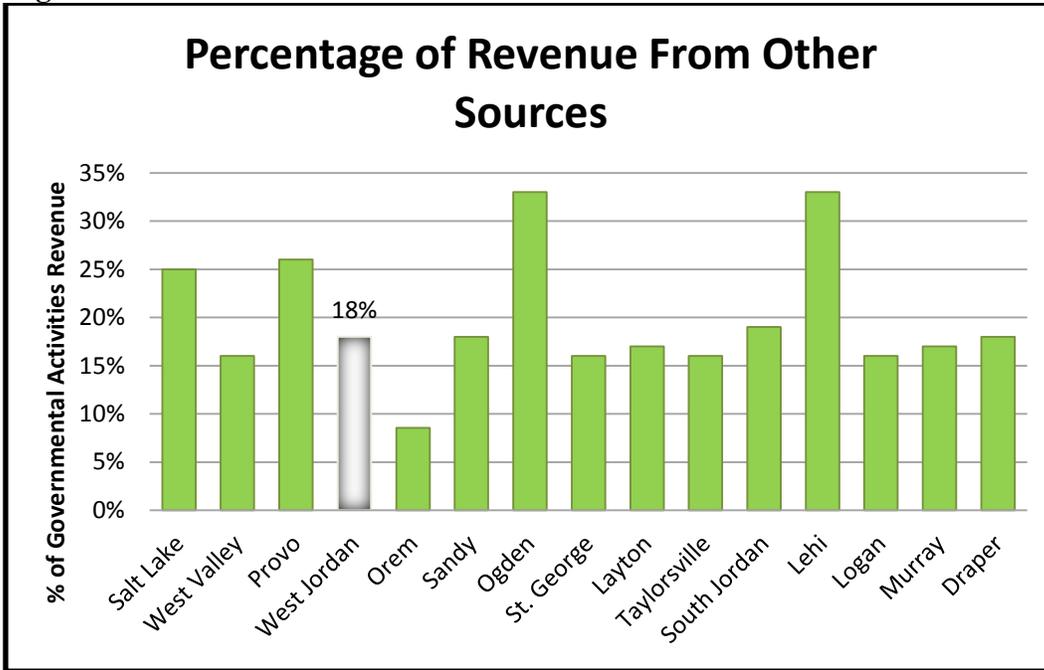


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.



Figure 2.7 illustrates the percentage of revenue from other sources. West Jordan’s percentage of revenue from other sources was about average for the cities in this study at 18%. The city with the lowest percentage was Orem at 9%, and the highest were Ogden and Lehi at 33%.

Figure 2.7



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.

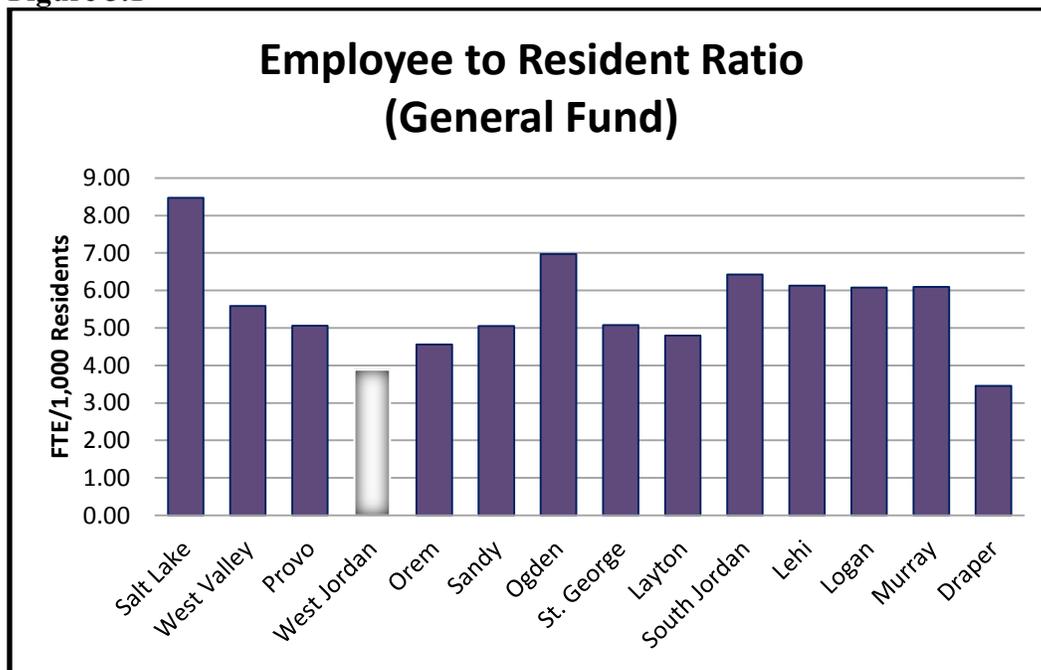


GENERAL FUND



West Jordan's general fund as a whole had the second lowest employee to resident ratio (Figure 3.1), with 3.89 FTE's per thousand residents. Draper had a similar employee to resident ratio (3.46), and was the lowest city in this study. Salt Lake City had the highest general fund employee to resident ratio, with 8.47 FTE's for every thousand residents. The average employee to resident ratio for general fund was 5.54 FTE's per thousand residents. Thus, West Jordan's employee to resident ratio for general fund is relatively low when compared to the other cities in this study.

Figure 3.1

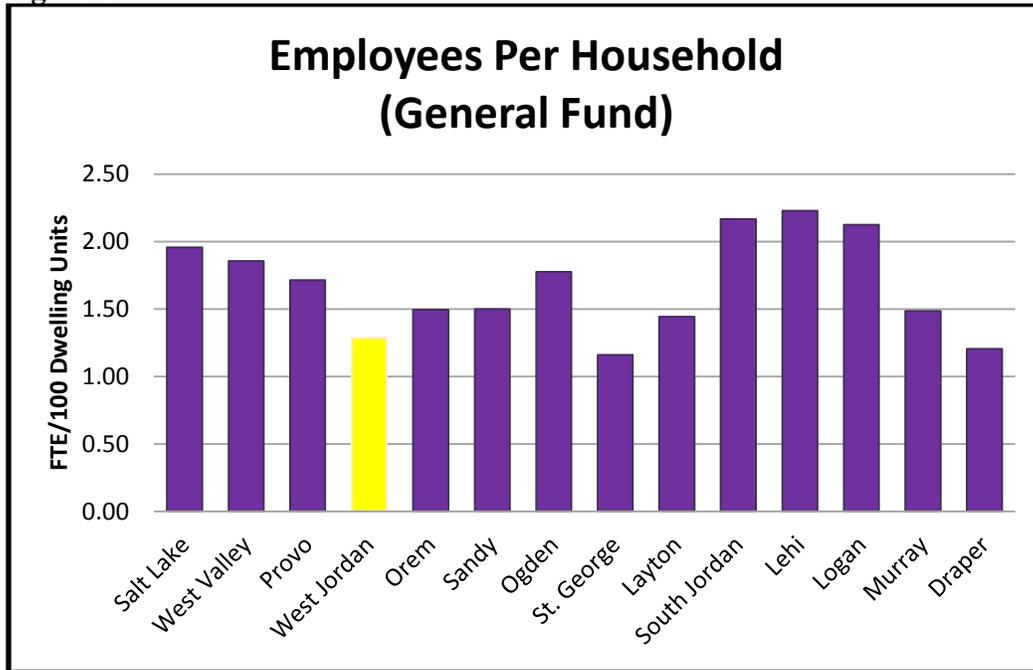


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



West Jordan’s ratio of employee’s per household (1.29) for general fund was relatively low when compared to other cities (Figure 3.2). In fact, West Jordan was the third lowest city, with only Draper and Saint George being lower. Together, Both Figure 3.1 and Figure 3.2 indicate that West Jordan’s general fund operations were staffed below average when compared on a per capita or household basis.

Figure 3.2



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

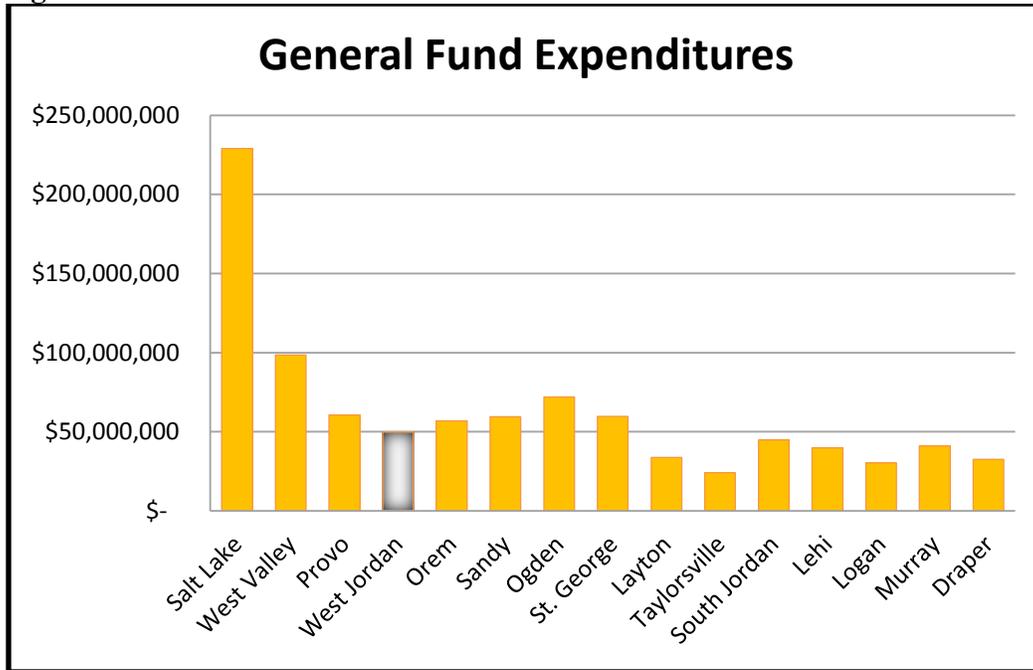
As expected, expenditure levels are correlated to city size. Thus, the larger population a city has, the more expenditures it will have. In Figure 3.3 shows that West Jordan’s general fund expenditure levels were less than those of many smaller cities (Orem, Sandy, Ogden, and Saint George), just above South Jordan (fifty million versus 45 million dollars), and half of West Valley’s. Overall, West Jordan general fund expenditure levels appear to be below average for a city of its size.

“...West Jordan’s general fund expenditure levels were less than those of many smaller cities...”

In Figure 3.4 is illustrated the expenditures per resident for each city’s general fund. West Jordan had an expenditure of \$479.89 per resident for general fund operations, which was the second lowest of reporting cities. By comparison, Salt Lake had the highest expenditure per resident for its general fund at \$1,228.51, and Taylorsville the lowest at \$412.45. The average expenditure per resident for general fund, amongst all cities in this study, was \$729.27. Therefore, West Jordan’s expenditure per resident for general fund was much lower than average.

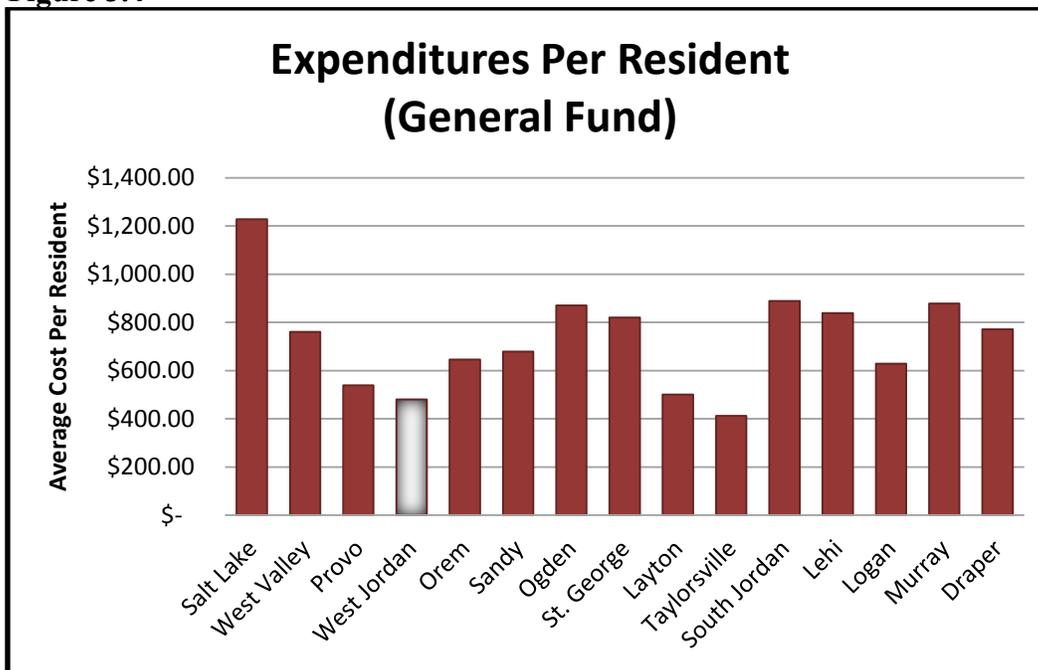


Figure 3.3



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.

Figure 3.4



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PUBLIC SAFETY



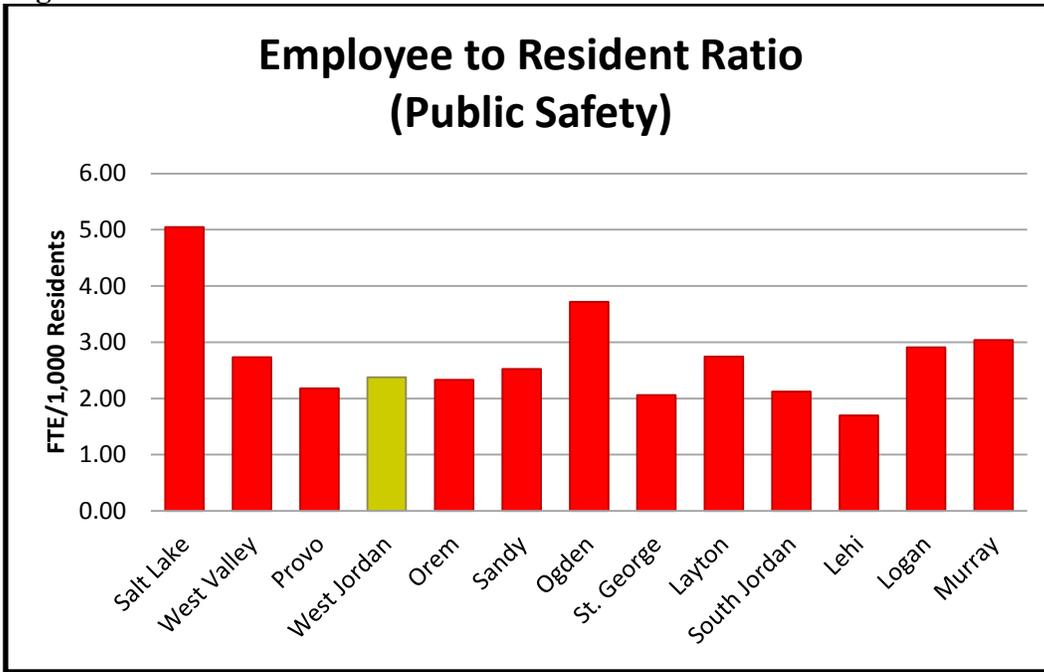
The City of West Jordan's Public Safety Department (police, fire, and medical services) does not rank the highest or lowest in any particular category when compared to the other fifteen largest cities in Utah. Overall, West Jordan tends to be average in most indicators for public safety operations.

When compared to other cities, West Jordan appears to have an average level of public safety personnel. Figure 4.1 illustrates that some cities on average have more public safety personnel and others have fewer, with West Jordan falling in the middle. Cities with greater safety needs will obviously need more safety personnel, while cities with fewer safety needs may not need as many safety personnel. In order to understand whether the current level of safety personnel is sufficient for West Jordan's needs it is important to consider other variables, such as calls for service, arrests, violations, etc.

The focus of this study is to compare the fifteen largest cities in the state; however, for the purposes of comparing public safety this study only looks at full-service cities (providing both police and fire services). Thus, because Draper and Taylorsville do not provide both police and fire services, they were not included in the public safety comparison.



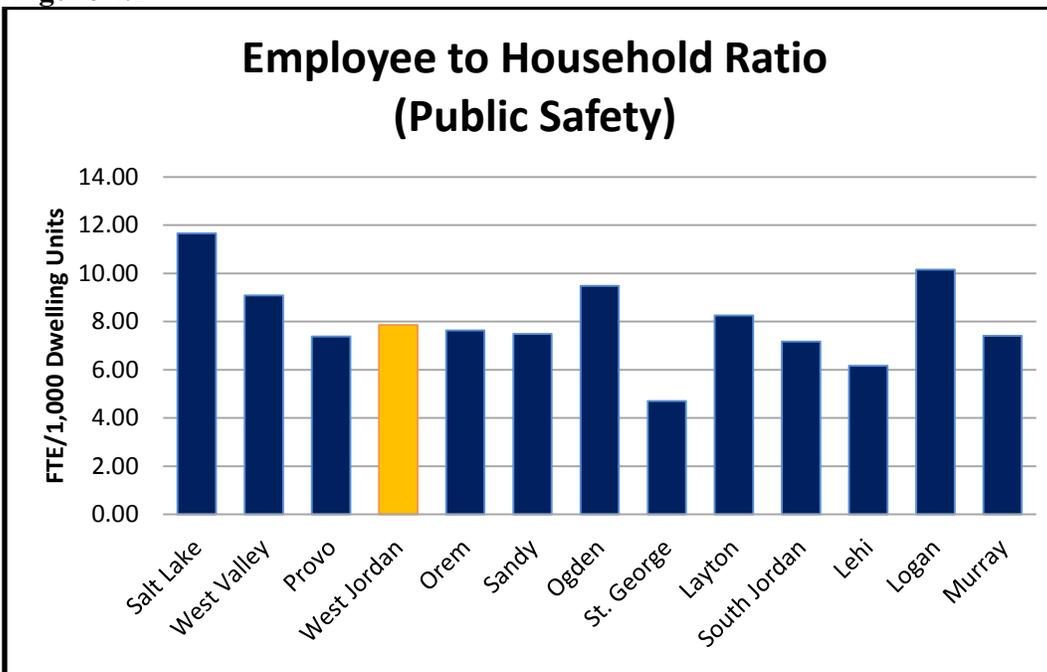
Figure 4.1



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; & 2010 U.S. Census.

Figure 4.2 illustrates the average number of public safety employees per thousand households.

Figure 4.2

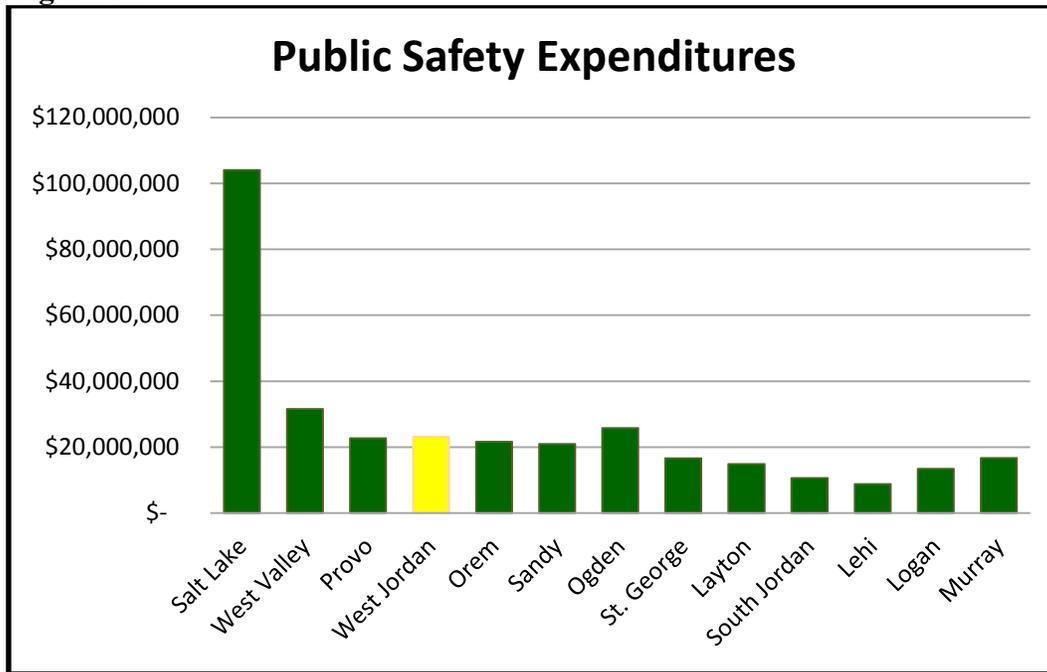


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; & 2010 U.S. Census.



When taking into consideration the number of public safety personnel for every household, West Jordan ranks sixth. Employee to household ratio is higher than employee to resident ratio, meaning that West Jordan has more residents per household than most other cities in the study. Both Figure 4.1 and Figure 4.2 indicate that West Jordan is staffed slightly above average. Thus, West Jordan has an about average level of coverage for public safety personnel, when compared on a per capita or household basis.

Figure 4.3



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City.

In Figure 4.3 it can be seen how West Jordan compares to other cities in public safety expenditures. For FY 2012, West Jordan ranks fourth in the state for public safety expenditures at \$23,191,347. When compared to cities of comparable size (Provo, Orem, and Sandy) West Jordan's expenditures closely coincide with theirs. Both West Valley and Ogden, also comparable cities in size to West Jordan, have much higher levels of public safety expenditures. Taking this into consideration, the expenditure levels of West Jordan are close to the average of the cities included in the survey.

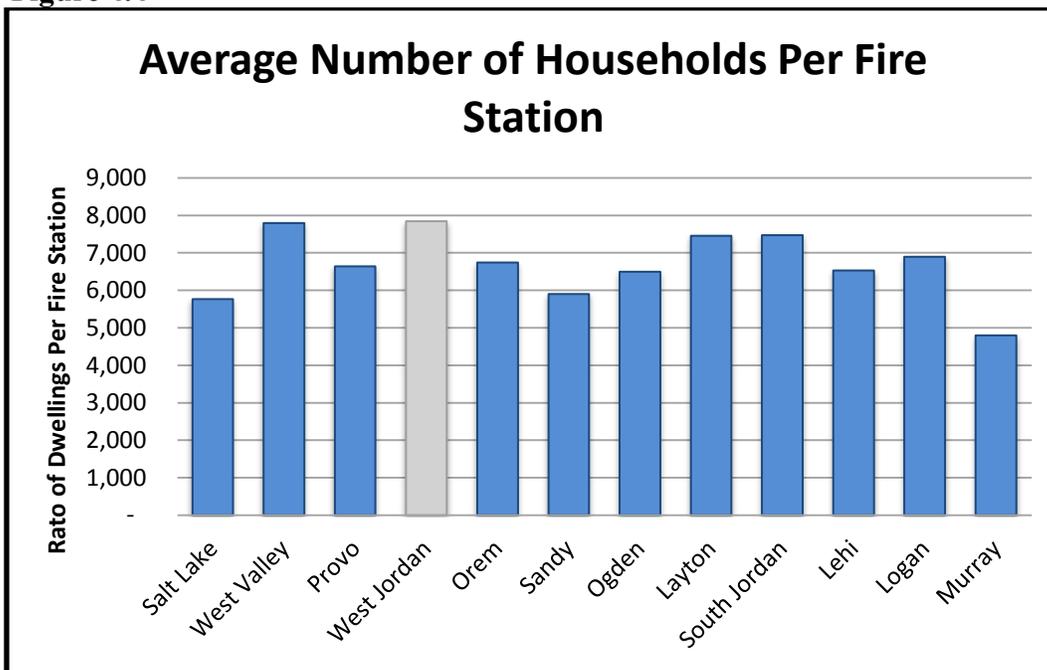


Fire



West Jordan's fire and medical services stand out from other cities, specifically in the ratio of households per fire station and the number of fire/medical calls. Whereas West Jordan tended toward average with regards to the numbers for public safety as a whole, the numbers for fire show West Jordan being below average.

Figure 4.4



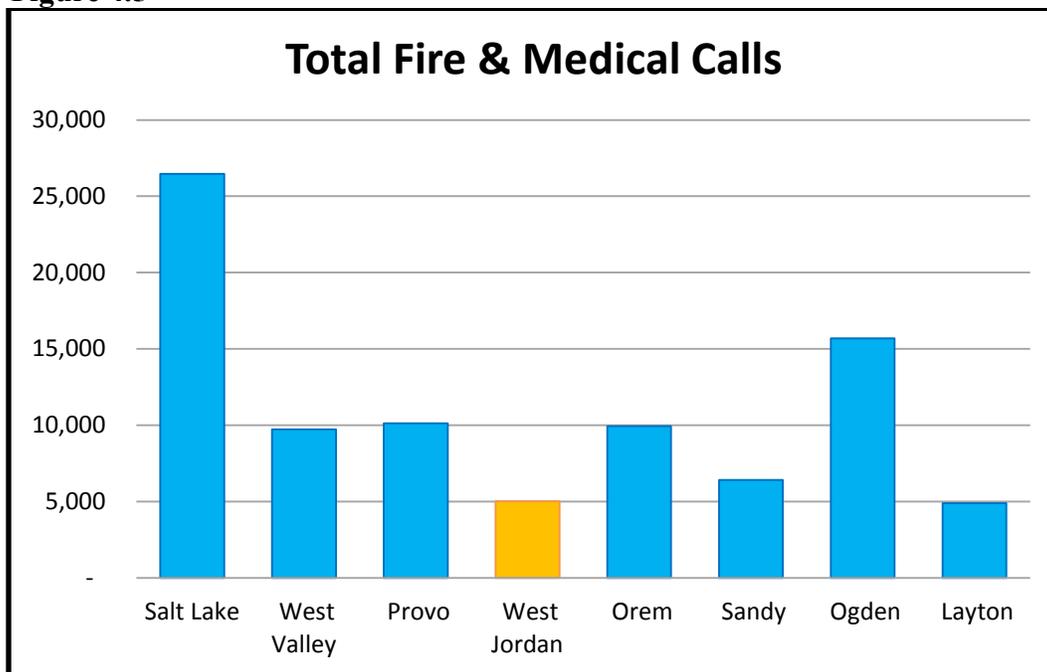
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Figure 4.4 shows that West Jordan has the greatest number of households per fire station for all reporting cities in the study. This means that on average, one West Jordan fire station is responsible for covering more households than are fire stations of other districts. Other cities closely in line with West Jordan's households per fire station numbers included West Valley, Layton, and South Jordan respectively. Cities with the lowest number of households per fire station were Salt Lake and Murray.

West Jordan had the second lowest total number of fire and medical calls (5,010) in FY 2012 from those cities reporting data (Figure 4.5). Salt Lake City had the most fire and medical calls with over 25,000, and Ogden was second, with over 15,000 calls. All other cities reported less than 10,000 fire and medical calls in FY 2012. Layton was the only city with fewer total fire and medical calls than West Jordan, reporting 4,895.

Figure 4.5

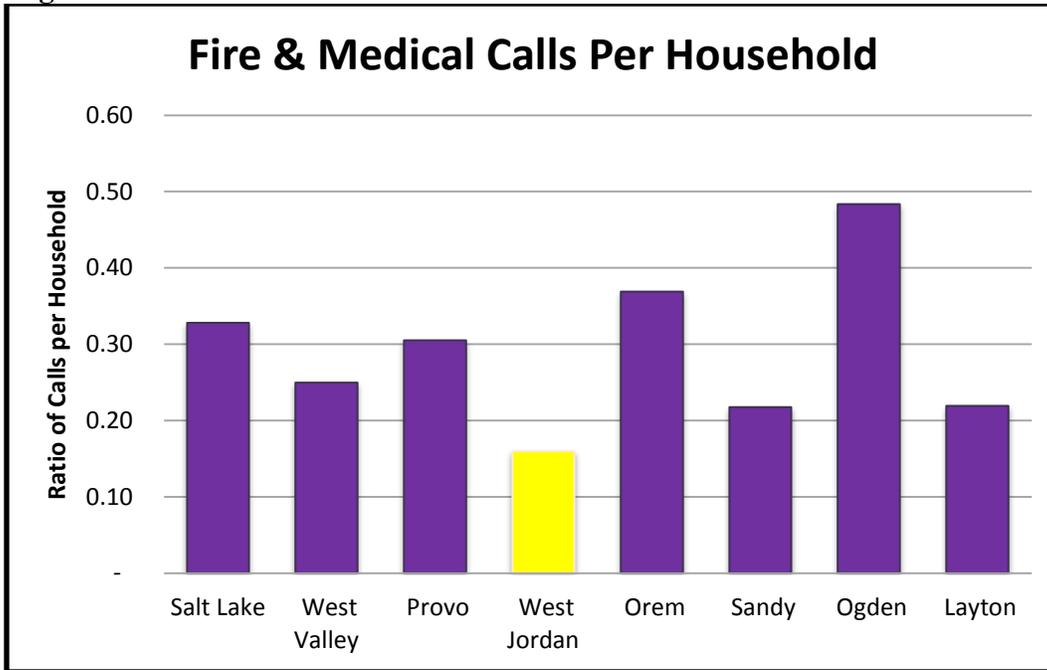


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Layton City.

To better understand how the total number of fire and medical calls relates to city size, Figure 4.6 looks at fire and medical calls per household. West Jordan on average had fewer fire/medical calls per household in FY 2012 than all other reporting cities. Interestingly, West Jordan was much lower than any other city. Ogden was on the other extreme, having many more fire/medical calls per household than any other city. Salt Lake, Provo and Orem had a higher number of calls per household, although nowhere near Ogden's levels. West Valley, Sandy and Layton had a low number of calls, but not quite to West Jordan's level.



Figure 4.6



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Layton City; & 2010 U.S. Census.

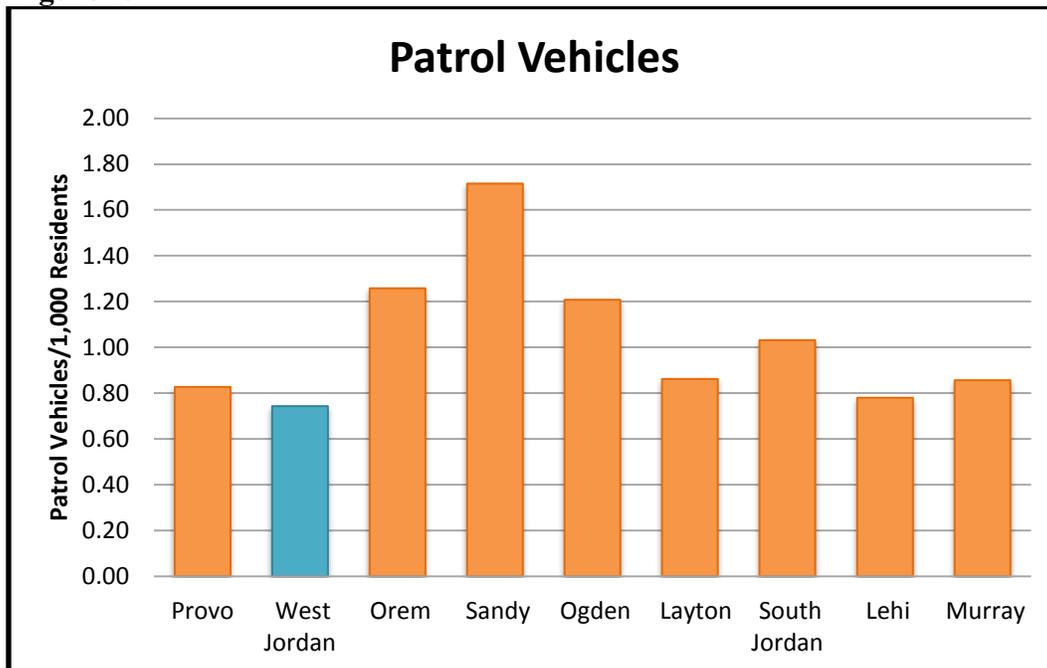


Police



The ratio of patrol vehicles for every thousand residents is lower in West Jordan than any other city in this study. Figure 4.7 illustrates that while West Jordan has the lowest ratio of patrol vehicles per thousand residents; it is not too far behind Provo, Layton, Lehi or Murray. On the other hand, Sandy (highest level of patrol vehicles) has more than double West Jordan's ratio of patrol vehicles for every thousand residents.

Figure 4.7

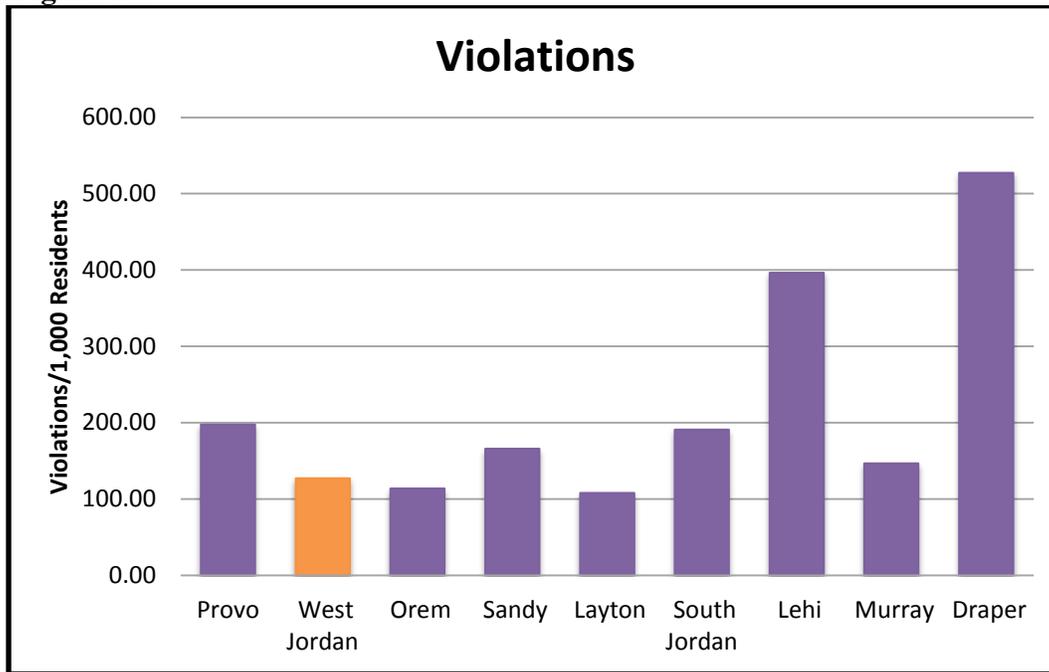


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West Jordan had just over one hundred violations per thousand residents in FY 2012 (violations in this study are defined as both moving and other citations). Figure 4.8 displays that most cities had between one hundred to two hundred violations per thousand residents. While West Jordan didn't have the lowest ratio of violations, it was not too far off that mark. Meanwhile, Lehi and Draper had extremely high levels of violations; with Lehi having about four hundred violations per thousand residents and Draper having over five hundred violations per thousand residents.

Figure 4.8

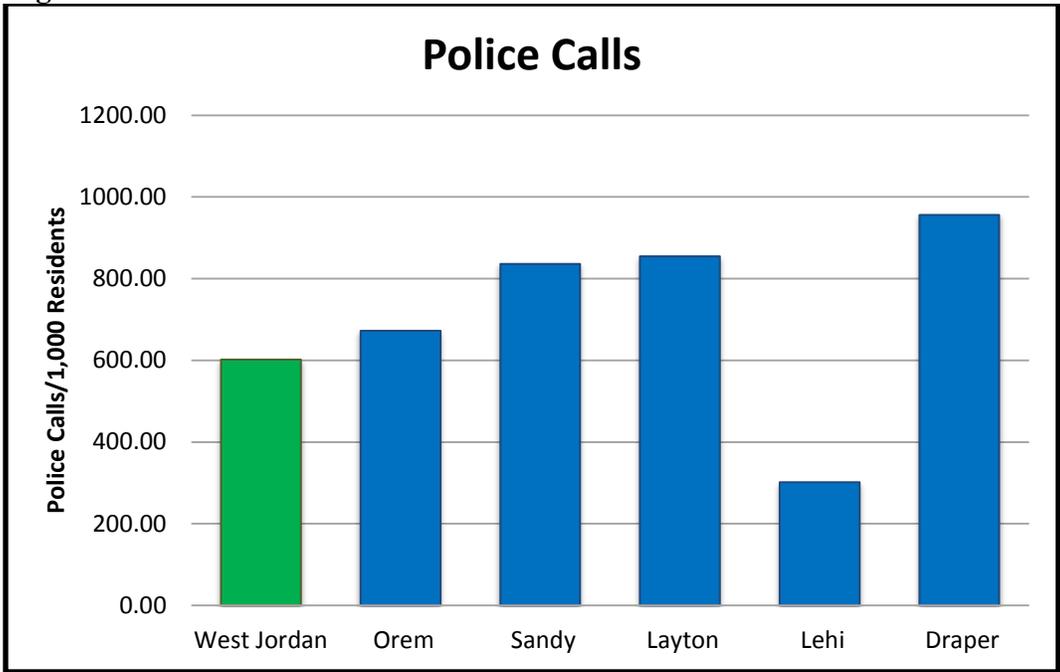


Source: FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

Figure 4.9 displays the number of police calls per thousand residents, West Jordan falls somewhere in the middle with six hundred calls. Focusing on the two other cities that are comparable in size to West Jordan, Orem and Sandy, it can be seen that Orem has similar numbers, but Sandy is much higher than West Jordan (over 200 calls more) in comparison.



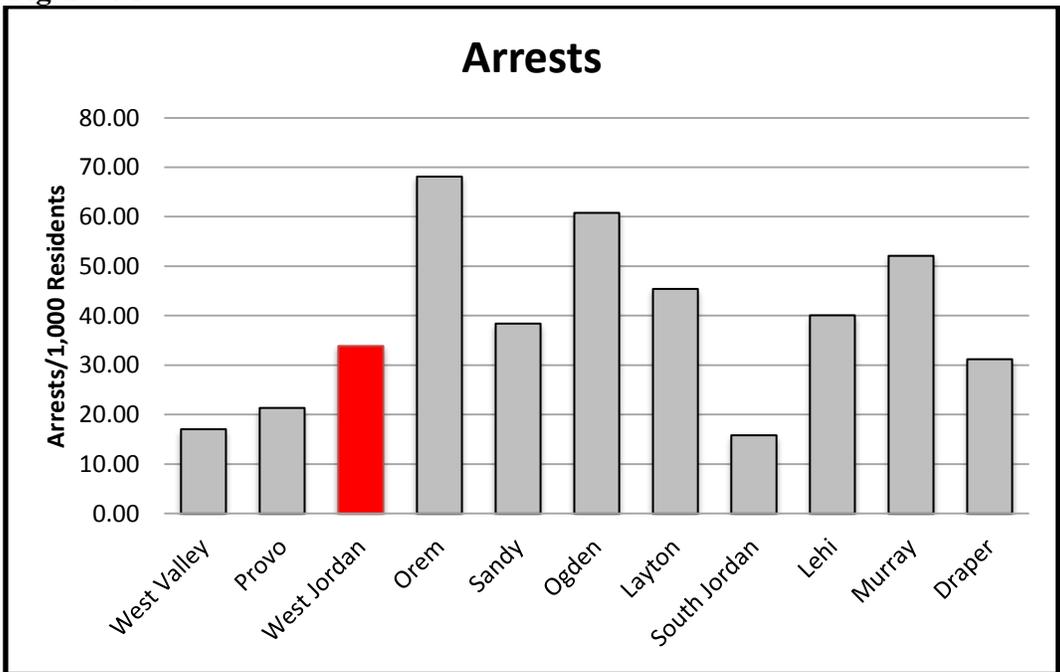
Figure 4.9



Source: FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

In Figure 4.10 we see the number of arrests per thousand residents. West Jordan, respectively, falls in the middle when compared to the other cities in this study.

Figure 4.10



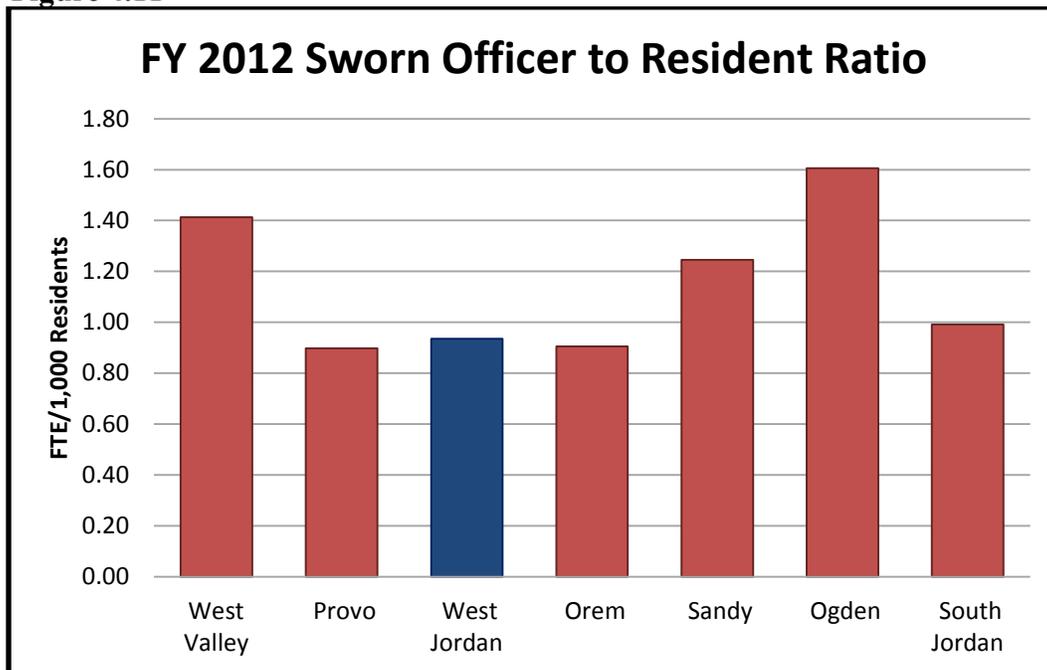
Source: FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



West Jordan averaged about thirty four arrests per thousand residents in FY 2012. The average number of arrests amongst all cities in this study was 38.5, thus, putting West Jordan below the average. In comparison, Orem had the highest level of arrests at 68 per thousand residents, while South Jordan had the lowest level of arrests at around 16 per thousand residents.

Figure 4.11 displays the number of sworn officers per thousand residents. The average ratio of sworn officers to residents is 1.14, with West Jordan having a ratio of 0.94. In contrast, Ogden had the highest ratio at 1.61, and Provo had the lowest at 0.90. Thus, West Jordan's ratio of sworn officers to residents is below the average, but slightly above the city with the lowest ratio (Provo).

Figure 4.11

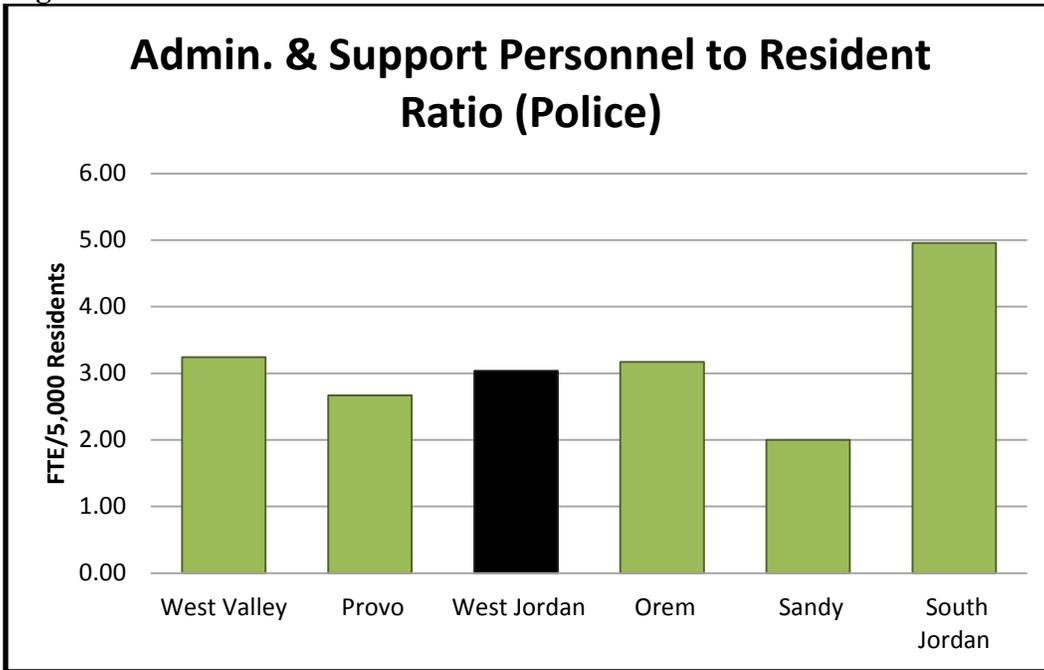


Source: FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, South Jordan City; & 2010 U.S. Census.



In Figure 4.12 the ratio of police administrative and support personnel to residents is shown. West Jordan had 3.04 FTE's per five thousand residents. West Valley (3.24 FTE's) and Orem (3.17 FTE's) reported similar numbers to West Jordan and South Jordan had the most with 4.96 FTE's per five thousand residents.

Figure 4.12



Source: FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, South Jordan City; & 2010 U.S. Census.



PUBLIC WORKS (Streets, Highways, & Streetlights)



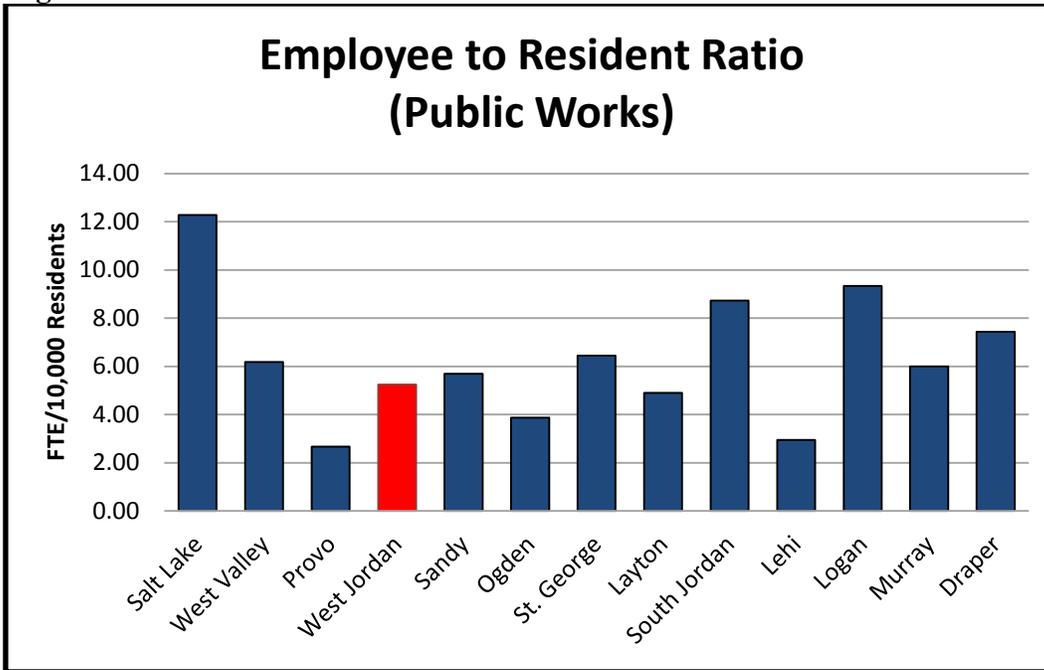
The City of West Jordan’s Public Works Department, specifically streets (water, parks, sewer and other utilities are covered in their own respective sections), is close to the average of the fifteen largest cities in the state of Utah when looking at most staffing categories, including: ratio of employees to residents, expenditures per resident, streetlights per employee, and street miles per employee. West Jordan is not found to be in the extreme in any of these categories, but rather is in the middle of other respective cities.

“The City of West Jordan’s Public Works Department...is close to the average of the fifteen largest cities in the state of Utah when looking at most staffing categories...”

Figure 5.1 shows the ratio of employees per ten thousand residents. The City of West Jordan’s Public Works Department on average has about five employees per ten thousand residents. In contrast, Salt Lake City (highest employee to resident ratio) has over twelve employees per ten thousand, and Provo (lowest employee to resident ratio) has just over two per ten thousand. Other cities close to having the same level of public works employees to residents are West Valley (6.1), Sandy (5.69), and Murray (5.99).



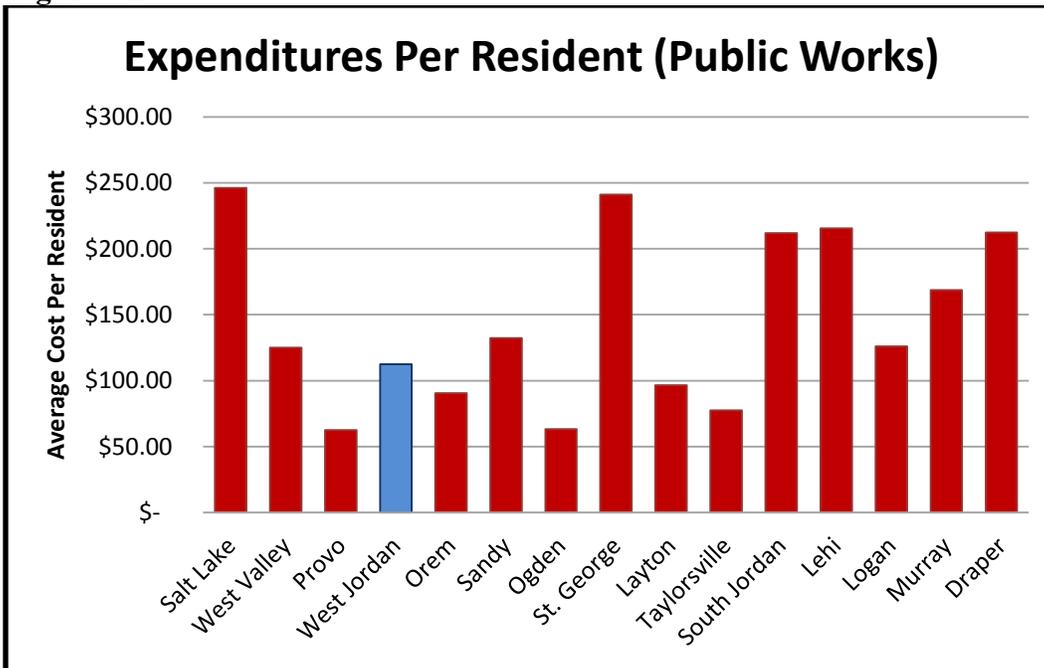
Figure 5.1



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

Figure 5.2 illustrates West Jordan’s expenditures on Public Works in relation to other cities. As with employee to resident ratio, West Jordan’s expenditures are about average for one of the larger cities in the state.

Figure 5.2

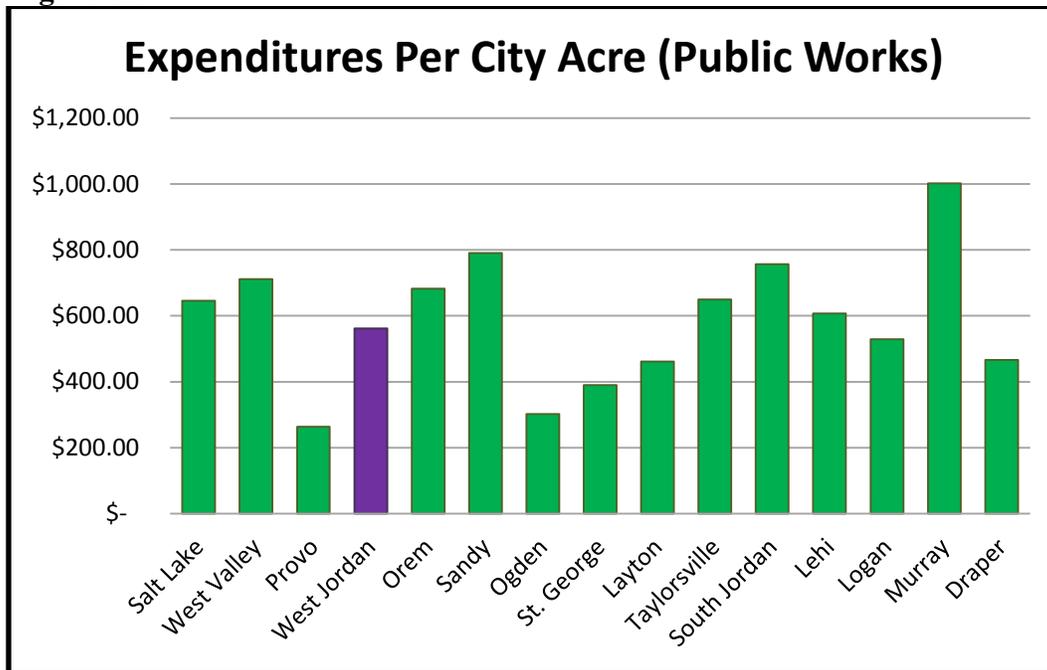


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



Expenditure per city acre for West Jordan Public Works in FY 2012 was \$561.36, which is slightly below the median (\$606.70) for the fifteen cities in the study (see Figure 5.3). Eight cities had more than \$600 of expenditures per acre including: Salt Lake, West Valley, Orem, Sandy, Taylorsville, South Jordan, Lehi, and Murray; four cities had \$400 to \$600 of expenditures per acre: West Jordan, Layton, Logan, and Draper; and three cities had under \$400 of expenditures per acre: Provo, Ogden, and Saint George. The city with the highest rate of expenditure per acre was Murray at \$1001.84, and the lowest was Provo at \$263.20 respectively.

Figure 5.3

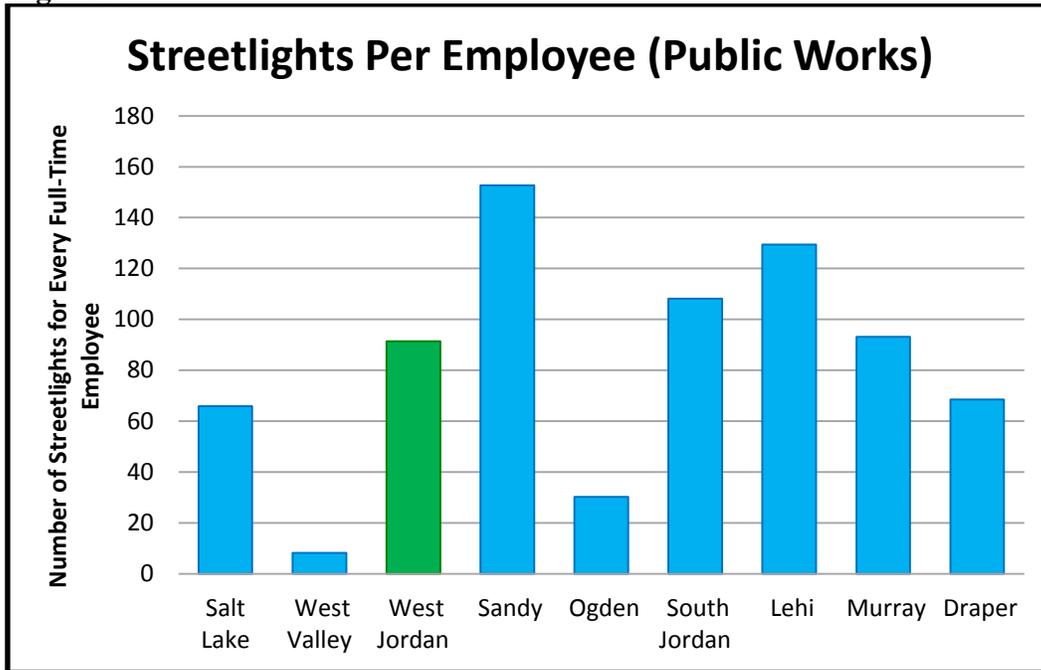


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U. S. Decennial Census.

There are about ninety streetlights per public works employee in West Jordan (Figure 5.4). In comparison, Sandy has over one hundred fifty streetlights per employee and West Valley only has around ten. Thus, the number of streetlights per employee in West Jordan is not extremely high or low.



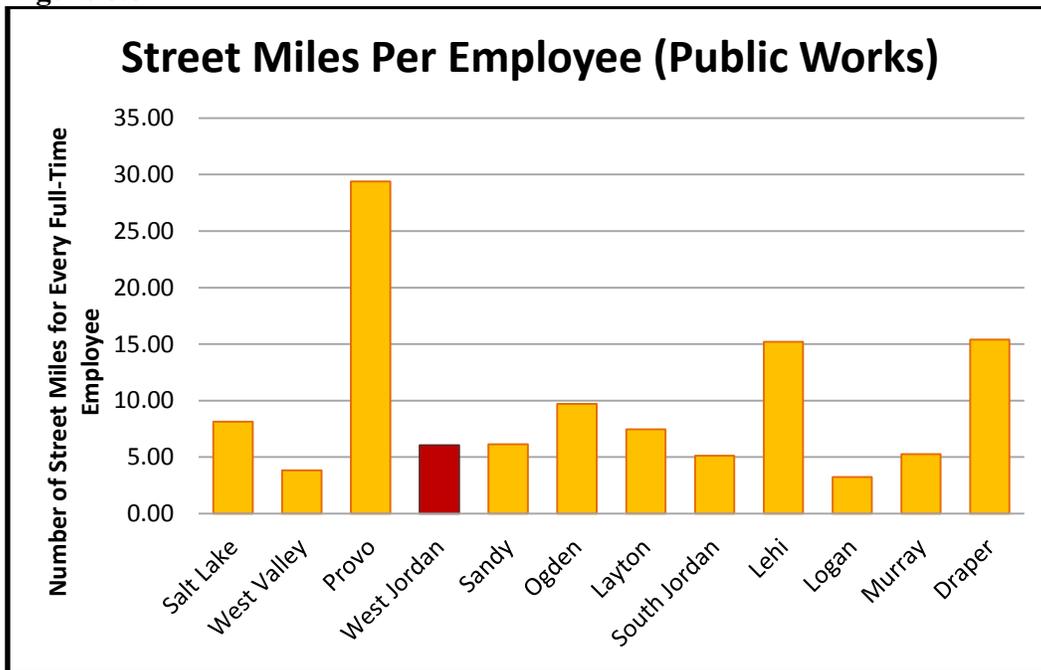
Figure 5.4



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.

The level of street miles per employee in West Jordan is comparable with most other cities (Figure 5.5). West Jordan has just over 6 street miles for every full-time employee. A handful of other cities (Lehi, Draper, and Provo) have fifteen miles or more of street miles per employee.

Figure 5.5





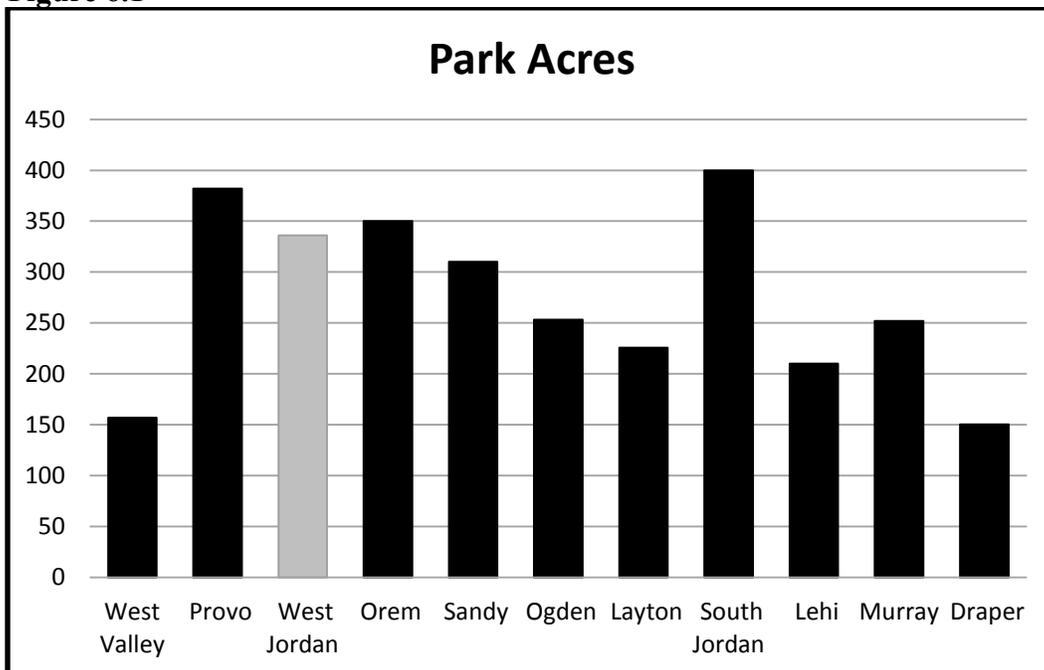
Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.

PARKS



The City of West Jordan enjoys a high volume of parks and open space areas. It is one of the cities with the most park acres in this study (Figure 6.1), with almost 340 acres of park space (including the Soccer Complex). Only South Jordan, Provo, and Orem have more park acres.

Figure 6.1

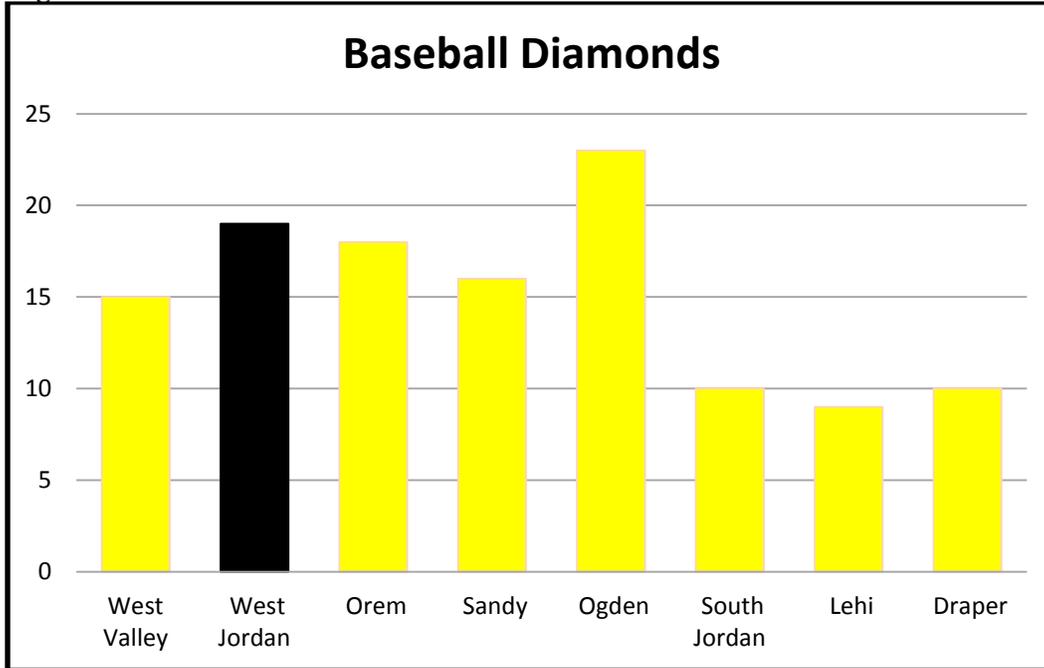




Source: FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.

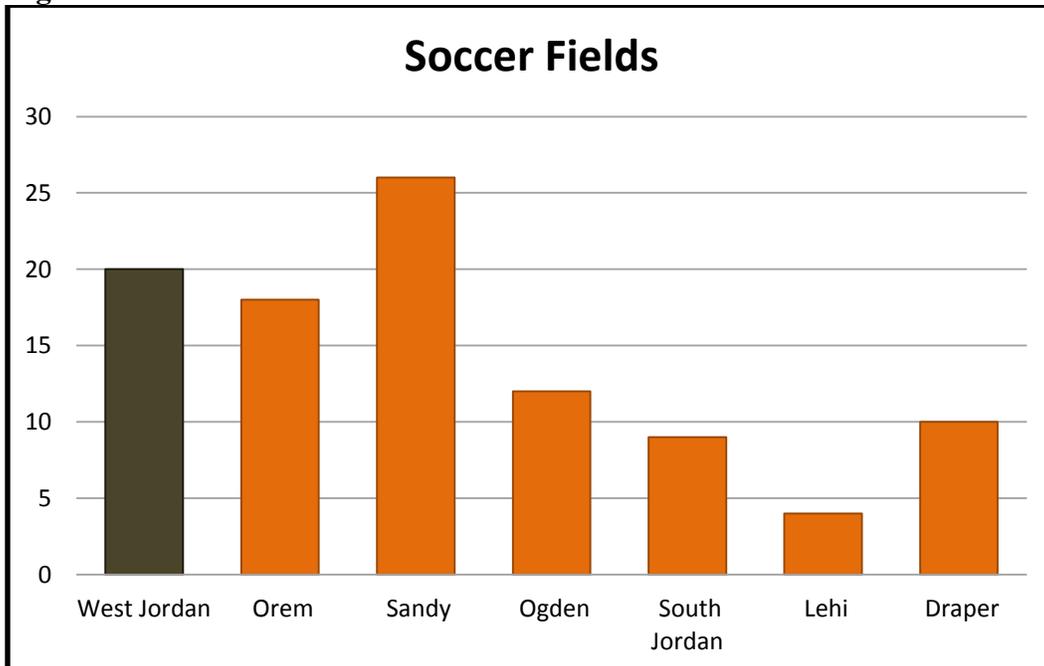
Not only does West Jordan have a lot of park space but that space has been designed and implemented to fulfill the recreational needs of the community. Figure 6.2 and Figure 6.3 demonstrates that West Jordan has more baseball diamonds and soccer fields than almost every other city.

Figure 6.2



Source: FY 2012 CAFR, West Valley City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Draper City.

Figure 6.3

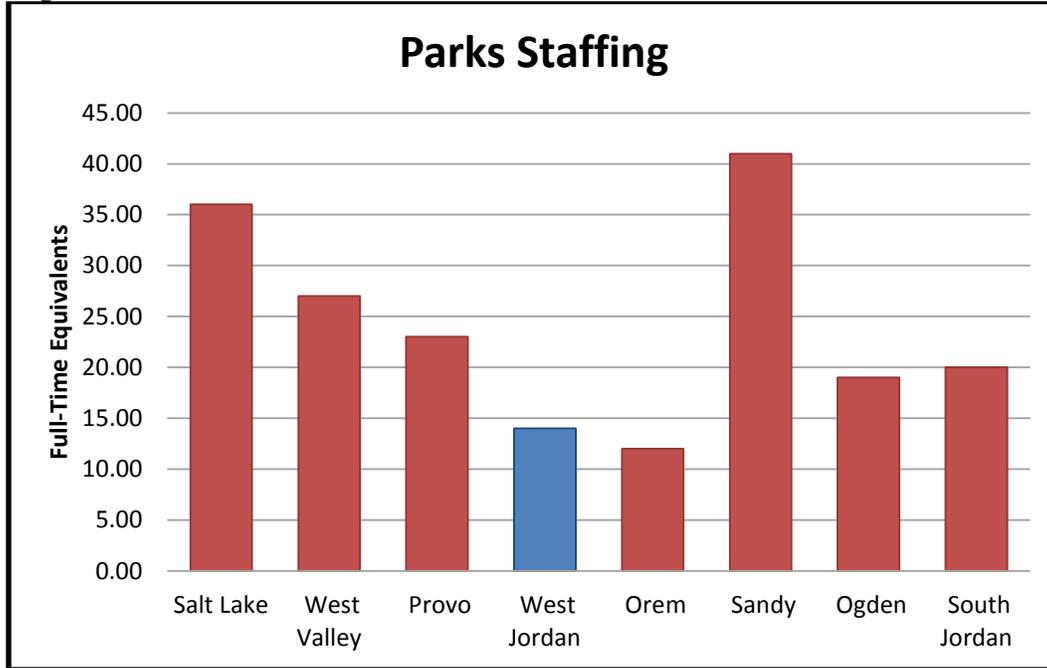




Source: FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Draper City.

Figure 6.4 displays the staffing that each city’s park division had in FY 2012. West Jordan was the second lowest, having 14 FTE’s dedicated to parks that year. In contrast, Sandy had over 40. The average amongst all cities was 24 FTE’s, meaning West Jordan falls well below that average.

Figure 6.4



Source: Salt Lake Parks, West Valley Parks, Provo HR, Orem Parks, Sandy Parks, Ogden Parks, and South Jordan HR.

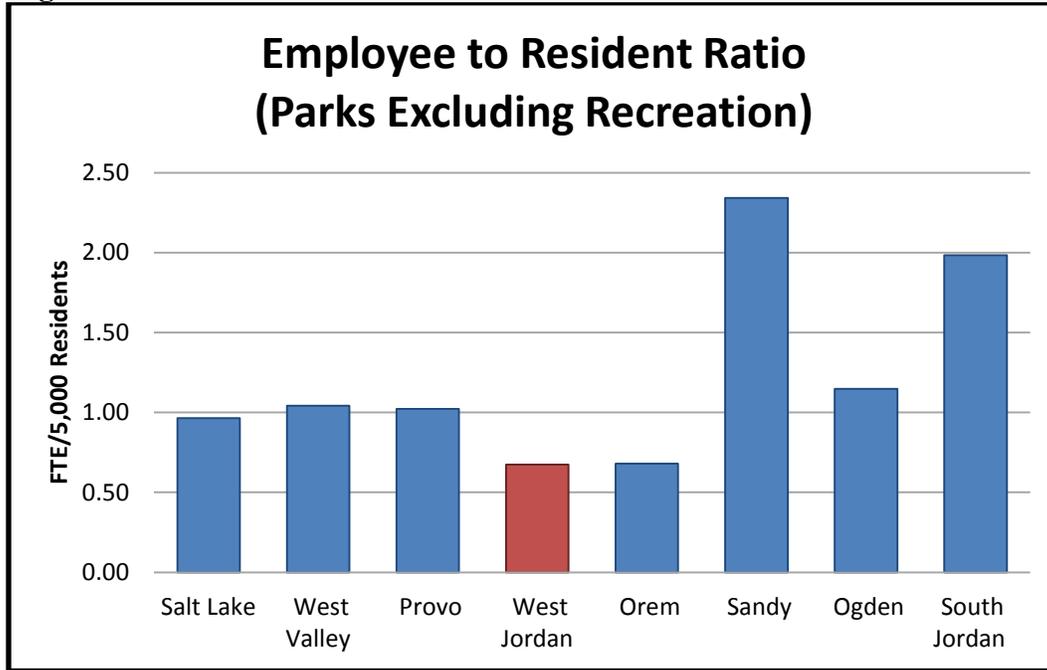
West Jordan’s Parks Department has the lowest employee to resident ratio of all cities reporting data in this study (Figure 6.5). Employee to resident ratio takes into consideration population demand and how many employees the city has to meet that demand. Orem and West Jordan have an almost identical employee to resident ratio, but all other cities have around double, or more, the employee to resident ratio of West Jordan.

“...West Jordan has a smaller than average workforce to cultivate, maintain, and preserve its parks.”

Taking both the number of park employees (Figure 6.4) and park employee to resident ratio (Figure 6.5) into consideration, West Jordan has a smaller than average workforce to cultivate, maintain, and preserve its parks. These numbers are notable when you then consider that West Jordan has more park acres (Figure 6.1), more baseball diamonds (Figure 6.2), and more soccer fields (Figure 6.3) than most other cities.



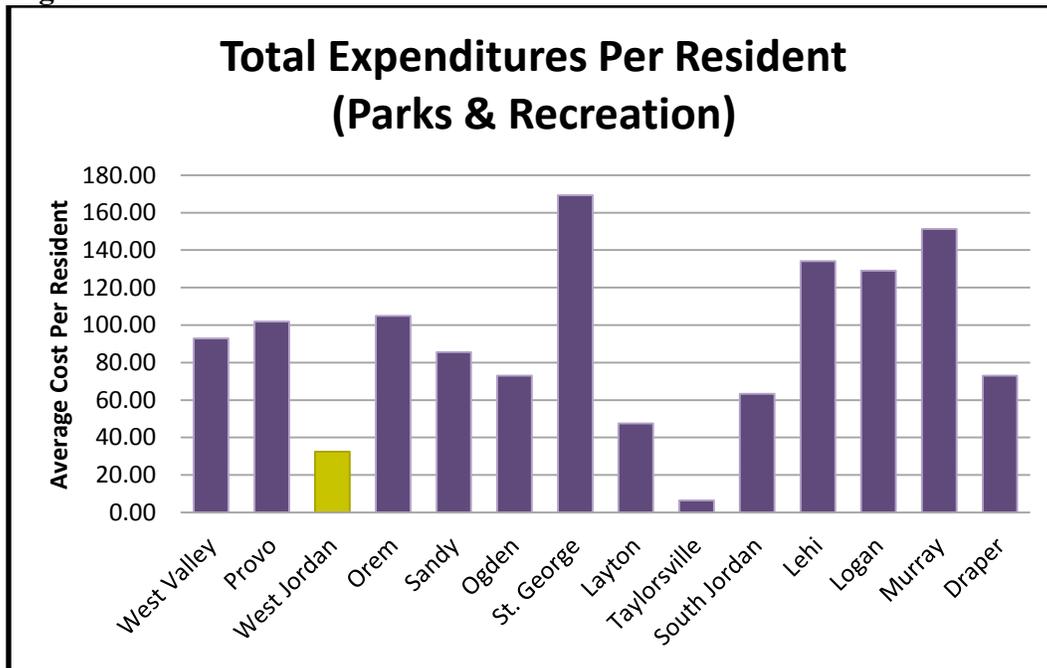
Figure 6.5



Source: Salt Lake Parks, West Valley Parks, Provo HR, Orem Parks, Sandy Parks, Ogden Parks, South Jordan HR, & 2010 U.S. Census.

In Figure 6.6 it can be seen that West Jordan has the second lowest level of expenditures per resident for its parks division, with Taylorsville being the lowest.

Figure 6.6

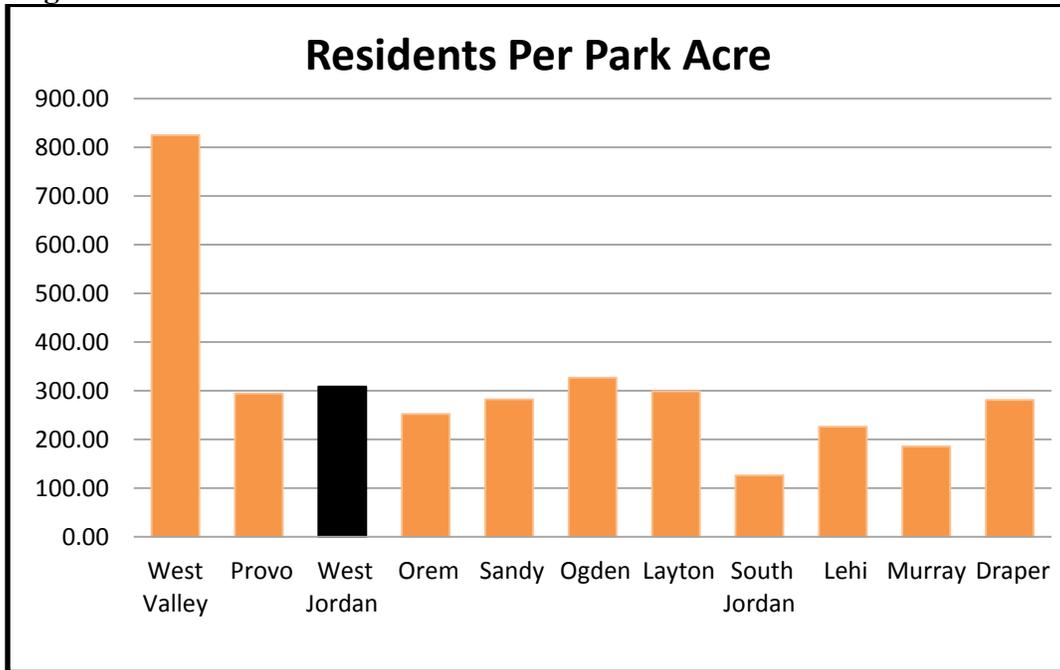


Source: FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



Figure 6.7 shows the number of residents per park acre in each respective city. This graph gives an idea of how much park space each city has, and if enough park space is available. Interestingly, most cities tend to have a similar number of residents per park acre (two to three hundred residents per park acre), with a just a few outliers (West Valley has over eight hundred residents per park acre, and South Jordan has only around one hundred residents per park acre).

Figure 6.7

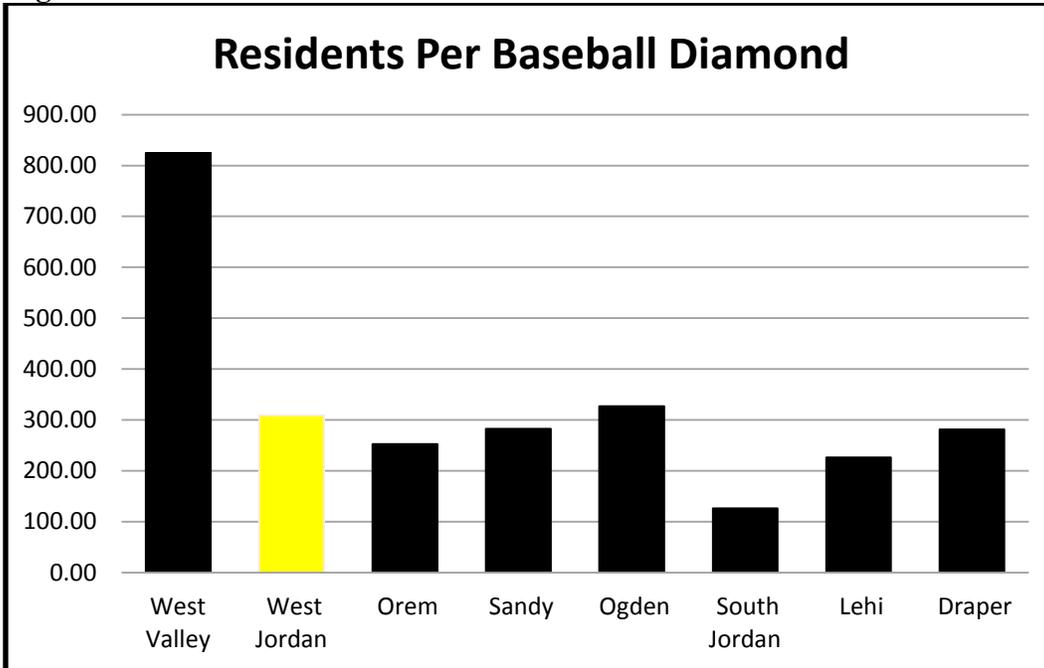


Source: FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



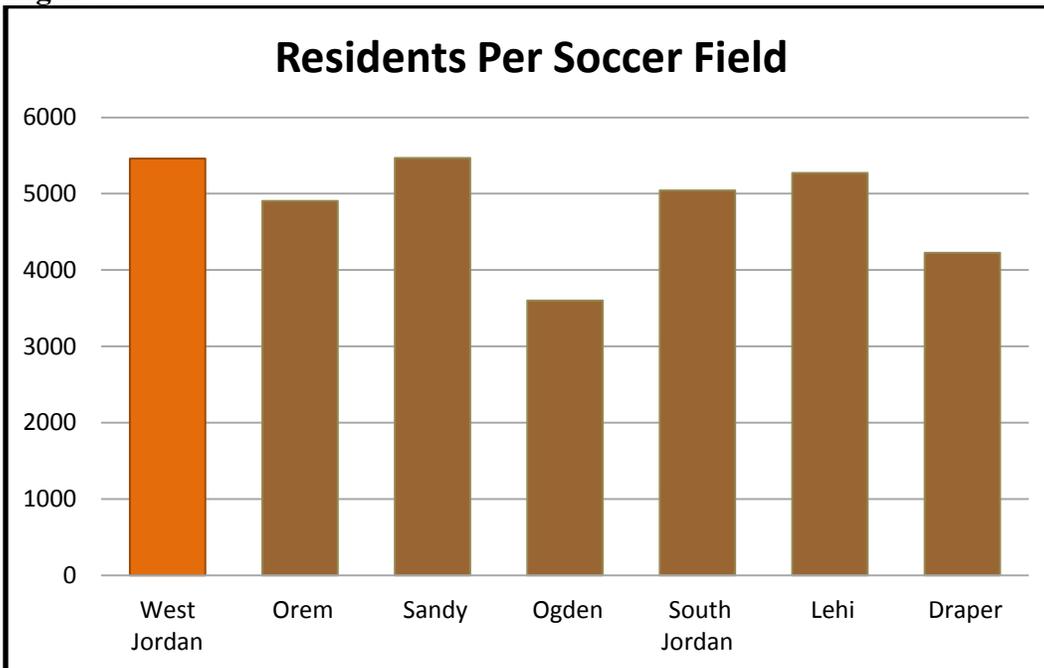
Figure 6.8 and Figure 6.9 illustrate the number of residents per baseball diamond and soccer field in reporting cities. In both figures West Jordan has an average number of diamonds/fields (around five thousand residents for each) when compared to other cities.

Figure 6.8



Source: FY 2012 CAFR, West Valley City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

Figure 6.9

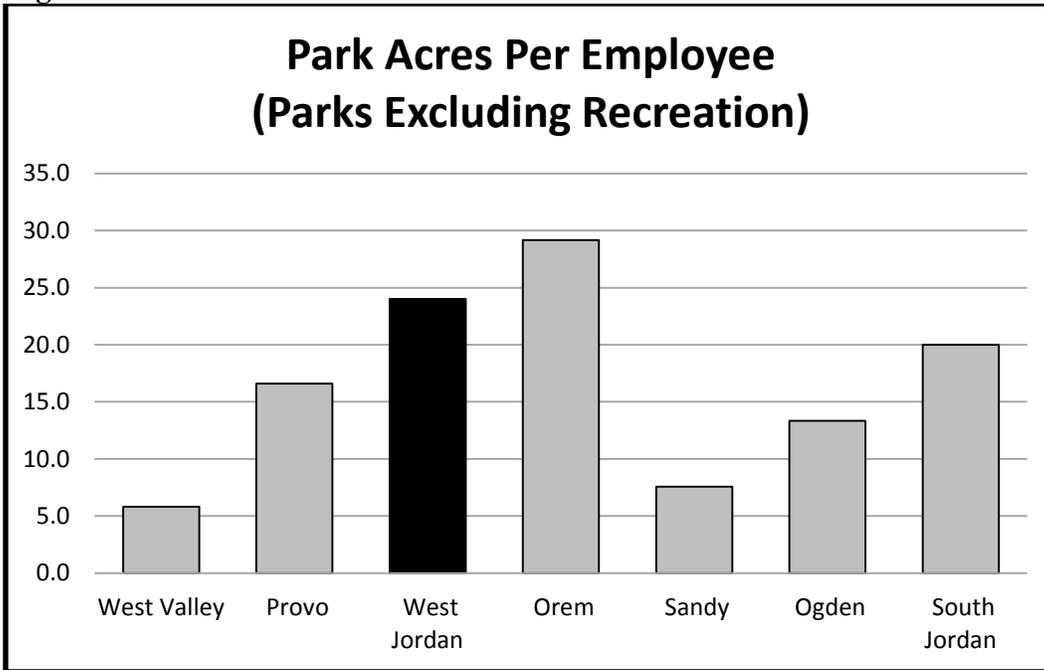


Source: FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



Figure 6.10 shows how many park acres each city has per employee. The more park acres, the more the workload of those workers is likely to be. West Jordan had the second highest number of park acres per employee (24 acres), being just behind Orem (29 acres). This number is well above the average number of park acres per employee in this study, which is 16.5 acres.

Figure 6.10

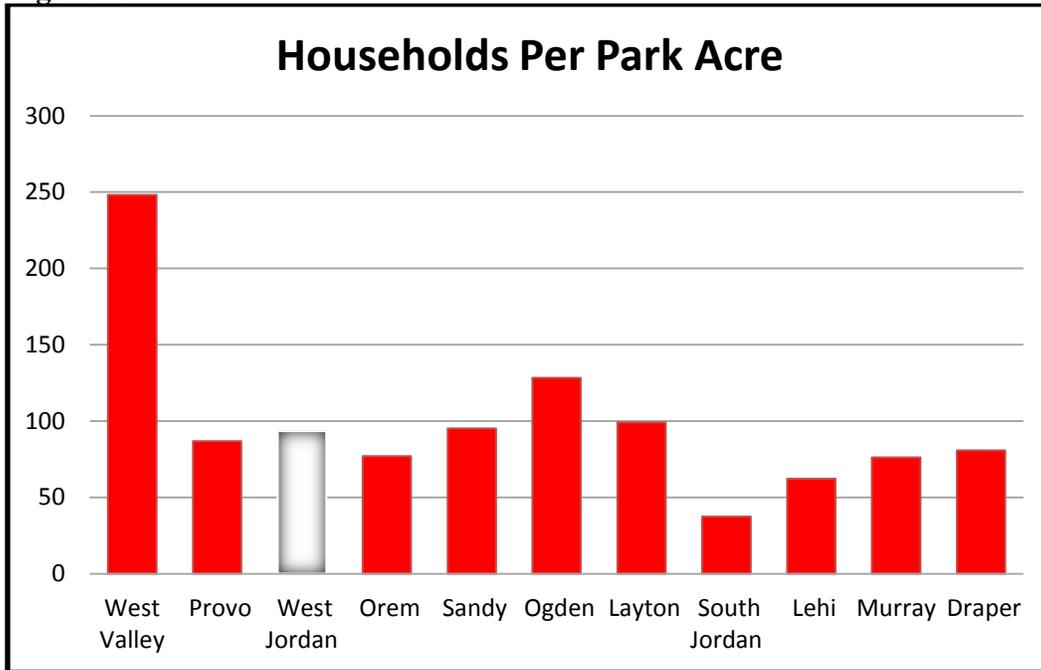


Source: FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, South Jordan City; Salt Lake Parks; West Valley Parks; Provo HR; Orem Parks; Sandy Parks; Ogden Parks; and South Jordan HR.



The number of households per park acre is rather moderate in West Jordan (Figure 6.11), being not too far off the median. This may indicate an adequate level of park space for the community's needs, depending on the desires of the community. However, the activity level of a community, in addition to median age of its residents, will also determine whether the level of park space is sufficient or not.

Figure 6.11



Source: FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

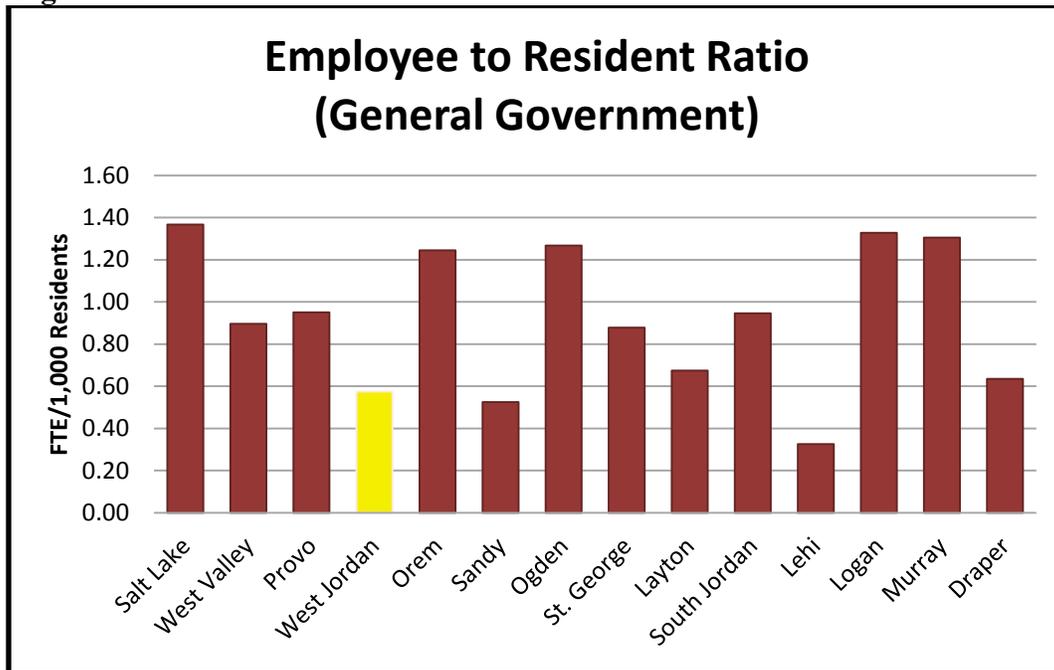


GENERAL GOVERNMENT



For the purpose of this study the term General Government is used to define the executive functions of local government, which include: Administration (pg. 45), Legal (pg. 47), Finance (pg.49), Justice Court (pg.51), Human Resources (pg.53), and Information Technology (pg.54). First, this study will look at General Government collectively as a whole, and then at each respective unit thereof.

Figure 7.1



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

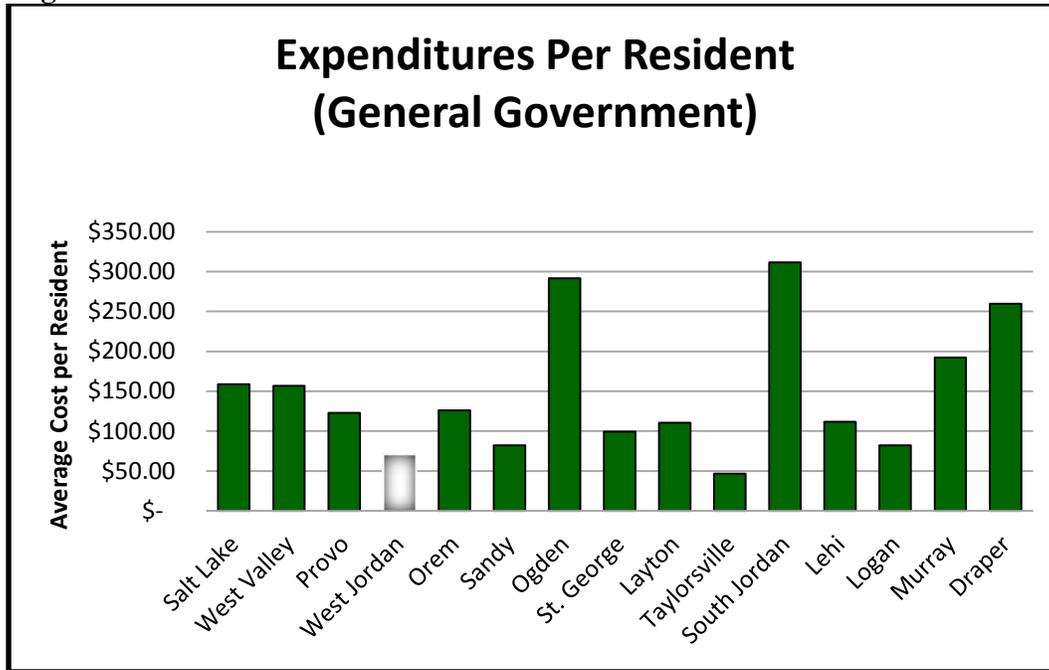
West Jordan's General Government employee to resident ratio is lower than most other cities (Figure 7.1). The only other cities with a lower employee to resident ratio are Sandy and Lehi. Cities such as Ogden and Orem have double the amount of employees per thousand residents.

The City of West Jordan has a relatively low level of expenditures for General Government, on a per resident basis, when compared to other cities (Figure 7.2). West Jordan averaged \$71.22 in General Government expenditures per resident in FY 2012. Most other cities in this study averaged \$100 dollars or more in expenditures per resident for General Government (Salt Lake,



West Valley, Provo, Orem, Ogden, Saint George, Layton, South Jordan, Lehi, Murray, and Draper). Sandy City is the closest to West Jordan, in terms of expenditure per resident, at \$82.32. Ogden, South Jordan, and Draper averaged around \$300 in expenditures per resident for General Government in FY 2012.

Figure 7.2



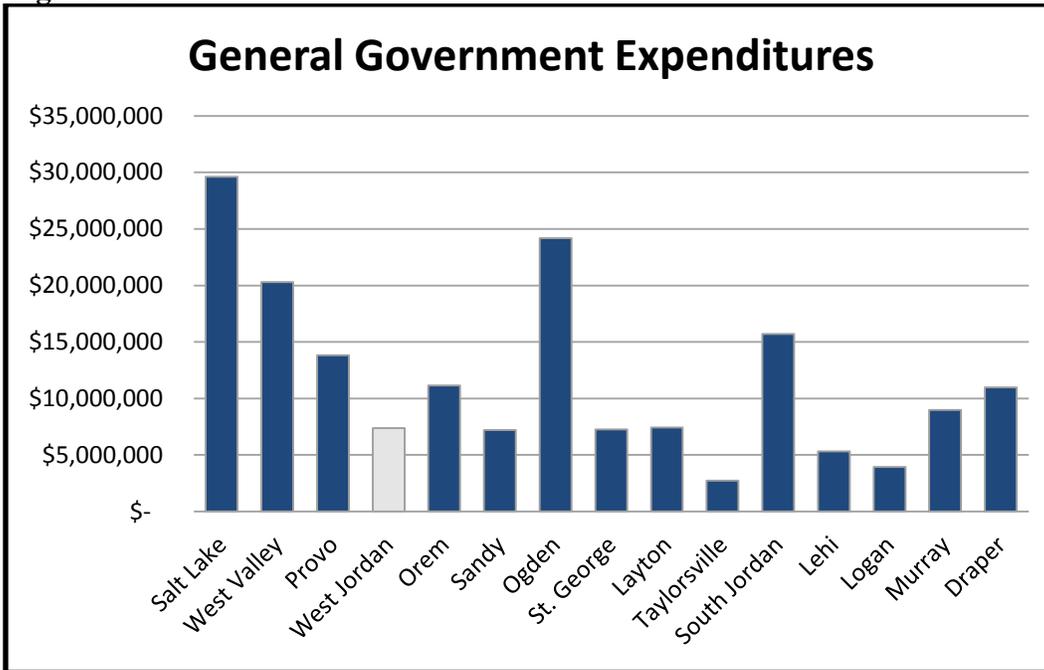
Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

In Figure 7.3, overall expenditures show that West Jordan is one of the lowest in terms of level of expenditure on General Government. Expenditures on General Government for West Jordan is low overall (Figure 7.3), and on a per resident basis (Figure 7.2) it is even lower still. Thus, West Jordan clearly has a low level of expenditure for General Government when compared to the largest cities in the state.

“Expenditures on General Government for West Jordan is low overall (Figure 7.3), and on a per resident basis (Figure 7.2) it is even lower still.”



Figure 7.3



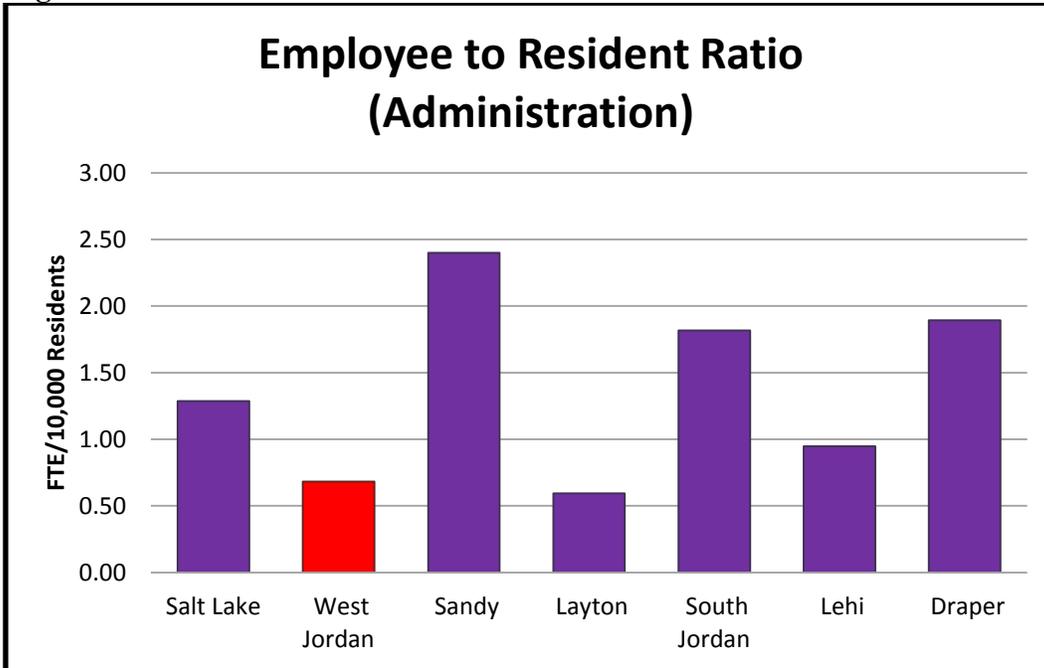
Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.



Administration

West Jordan Administration had a low employee to resident ratio (Figure 7.4), at 0.68 FTE's per ten thousand residents. It was lower than all reporting cities from this study, except for Layton (0.59). The average employee to resident ratio for administration was 1.37 FTE per ten thousand residents. Thus, West Jordan's employee to resident ratio for administration was slightly below the average.

Figure 7.4

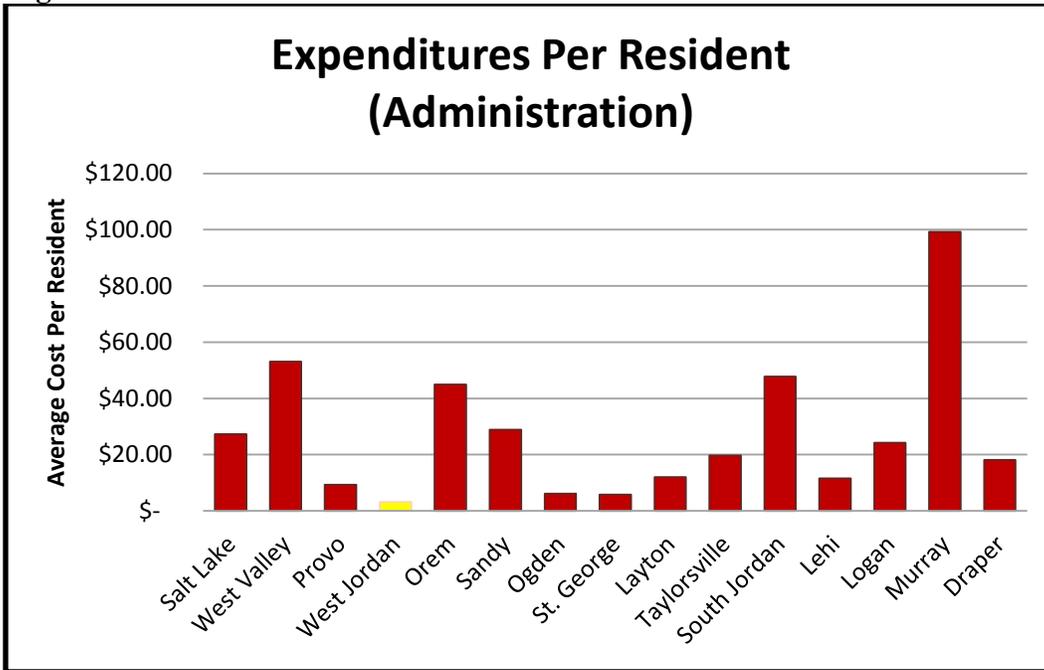


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



Figure 7.5 illustrates the expenditures per resident for city administration. West Jordan had the lowest expenditure, \$3.20 per resident, for administration out of all fifteen cities in this study. By comparison, Murray had the highest expenditure per resident for administration at \$99.23. The average expenditure per resident for administration was \$27.40.

Figure 7.5



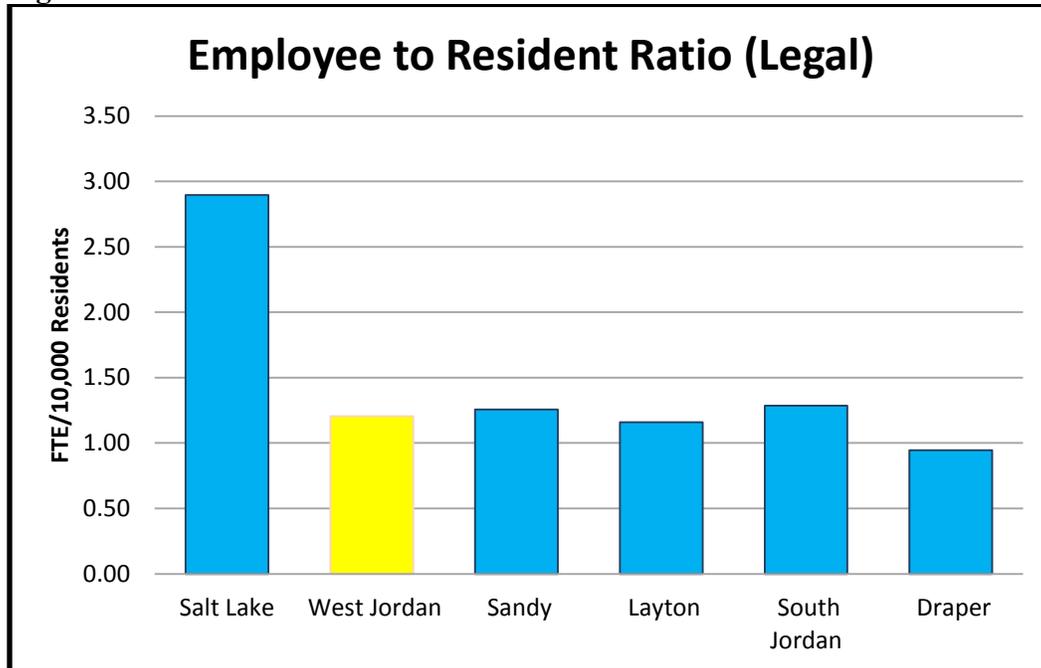
Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



Legal

The West Jordan Legal Department had a near average employee to resident ratio (Figure 7.6), at 1.21 FTE's per ten thousand residents. There were two cities with lower ratios (Draper, and Layton) and three with higher ratios (Salt Lake, Sandy, and South Jordan). The average employee to resident ratio for legal was 1.46 FTE per ten thousand residents. Thus, West Jordan's employee to resident ratio for legal was just above average.

Figure 7.6

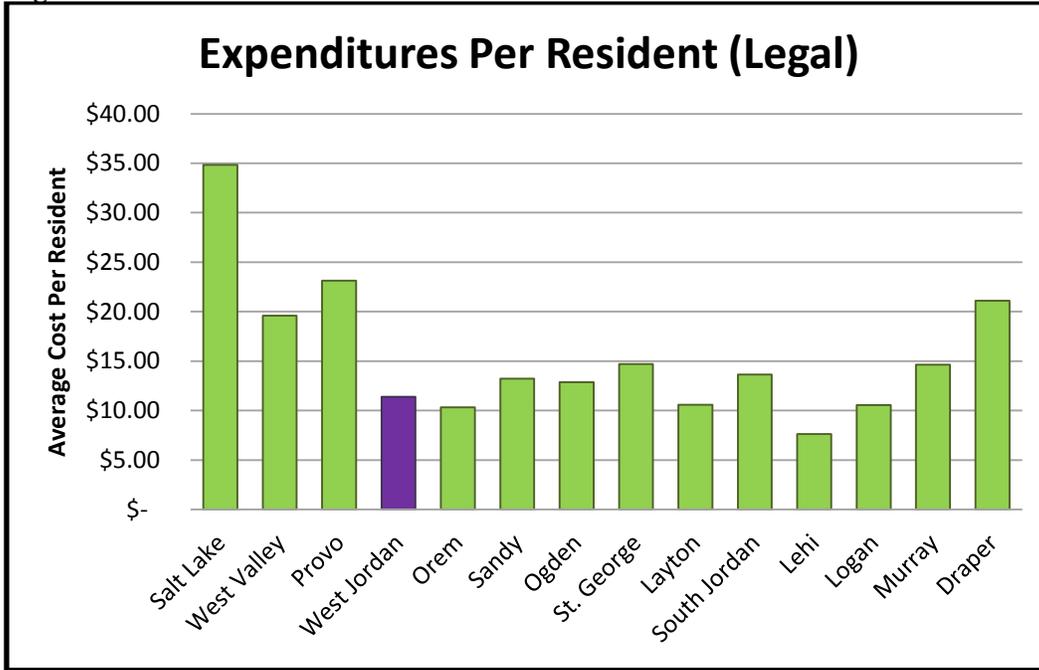


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



In Figure 7.7 is illustrated the expenditures per resident for legal. West Jordan legal had an expenditure of \$11.38 per resident. By comparison, Salt Lake had the greatest expenditure per resident for legal at \$34.85, and Lehi had the lowest at \$7.62. The average expenditure per resident for legal of cities in this study was \$15.58. Therefore, West Jordan's expenditure per resident for legal was significantly lower than average.

Figure 7.7



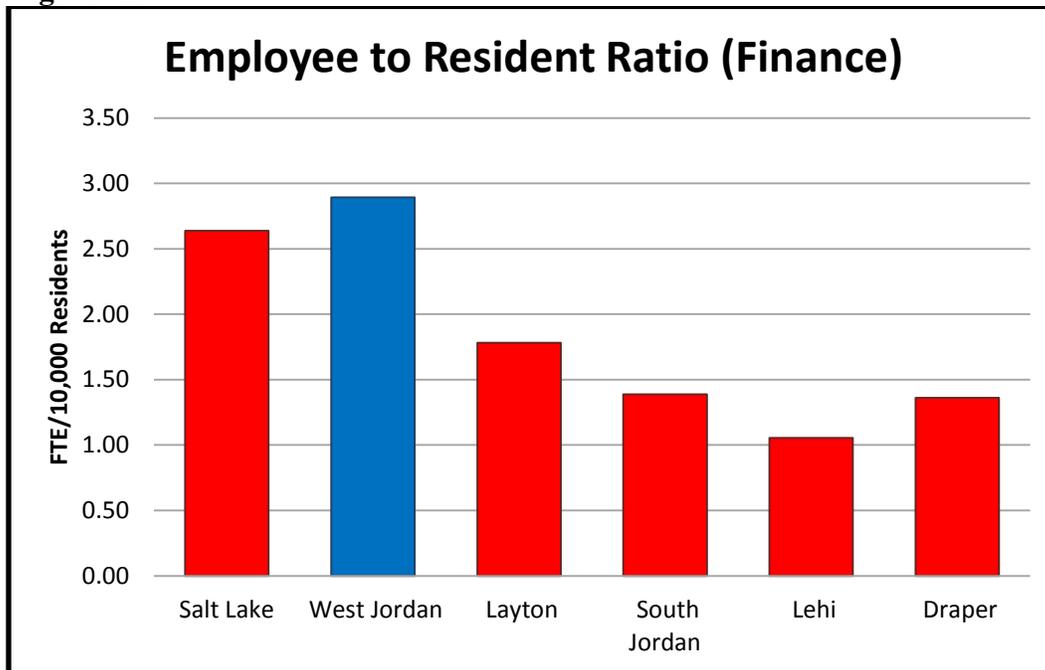
Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



Finance

West Jordan Finance had an above average employee to resident ratio (Figure 7.8). At 2.89 FTE's per ten thousand residents, West Jordan had the highest ratio. Salt Lake was close, with 2.64, but all other reporting cities (Layton, South Jordan, Lehi, and Draper) were much lower. The average employee to resident ratio for finance was 1.85 FTE's per ten thousand residents. Thus, West Jordan's employee to resident ratio for finance was considerably above average.

Figure 7.8

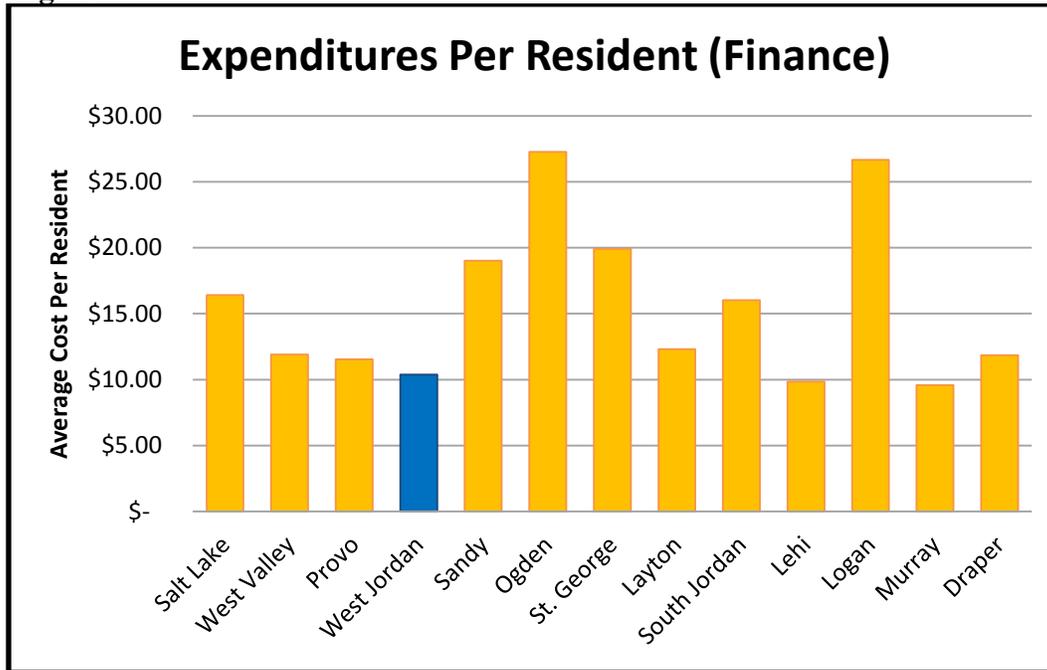


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Draper City, & 2010 U.S. Census.



In Figure 7.9 is illustrated the expenditures per resident for finance. West Jordan had an expenditure of \$10.37 per resident for finance. By comparison, Ogden had the highest expenditure per resident for finance at \$27.28, and Murray had the lowest at \$9.57. The average expenditure per resident, amongst cities in this study, for finance was \$15.58. Therefore, West Jordan's expenditure per resident for finance was considerably lower than the average.

Figure 7.9



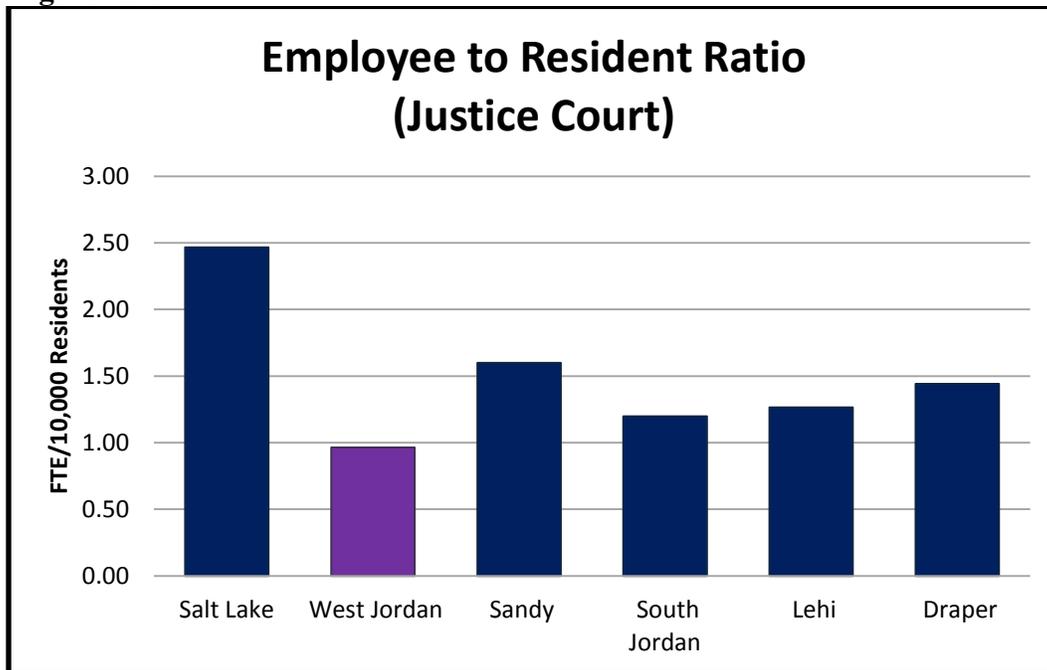
Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



Justice Court

West Jordan Justice Court had the lowest employee to resident ratio (Figure 7.10), at 0.96 FTE's per ten thousand residents. South Jordan was the closest to West Jordan, with 1.21, and all other reporting cities (Salt Lake, Sandy, Lehi, and Draper) were higher. The average employee to resident ratio for justice courts was 1.49 FTE's per ten thousand residents. Thus, West Jordan's employee to resident ratio for its justice court is slightly below average.

Figure 7.10

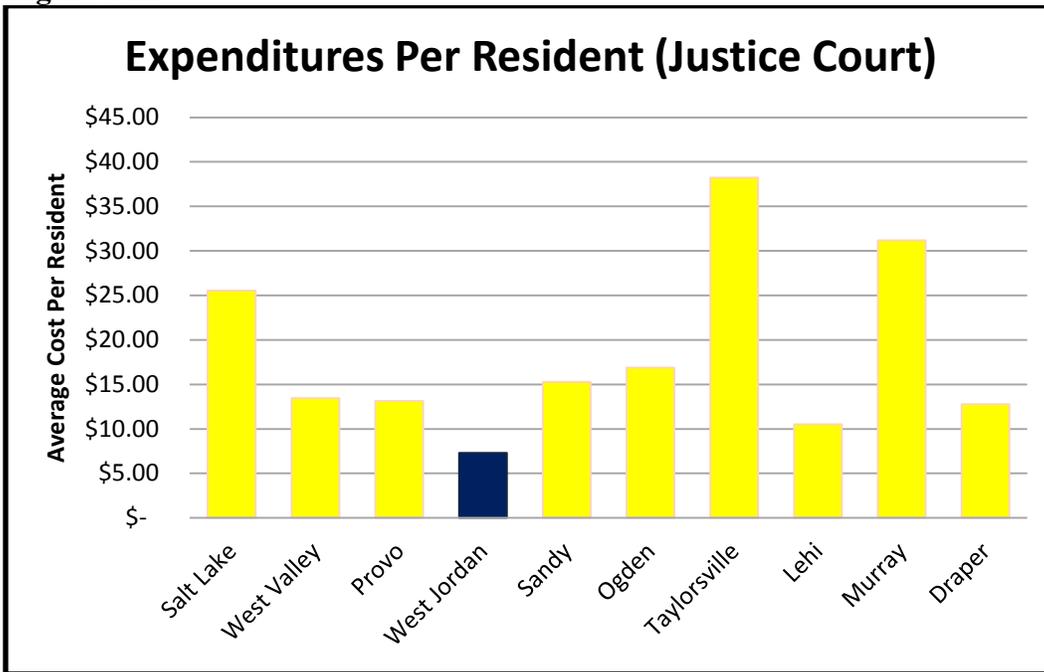


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Draper City, & 2010 U.S. Census.



In Figure 7.11 is illustrated the expenditures per resident for justice courts. West Jordan had an expenditure of \$7.31 per resident for the justice court, which was the lowest of all reporting cities. By comparison, Taylorsville had the highest expenditure per resident for justice court at \$38.24. The average expenditure per resident for justice court, amongst cities in this study, was \$18.43. Therefore, West Jordan's expenditure per resident for justice court was much lower than the average.

Figure 7.11



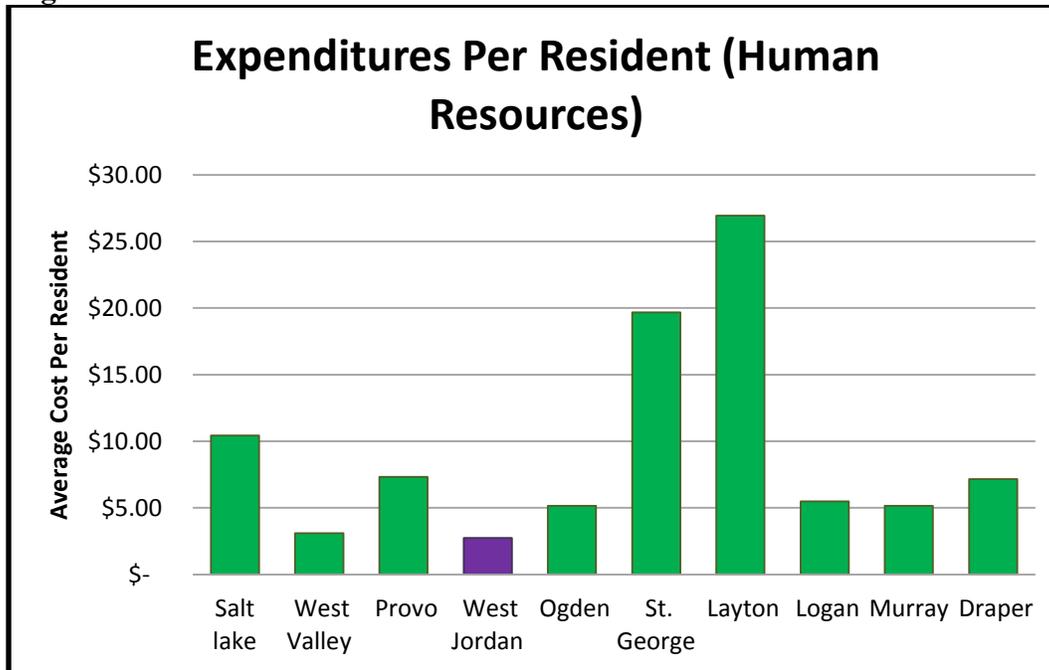
Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



Human Resources

In Figure 7.12 is illustrated the expenditures per resident for human resources. West Jordan had an expenditure of \$2.73 per resident for human resources, which was the lowest of all reporting cities. By comparison, Layton had the highest expenditure rate for human resources at \$26.95. The average expenditure per resident for human resources of the cities in this study was \$9.31. Therefore, West Jordan's expenditure per resident for human resources was considerably lower than the average.

Figure 7.12



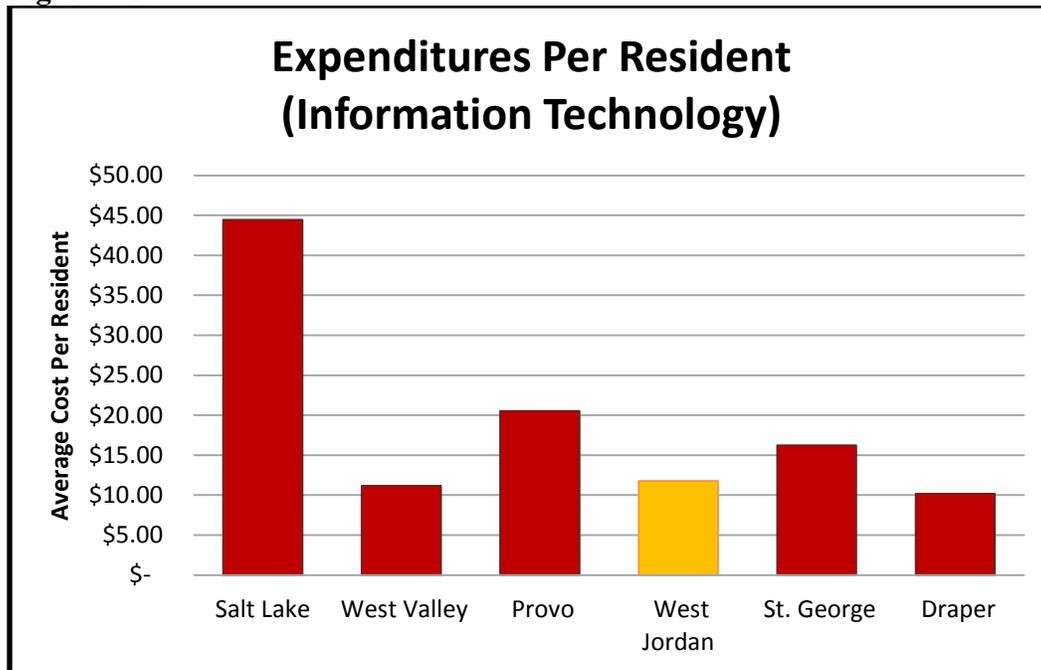
Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



Information Technology

In Figure 7.13 is illustrated the expenditures per resident for information technology. West Jordan had an expenditure of \$11.75 per resident for information technology, which was one of the lower expenditure rates amongst reporting cities. In contrast, Salt Lake had the highest expenditure per resident for information technology at \$44.45, and Draper had the lowest rate at \$10.16. The average expenditure per resident for information technology of the cities in this study was \$19.04. Therefore, West Jordan's expenditure per resident for information technology was considerably lower than the average.

Figure 7.13



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

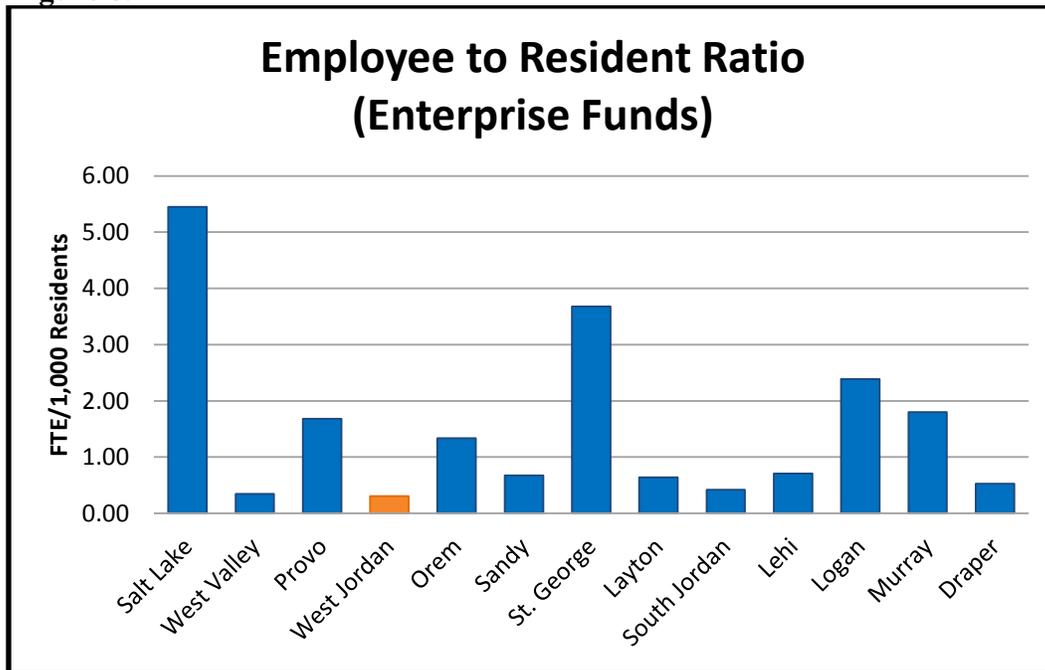


ENTERPRISE FUNDS



West Jordan's enterprise funds as a whole had the lowest employee to resident ratio (Figure 8.1), with 0.30 FTE's per thousand residents. West Valley had a similar employee to resident ratio (0.35), and was the second lowest city in this study. Salt Lake City had the highest enterprise fund employee to resident ratio, with 5.45 FTE's for every thousand residents. The average employee to resident ratio for enterprise funds was 1.53 FTE's per thousand residents. Thus, West Jordan's employee to resident ratio for enterprise funds are relatively low when compared to the other cities in this study.

Figure 8.1

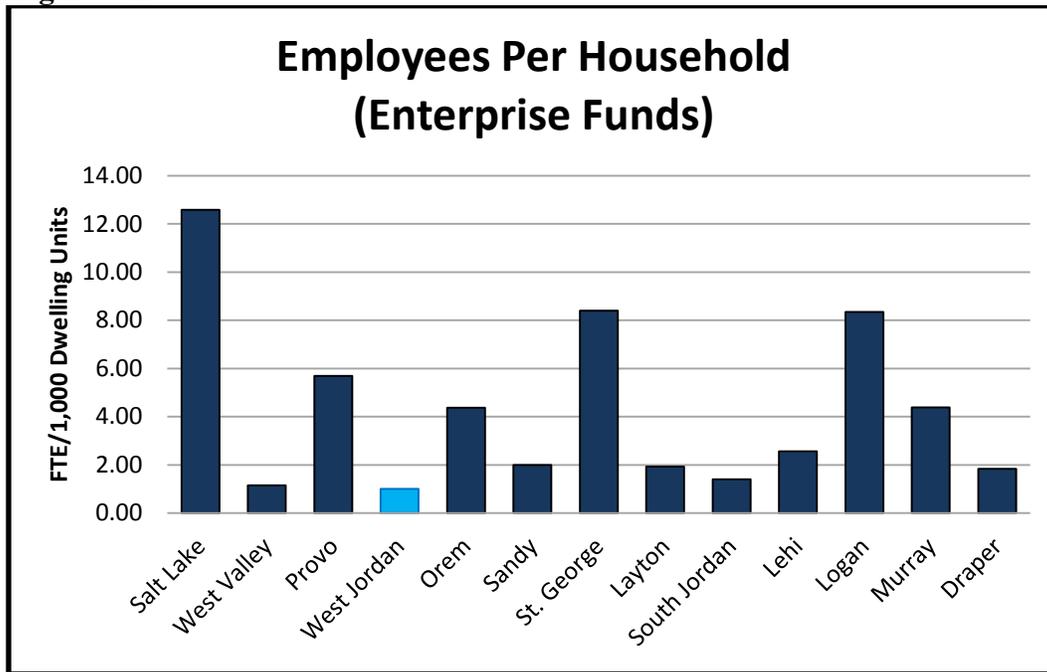


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



West Jordan reported having one enterprise fund FTE per household in FY 2012. This was the lowest ratio of all reporting cities (Figure 8.2). West Valley (1.15 FTE's), and South Jordan (1.41 FTE's) also reported lower than average levels as well. In contrast, Salt Lake (12.59 FTE's), Saint George (8.40 FTE's), and Logan (8.34 FTE's) had levels much higher than other cities. In sum, both Figure 8.1 and Figure 8.2 indicate that West Jordan's enterprise fund operations are staffed below average when compared on a per capita or household basis.

Figure 8.2

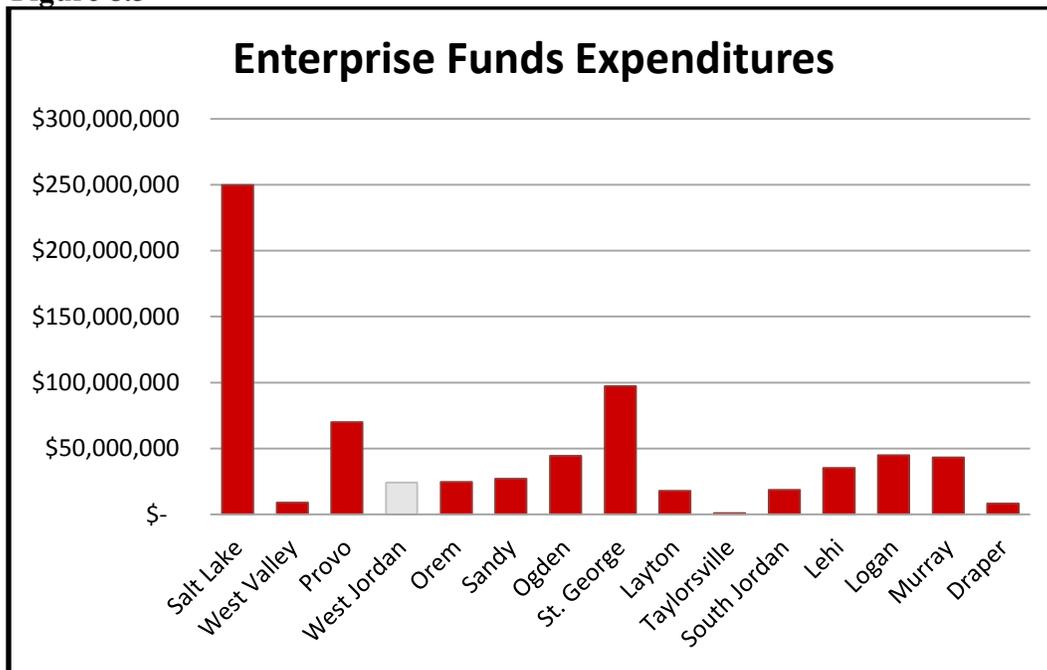


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



In Figure 8.3 it can be seen that West Jordan’s enterprise fund expenditure levels were below average. West Jordan and Orem both had similar expenditure levels for enterprise fund, each spending around \$24 million. A majority of cities in this study had higher enterprise fund expenditure levels including: Salt Lake (\$250 million), Provo (\$70 million), Sandy (\$27 million), Ogden (\$44 million), Saint George (\$97 million), Lehi (\$35 million), Logan (\$45 million), and Murray (\$43 million). Those cities having lower expenditure levels included: West Valley (\$9 million), Layton (\$18 million), Taylorsville (\$1 million), South Jordan (\$19 million), and Draper (\$8 million). The average expenditure for enterprise funds of the cities included in this study was \$48 million. Thus, West Jordan’s enterprise fund expenditure levels are about half of the average.

Figure 8.3

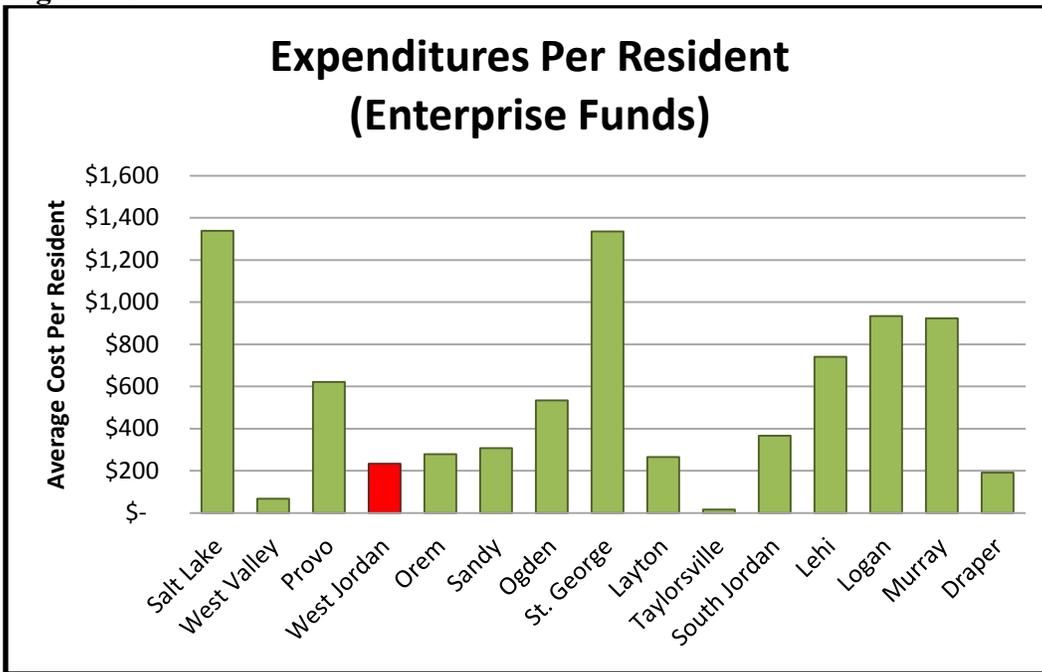


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.



In Figure 8.4 is illustrated the expenditures per resident for each city's enterprise funds. West Jordan had an expenditure of \$233.74 per resident for enterprise fund operations in FY 2012. By comparison, Salt Lake had the highest expenditure per resident for its enterprise funds at \$1,338.85, and Taylorsville the lowest at \$17.19. The average expenditure per resident for all enterprise funds, amongst all cities in this study, was \$544.01. Therefore, West Jordan's expenditure per resident for enterprise fund was much lower than average.

Figure 8.4



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



UTILITIES



For the purpose of this study, the term utilities refers to the water, sewer, and storm water departments as a whole. The utilities departments, particularly the water department, have been a source of many different indicators that have helped to paint a picture of how West Jordan compares to the other fifteen largest cities in the state.

Of the various observations that can be made from the utilities department, some of the most notable include: West Jordan has a low number of water employees compared to the other cities in this study, West Jordan enjoys one of the highest levels of water storage capacity, West Jordan is one of the cities with the most water main miles, the ratio of water main miles per employee is higher than most, West Jordan sewer has a low number of employees, West Jordan has fewer expenditures on sewer than most others, and storm water expenditures are relatively low as well.

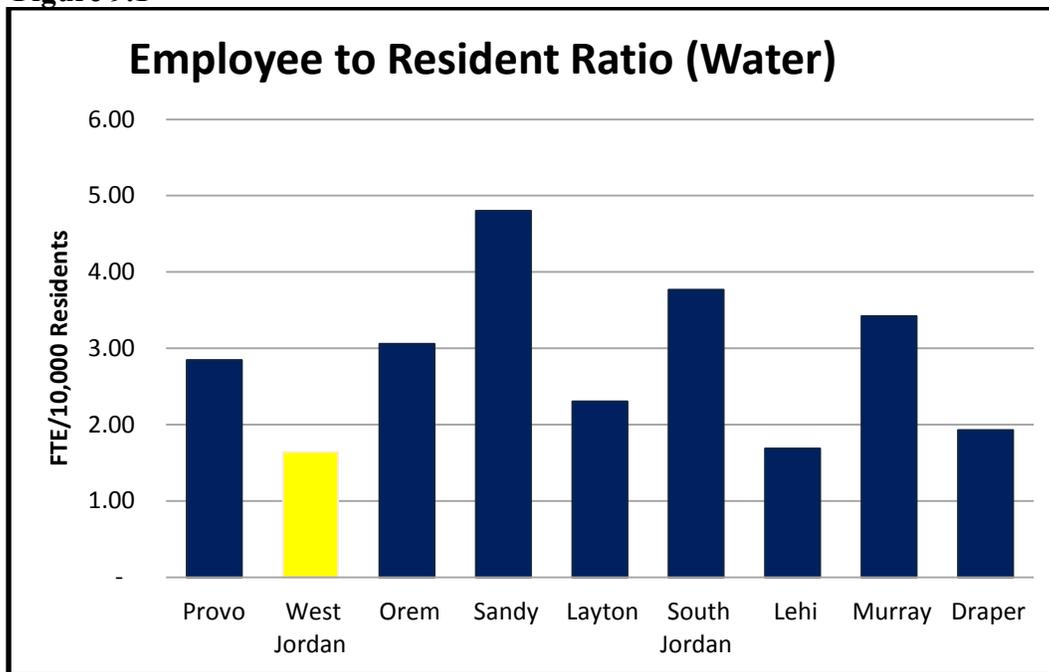


Water



West Jordan has a fairly large water system with 378 water main miles, an average of 58 accounts per water main mile, and 30,500 thousand gallons of water storage capacity.

Figure 9.1



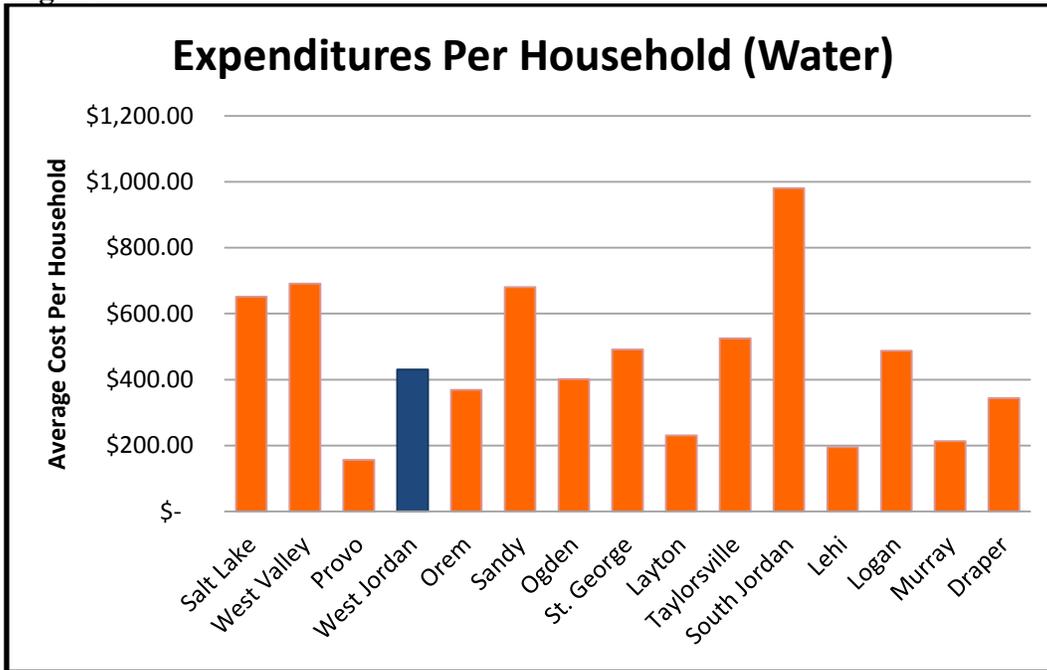
Source: FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

Figure 9.1 illustrates the employee to resident ratio, which is the average number of employees per ten thousand residents. West Jordan has the lowest ratio of employees to residents of all cities reporting data. Most cities had two to four employees for every ten thousand residents, while West Jordan only had 1.68. Thus, West Jordan has a relatively low employee to resident ratio in comparison to municipalities in this study.



In FY 2012 the median expenditure per household for the water departments of the fifteen largest cities in Utah was \$456.40, West Jordan’s expenditure in the same fiscal year was \$430.40, just a little lower than average (Figure 9.2). In comparison, the city with the highest expenditure rate per household was South Jordan at almost \$1,000; Provo was the lowest at only \$156.48 per household.

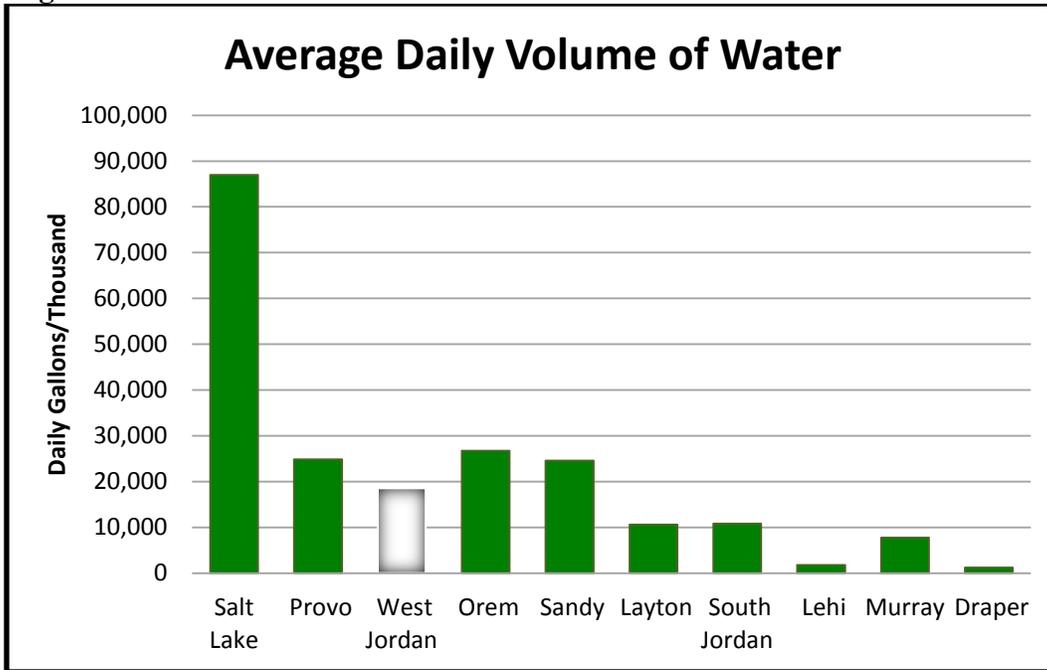
Figure 9.2



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



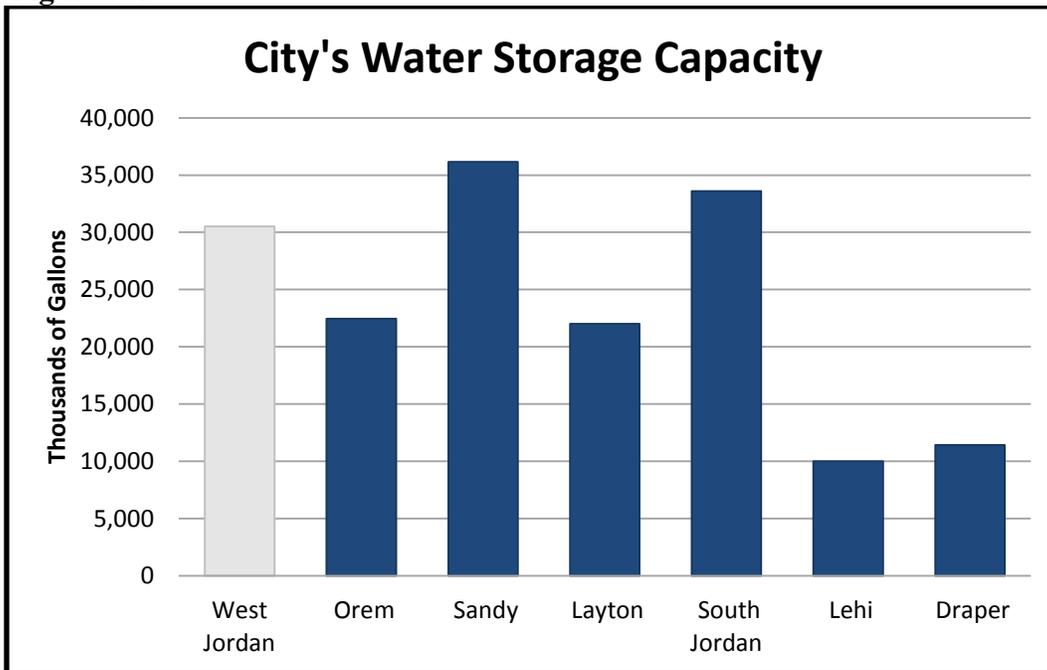
Figure 9.3



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.

In Figure 9.3, the average daily volume of water for West Jordan is low when compared to cities with populations of 80,000 or more (Salt lake, Provo, Orem and Sandy).

Figure 9.4

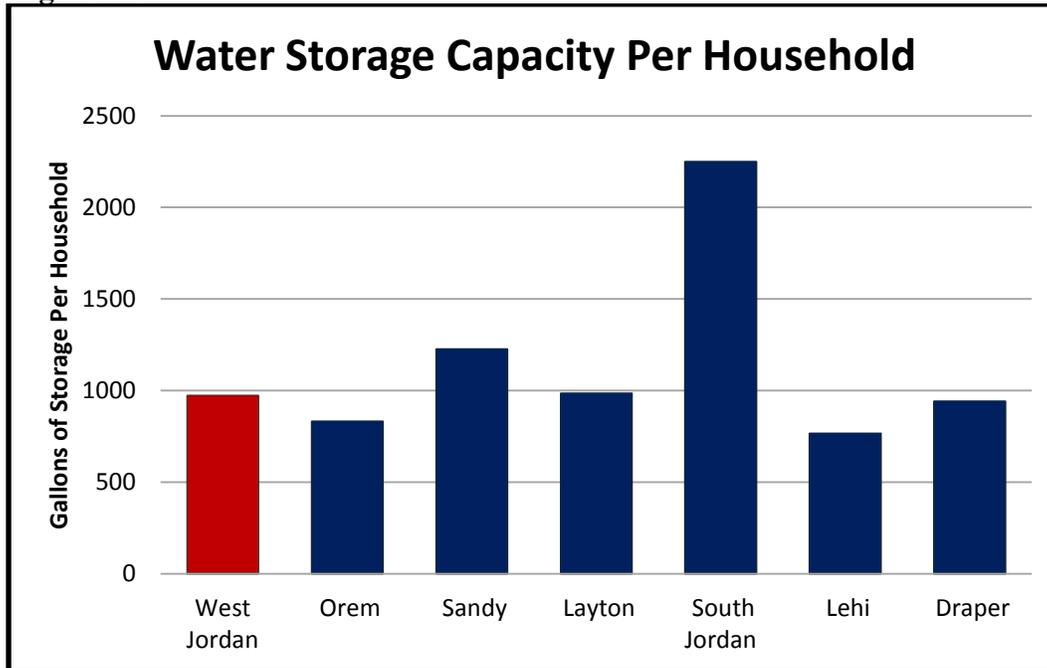


Source: FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Draper City.



Figure 9.4 shows each city’s water storage capacity. West Jordan is the third highest of those reporting data, behind Sandy and South Jordan respectively. As West Jordan is the city with the largest population, of those reporting storage capacity, it should be expected that West Jordan would have a greater water storage capacity than the other cities in this chart in order to better address the needs of its larger community.

Figure 9.5



Source: FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

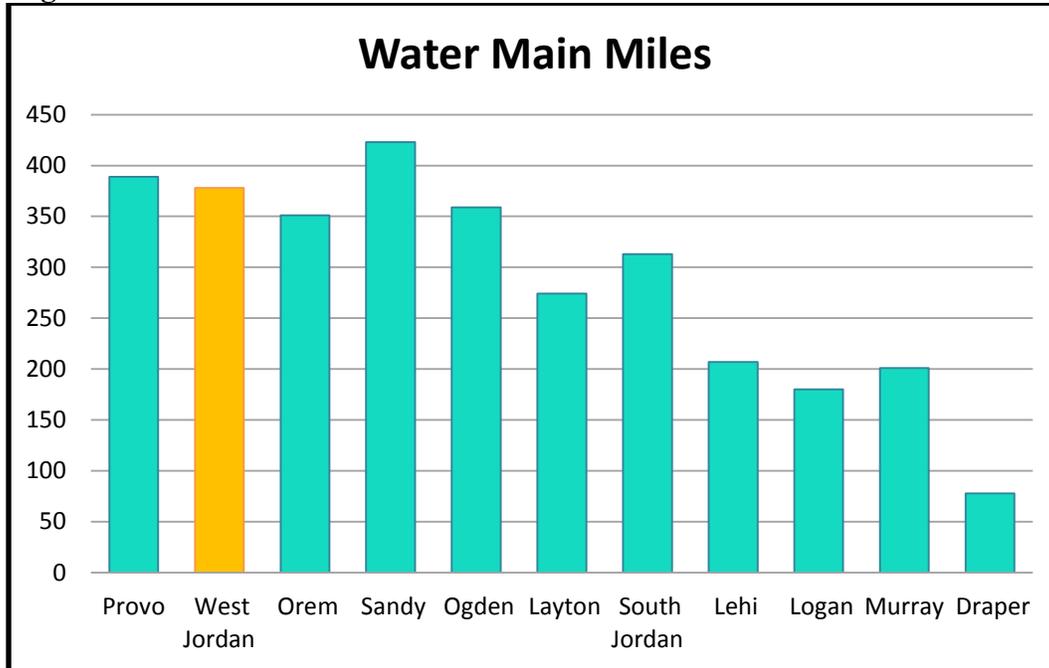
Figure 9.5 helps to give a better understanding of each city’s water storage capacity on a per household basis. West Jordan has almost a thousand (972) gallons of water storage capacity per household. Most cities tend toward one thousand gallons of water storage capacity per household. South Jordan, the main outlier, appears to be well prepared for future growth/demand with over two thousand gallons of water storage capacity per household...this is double the next closest city (Sandy).

“West Jordan has almost a thousand gallons of water storage capacity per household.”



West Jordan has the third highest number of water main miles, behind Provo and Sandy respectively (Figure 9.6). In general, the number of water main miles declines as city population's decrease in size, minus a few exceptions (see Sandy).

Figure 9.6



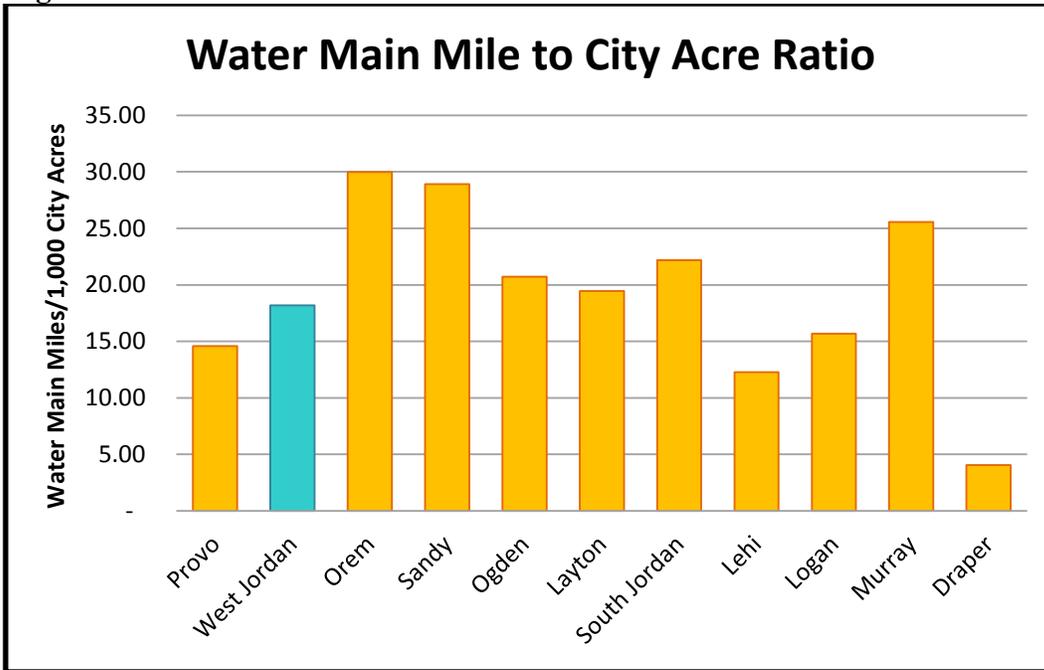
Source: FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.

In Figure 9.7 the ratio of water main miles for every thousand city acres is displayed. Cities with a larger area (city acres) are likely to have more water main miles to cover the larger space. Likewise, cities with higher populations, more water users, or higher volume users are likely to have more water main miles. Thus, Figure 9.7 takes into consideration each respective city's land mass and gives a ratio of water main miles to city acres.

A city with a higher water main mile to city acre ratio (Orem or Sandy) will have a higher concentration of water lines for every city acre. In Figure 9.7 West Jordan averages 18.20 main miles per thousand city acres, as compared to the average of 19.23 main miles per thousand city acres. Thus, West Jordan is just below the average water main mile to city acre ratio.

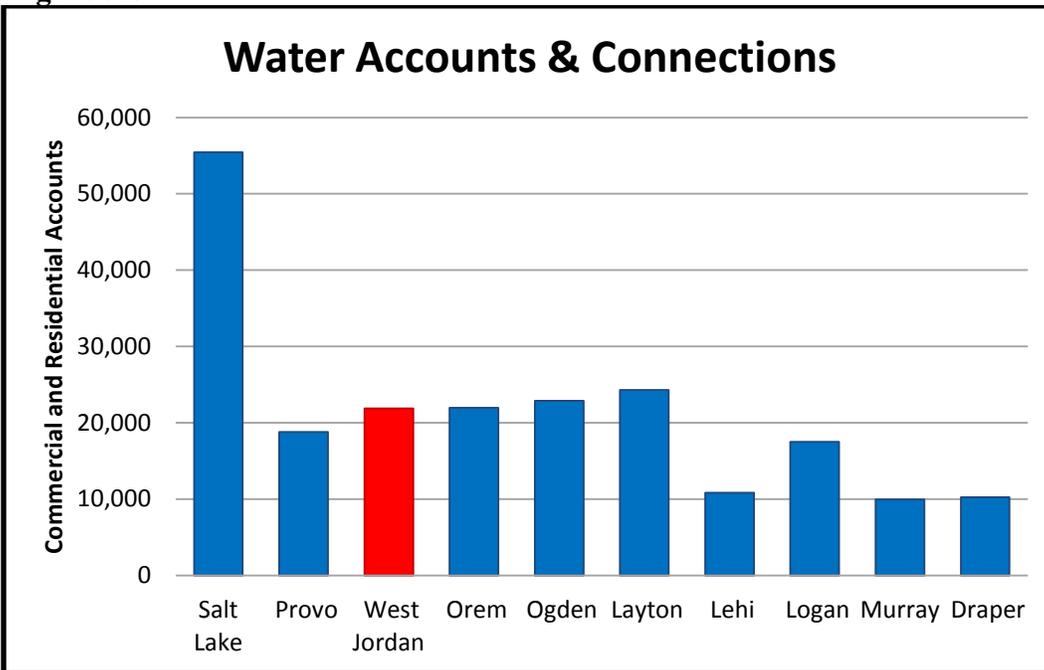


Figure 9.7



Source: FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U. S. Decennial Census.

Figure 9.8



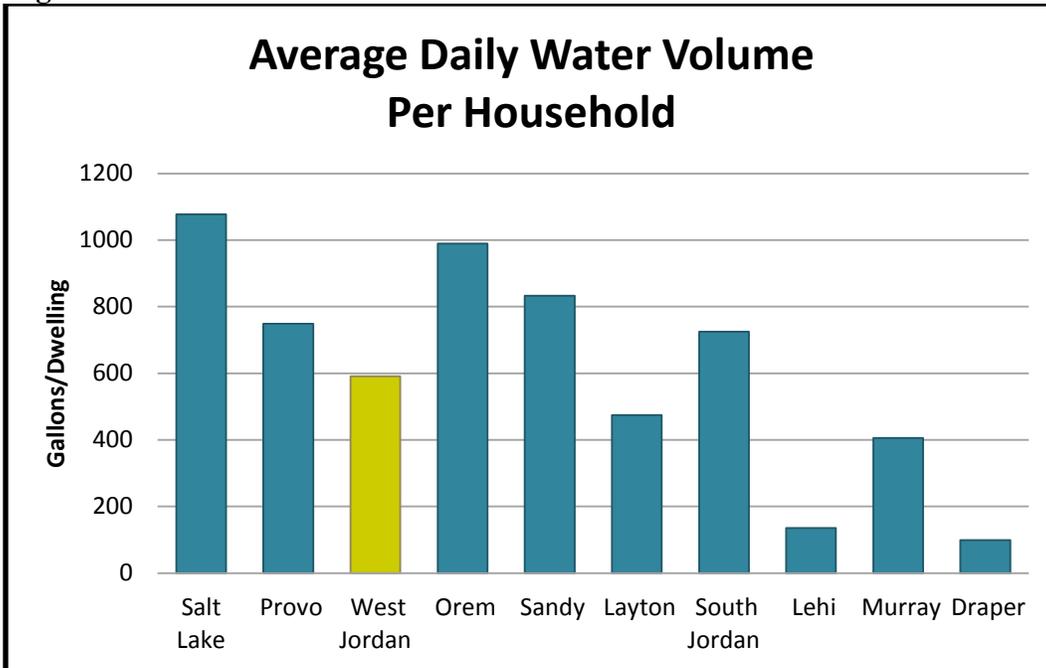
Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.

Figure 9.8 displays the number of water accounts and connections in each city. Most cities, West Jordan included, have around 20,000 accounts. Salt Lake is a clear outlier with around 55,000 accounts.



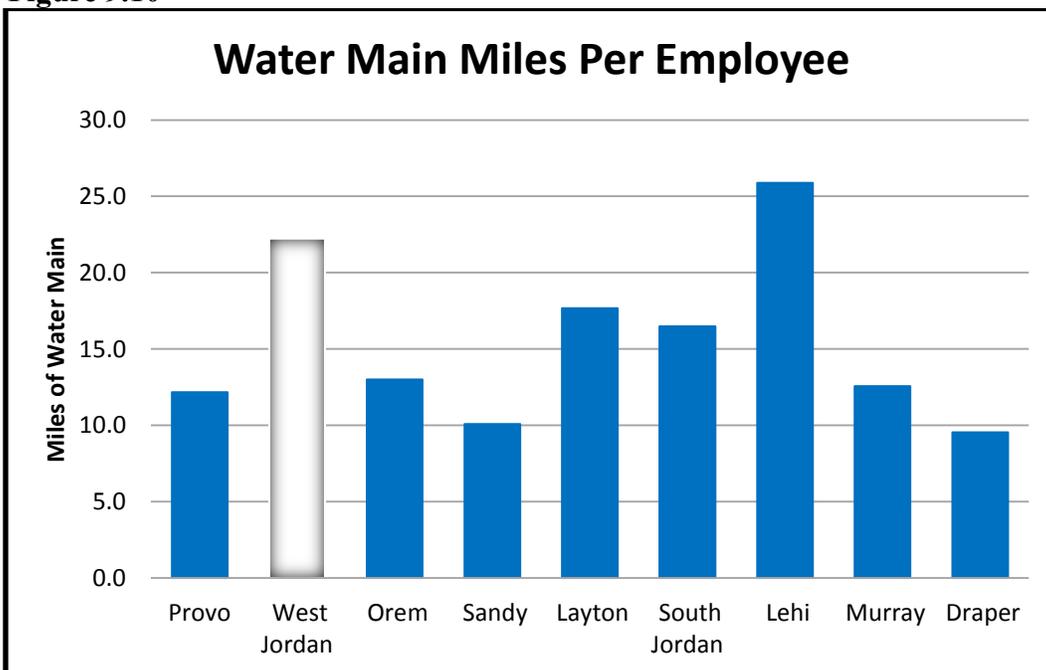
To better understand how much water is being consumed, Figure 9.9 displays the average daily volume of water on a per household basis. West Jordan has a relatively low average daily volume, and even more so when compared to the largest cities (Salt Lake, Provo, Orem, Sandy) in the study.

Figure 9.9



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

Figure 9.10



Source: FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

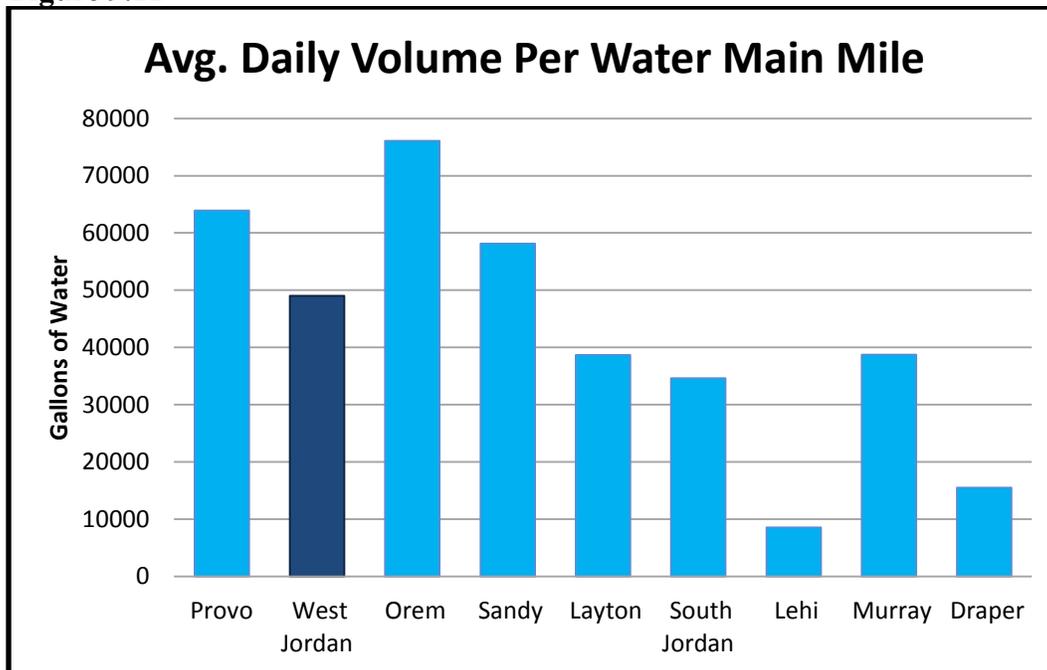


Most cities have between ten and fifteen miles of water main for every water employee (Figure 9.10). West Jordan has over twenty miles of water main for every employee. This is a noticeable difference from the norm of most other cities, and further supports the previous observation in Figure 9.1, which is that West Jordan has a low number of water employees for the size of its infrastructure.

“Most cities have between ten and fifteen miles of water main for every water employee...West Jordan has over twenty miles of water main for every employee.”

Figure 9.11 displays the volume of water (in gallons) processed on a daily basis per water main mile, to illustrate how much water is going through each system. West Jordan is in the top half of cities for gallons of water processed on a daily basis. From highest volume to least: Orem, Provo, Sandy, West Jordan, Murray, Layton, South Jordan, Draper and Lehi.

Figure 9.11

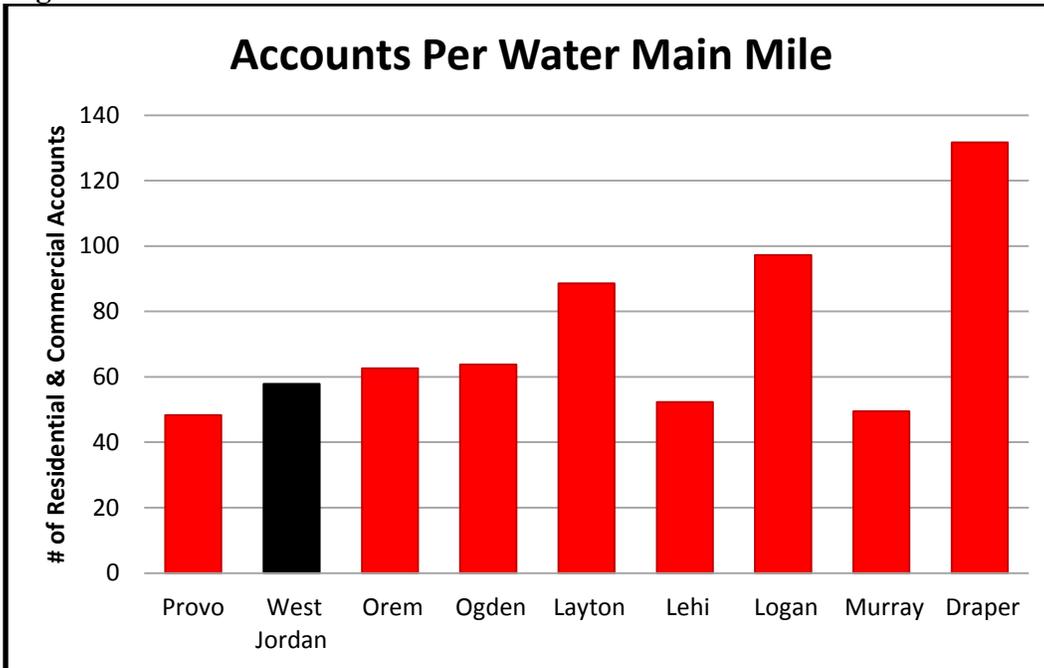


Source: FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.



In Figure 9.12 it can be seen how many accounts there are on average for every mile of water main. A higher number of accounts equals a higher level of demand placed on its respective system. As can be seen in the graph below, West Jordan has a mid-level of accounts per water main mile.

Figure 9.12



Source: FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City.

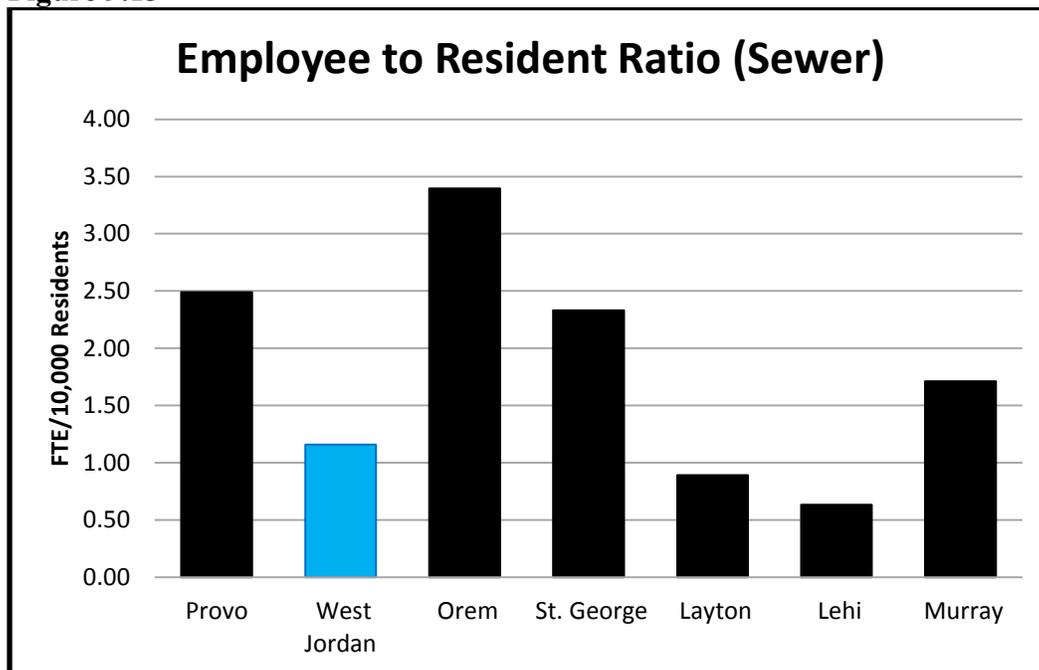


Sewer



West Jordan’s sewer department has one of the lowest employee to resident ratios of cities reporting data, with just over one employee for every ten thousand residents (Figure 9.13). Meanwhile, Orem had the highest ratio with almost 3.5 employees for every ten thousand residents.

Figure 9.13

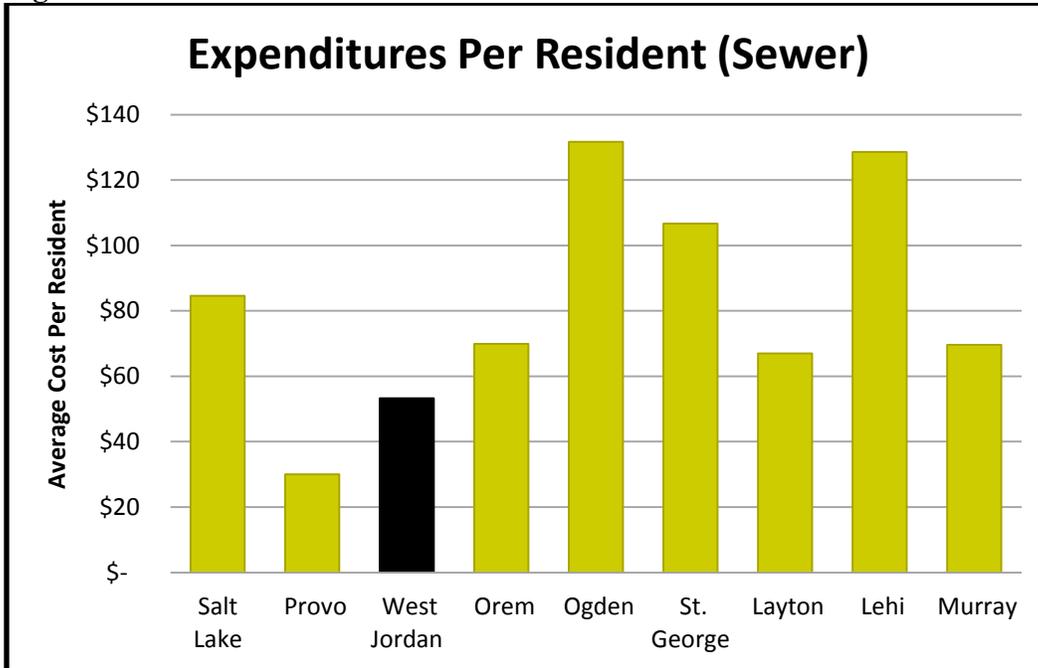


Source: FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; & 2010 U.S. Census.



Figure 9.14 illustrates expenditures for sewer departments on a per resident basis. West Jordan has a low per resident level of expenditures comparatively, as Provo is the only city that has less expenditures.

Figure 9.14



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; & 2010 U.S. Census.



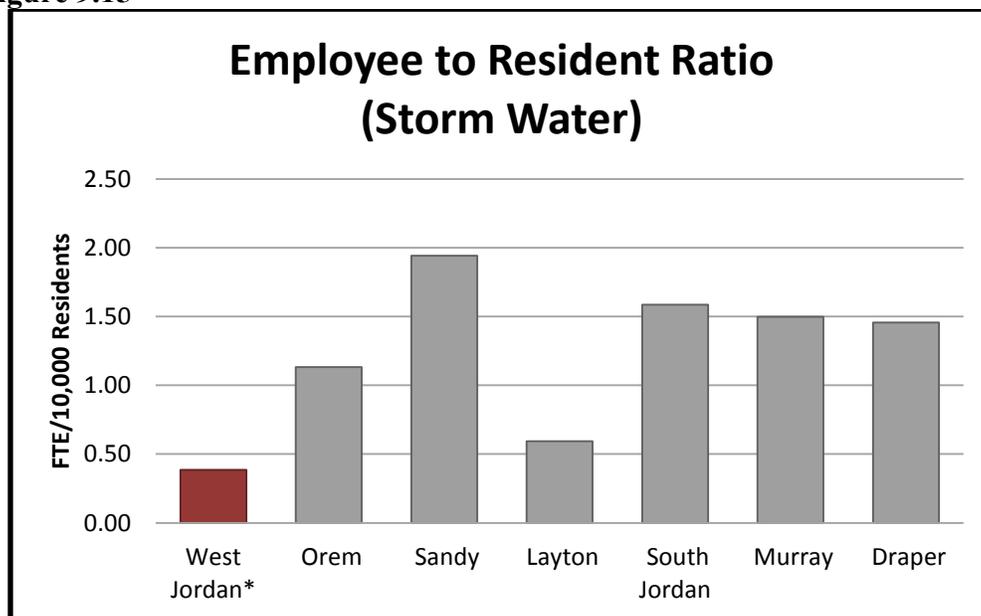
Storm Water



Because West Jordan did not implement a storm water program until FY 2013, no valid comparisons could be drawn between the city's FY 2012 staffing and expenditures when evaluated against other jurisdictions. Consequently, for the purposes of this report, the City's FY 2013 budget data was compared against the values reported by other municipalities for the FY 2012 budget year.

Figure 9.15 shows the ratio of storm water employees to residents for those cities who reported data. West Jordan had the lowest ratio (0.39) of reporting cities, well below the average of 1.23 FTE's per ten thousand residents, and therefore indicating a less than average level of storm water employees based upon population levels.

Figure 9.15

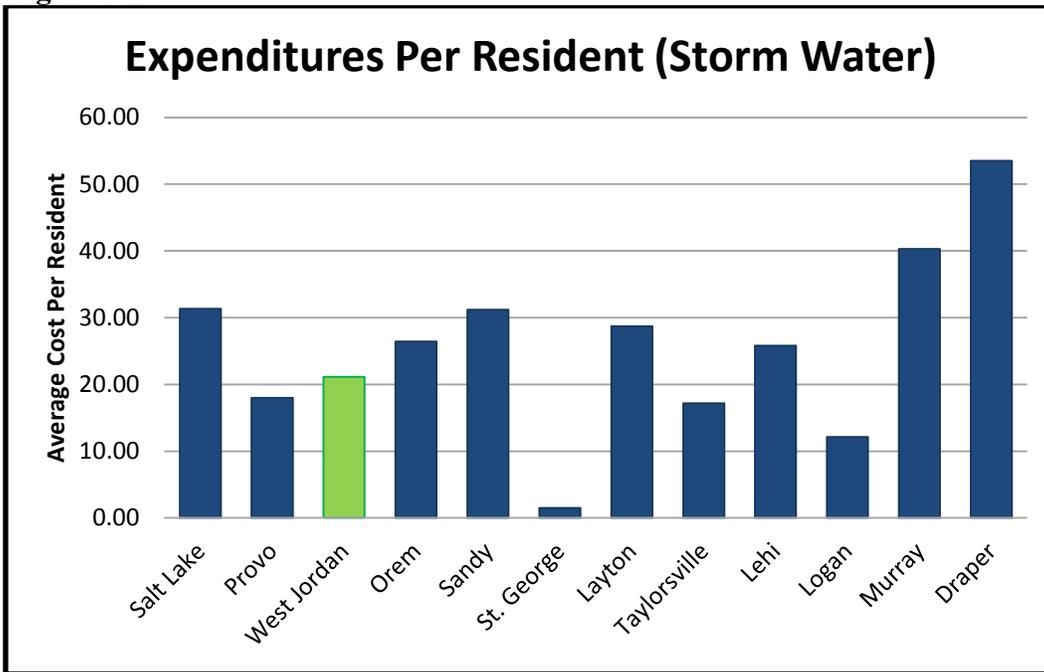


Source: *The City of West Jordan, Resolution No. 13-101 (FY 2013); FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



Figure 9.16 illustrates expenditure levels per resident for storm water. West Jordan storm water expenditures were around twenty-one dollars (\$21.13) per resident in FY 2013. This number is low in comparison to the other cities in this study, as the average expenditure per resident for storm water in FY 2012 was \$25.61. Thus, West Jordan’s expenditure per resident on storm water was below the average of the cities in this study.

Figure 9.16



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, Provo City; *2012-2013 Adopted Budget, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

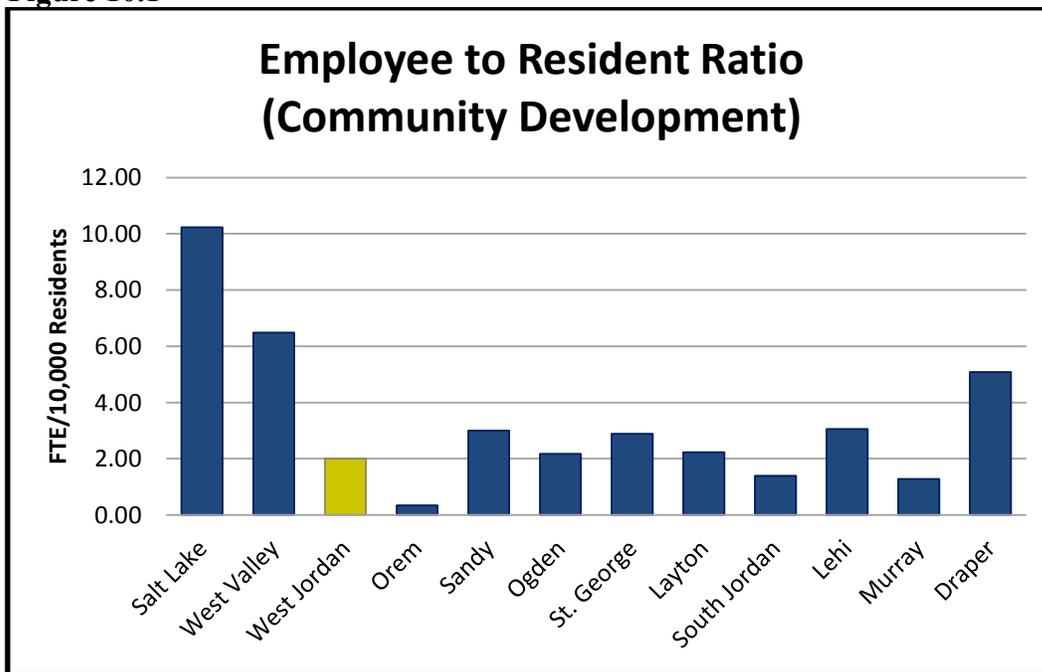


COMMUNITY DEVELOPMENT



West Jordan Community Development had a low employee to resident ratio (Figure 10.1), at two FTE's per ten thousand residents. Orem (0.34), South Jordan (1.39), and Murray (1.28) were the only cities with a lower ratio. Salt Lake City had the highest ratio by far, at 10.23 FTE's per ten thousand residents. The average employee to resident ratio for community development was 3.35 FTE's per ten thousand residents. Thus, West Jordan's employee to resident ratio for community development is slightly below average.

Figure 10.1

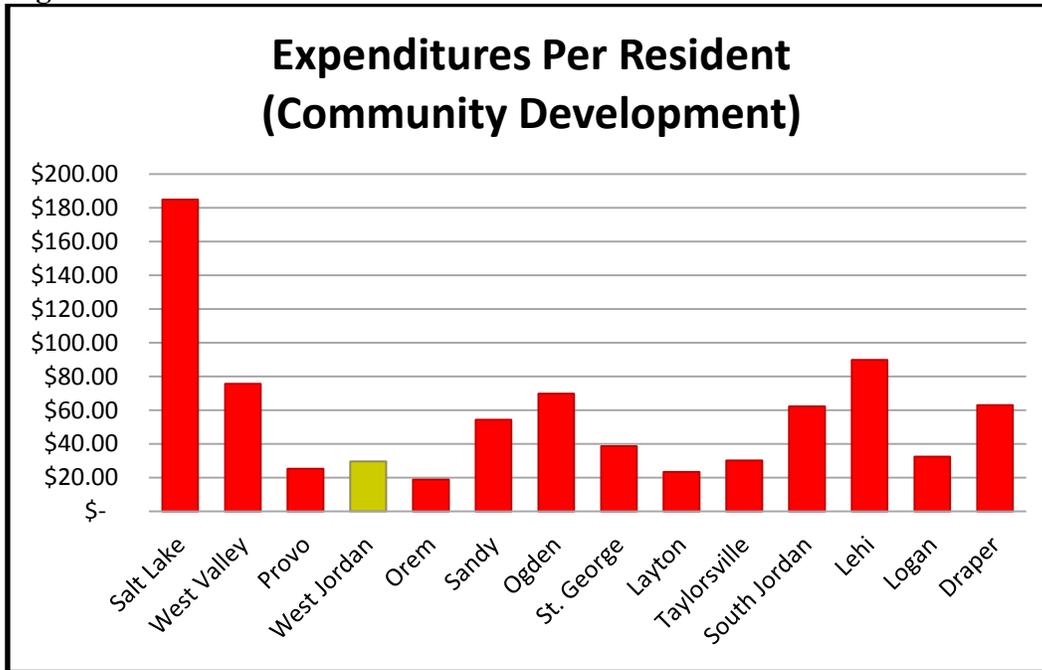




Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Murray City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.

In Figure 10.2 is illustrated the expenditures per resident for community development. West Jordan had an expenditure of \$26.69 per resident for the community development, which was relatively low. By comparison, Salt Lake had the highest expenditure per resident for community development at \$184.83, and Orem the lowest at \$18.85. The average expenditure per resident for community development, amongst cities in this study, was \$57.01. Therefore, West Jordan's expenditure per resident for community development was much lower than the average.

Figure 10.2

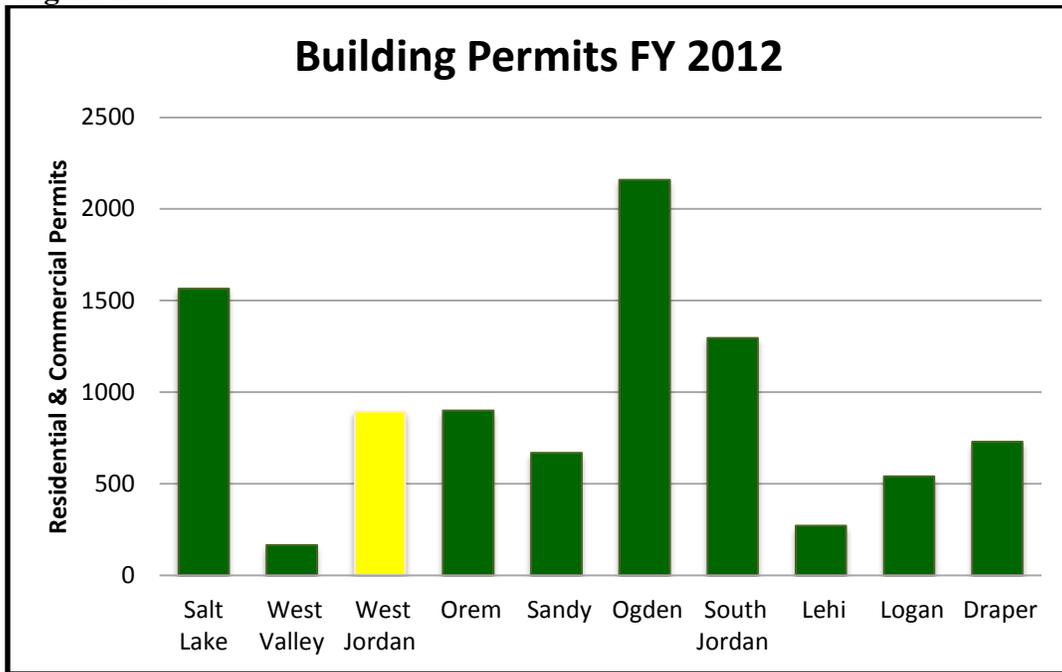


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, Provo City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, Saint George City; FY 2012 CAFR, Layton City; FY 2012 CAFR, Taylorsville City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Draper City; & 2010 U.S. Census.



West Jordan issued 893 building permits (both residential and commercial) in FY 2012 (Figure 10.3). This is just slightly below the average, for reporting cities, of 918 permits issued. Ogden (2158), Salt Lake (1564), and South Jordan (1296) were the three cities reporting the most permits issued. Meanwhile, Lehi (271) and West Valley (164) reported the least amount of permits issued.

Figure 10.3

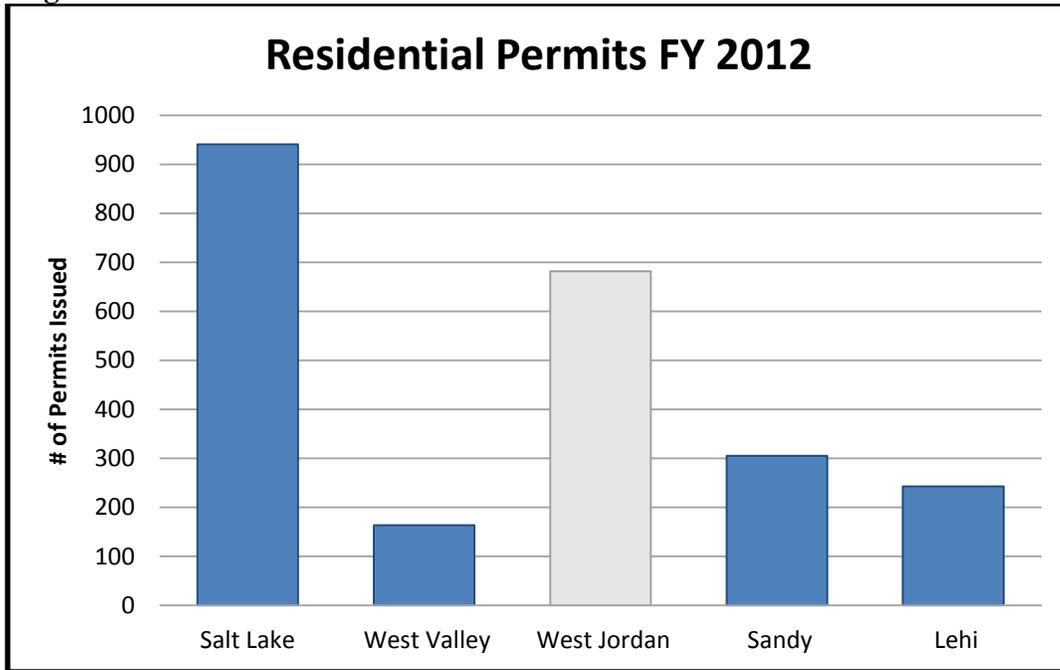


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Orem City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Ogden City; FY 2012 CAFR, South Jordan City; FY 2012 CAFR, Lehi City; FY 2012 CAFR, Logan City; FY 2012 CAFR, Draper City.



The majority of West Jordan's permits issued in FY 2012 were residential, with 682 being issued (Figure 10.4). Of those cities reporting residential numbers, this was a high amount, being just below Salt Lake City with 941 residential permits issued.

Figure 10.4

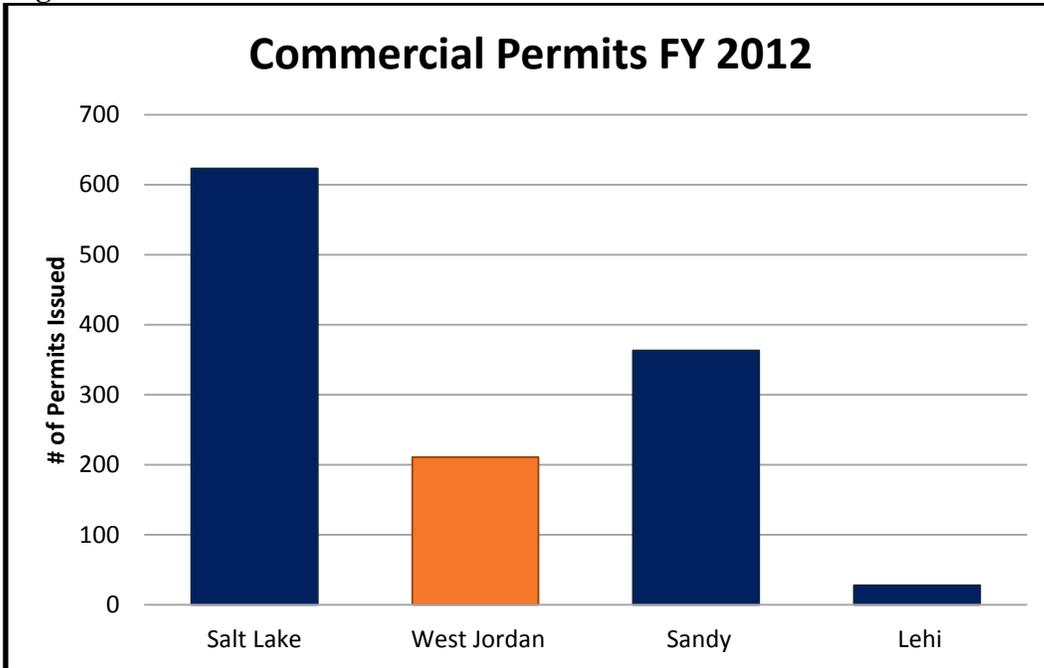


Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Valley City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Lehi City.



In Figure 10.5 the number of commercial permits is shown for those cities reporting this information. West Jordan issued 211 commercial permits in FY2012. This was roughly a fourth of total permits (residential and commercial) issued in West Jordan.

Figure 10.5



Source: FY 2012 CAFR, Salt Lake City; FY 2012 CAFR, West Jordan City; FY 2012 CAFR, Sandy City; FY 2012 CAFR, Lehi City.