

**CITY OF SARATOGA SPRINGS  
CITY COUNCIL WORK SESSION  
AGENDA**

Tuesday, February 18, 2014

Meeting held at the City of Saratoga Springs City Offices  
1307 North Commerce Drive, Suite 200, Saratoga Springs, Utah 84045

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**One or more Councilmember may participate in this meeting electronically via video or telephonic conferencing**

**City Council Work Session**

**5:30 p.m.**

1. Library staffing levels.
2. Discuss the Award of Bid for Crack Seal.
3. Request to reserve City park for Westlake Lacrosse.
4. Discussion of Park prioritization.
5. City Council Goal setting.
6. Strategic Planning.
7. Adjourn to Policy Session.

# City Council Work Session Staff Report

**Author:** Melissa Grygla, Library Director  
**Subject:** Library Staffing Levels  
**Date:** February 10, 2014  
**Type of Item:** Work Session



**Summary Recommendations:** The City Council could authorize the library to expend funds to increase part time staffing levels to meet the newly enhanced hours of operation that began January 2014.

## **Description:**

**A. Topic:** Library Staffing Levels

**B. Background:** The Saratoga Springs Library is seeking permission to expend additional budgeted funds for part time staffing for the enhanced library hours of operation.

**C. Analysis:** The City Council recently authorized the expansion of hours at the Library. This change has been met with support and positive feedback from the community. Currently the library is open 38 hours a week and has been attempting to operate using additional volunteer hours and reallocating existing staff time and priorities to meet the needs of the enhanced operational hours. While the additional hours of operations are successful, the Library has not been able to get commitments from the volunteer community to staff all of the needed positions to make the proposed option operate effectively. As such, staff is requesting the Council's support in reconsidering the previously proposed operational options by directing staff to implement a revised version of option 4 (Attached). This option would further enhance services allowing patrons to begin visiting the library at 10:00 AM, increasing hours from 38 hours a week to 41 hours a week.

We anticipate utilizing some of these staffing hours for a Story Teller, circulation staffing and Literacy Center Coordinator to provide additional programming. The Literacy Center Coordinator would work 6 hours a week, Monday thru Thursday. They would offer two literacy sessions a Monday and Wednesday from 4:30-5:15 and a Tuesday and Thursday from 4:30 to 5:15 with a fifteen minute period for set up and closing of the center. These sessions would be offered year round, except for during school holidays. This would allow the Literacy Center to serve 30 children in each 8 week session, a figure that had previously been reduced to 15 children due to the expanded library hours.

**D. Department Review:** City Manager, Library, Civic Events

**Alternatives:**

**A. Approve the Request:** Staff recommends that the City Council approve the expenditure of budgeted funds for part time personnel for the enhanced library hours of operation and increased literacy center services.

**B. Deny the Request:** The City Council could deny the request to expend budgeted funds; the library would continue to remain open while recruiting additional community volunteers to assist with maintaining the expanded hours. There would not be funding available to increase the current programming or Literacy Center services to two sessions a week.

**C. Continue the Item:** The City Council could continue the request until a later date and time. The result being that the library would continue to recruit community volunteers for assistance maintaining the expanded hours. There would not be funding available to increase the current programming or Literacy Center services to two sessions a week.

**Recommendation:** Staff recommends the approval expending budgeted funds for part time personnel for the enhanced library hours of operation, increased programming and literacy center services.

**Attached**

In the FY2014 budget the Council previously authorized the expenditure of \$50,012 for part time personnel. It is anticipated that the existing resources can cover the costs of increasing the library's operational hours from 38 to 41 hours a week and allowing staffing for volunteer coordination and programming.

The expenditure of these funds will allow for increased services. There will be a 6 hour a week employee to coordinate and provide literacy center services. This position will be able to provide year round literacy center services with alternating Monday and Wednesday or Tuesday and Thursday sessions. There will be an addition of a 20 hour a week story hour coordinator. This position will be able to continue the development of library programming, in addition to the existing 7 weekly programs.

The expenditure of funds for the volunteer coordinator will allow time to adequately train our new volunteers, plan the volunteer schedule and post to our library blog. In addition to these duties the library will be able to utilize this position to offer a Bilingual story on Monday evenings at 6:00 PM. This story hour will meet increasing demand of services to our school age residents.

Providing this level of service is beyond the previously anticipated 38 open hours outlined in the 2014 budget adopted last June. In the original budget plan, the library would be open 38 hours a week without an increase in programming or other services. Allowing us to utilize these funds to provide programming and literacy services will help the library to better meet community needs. This new distribution of hours will also allow a 6 hour shift each week for cataloging which will allow us to meet patron requests for materials more quickly.

The part time personnel expenditure for FY2014 will be \$50,012 this expense will allocate 144 hours of part time personnel. According to the projected budget in FY2015 this amount will be \$68,814, in FY2016 this amount will be \$70,166 and in FY2017 this amount will be \$71,572. An outline of how these hours will be utilized is below. These additional hours will allow time for monthly staff meetings and the training hours necessary to keep up with current library trends and community needs.

Day		Open	Personnel Hours Weekly
Monday	10:00-7	9	20
Tuesday	10:00-7	9	20
Wednesday	10:00-7	9	20
Thursday	10:00-7	9	20
Friday	Closed	0	0
Saturday	10:00-3:00	5	11
Sunday	Closed	0	0
Volunteer Coordinator & Weekly Bilingual Story Hour			15
Story Hour Coordinator			20
Literacy Center			6
Cataloging			6
Training			4
Monthly Staff Meetings			2
<b>TOTAL</b>		<b>41</b>	<b>144</b>

# City Council Staff Report

**Author:** Jeremy D. Lapin, P.E., City Engineer  
**Subject:** Bid Award for 2014 City Wide Crack Project  
**Date:** February 18, 2014  
**Type of Item:** Bid Award recommendation



## Description:

- A. **Topic:** This item is for the approval of a contract for City wide crack sealing.
- B. **Background:** On February 13, 2014 a City wide crack seal project was put out to bid.
- C. **Analysis:** This is an annual project the city undertakes to extend the life of the current street infrastructure. The scope of this project is based on priorities identified in the TAMS report dated 2010. The funding for this project has already been allocated under GL #'s 35-4000-744 and 10-4410-740. In accordance with State requirements governing B and C road funds, this project is being advertised for 3 weeks. A bid opening will be held on March 3, 2014 and a final bid schedule and pricing will be presented to the Council at their March 4<sup>th</sup>, 2014 meeting.
- D. **Recommendation:** Staff recommends that the City Council award the contract to the lowest qualified bidder.

# City Council Staff Report

**Author:** Owen Jackson, Public Relations Manager  
**Subject:** Request to reserve City parks for Westlake Lacrosse  
**Date:** February 18, 2014  
**Type of Item:** Discussion Item



**Summary Recommendations:** Staff recommends that the City Council not change policy to allow for non-city recreational leagues to reserve City fields.

## **Description:**

**A. Topic:** Request by Westlake Lacrosse Association to reserve City fields for use for games.

**B. Background:** The City was contacted by Carl Whiting on behalf of the Westlake Lacrosse Association to request that the City allow their association to reserve field space at City parks for games. In 2013, all of the association's teams played their home games in Lindon or Orem due to the inability to reserve fields from the City or school district.

The association is requesting to use the fields from March 1 to May 31 annually for 1-5 games every other week for an average of 3 hours. Specifically the association is requesting to use Neptune Park or Sunset Haven Park. The association provides playing opportunities for residents of Saratoga Springs. Currently the association is looking to field teams for youth in 7-8 grade, 5-6 grade and possibly 3-4 grade.

**C. Analysis:** The City currently does not allow for City fields to be reserved for leagues or associations to use on an exclusive basis. Leagues and associations not part of the City's recreational programs may use City fields on a first come, first serve basis. Below are some issues to consider:

**Exclusivity:** Allowing any association or league to reserve fields for exclusive use is a change in policy for the City. Allowing the Westlake Lacrosse Association to reserve city fields could lead to other organizations requesting exclusive use of City fields. If allowed, priority should still be given to City recreational leagues, which Westlake Lacrosse Association is requesting to reserve the fields after the City's spring soccer league games are concluded on Saturdays.

The City has denied previous leagues' requests to exclusively reserve City fields for practice or game uses. This does not prohibit the leagues from using the City's fields for practices or games, but use is based on a first come, first serve basis.

**Maintenance:** Allowing non-city leagues to reserve City fields would increase the number of people utilizing the City's park. Depending on the added volume and intensity of uses could result in additional maintenance needed to keep restroom facilities clean and the parks in good

repair for all users. Although each use would have different challenges, lacrosse can have a significant impact to fields particularly surrounding the goals. Westlake Lacrosse Association would agree to remove trash after each use and has suggested rotating the field orientation throughout the season to reduce the damage to the grass area surrounding the goals. This option would be possible at large parks, such as Neptune Park, but other parks may not have the space to change the goal area sufficiently to reduce the damage to the grass. The association has also agreed to remove the goals after games each week.

Another potential issue specifically related to lacrosse is the habit of players to build skills by throwing and catching the ball using a wall. This could cause additional wear on facilities at parks and potential damage depending on the surface where the ball is thrown. Westlake Lacrosse Association has stated that they would police their players from using City park facilities for this use and inform visiting teams, but enforcing this matter has proven problematic for other municipalities in the past.

Also, different sports require different field striping and markings which could lead to issues with City recreational leagues having to re-stripe the fields more frequently. The Westlake Lacrosse Association has stated that they would stripe the fields with a different color using a non-weed killing pant.

Finally, allowing leagues to regularly reserve City fields should be limited to parks where restroom access is available.

**Scheduling:** Allowing other recreational leagues the ability to reserve City fields could be given while maintaining priority for City recreational leagues. However managing the potential scheduling requests from the many leagues other than Westlake Lacrosse Association could increase the amount of staff time required to schedule the fields, resolve conflicts between leagues and manage City recreational programs or facilities. Requests to reserve City fields could potentially occur from March to November each year with the many soccer, football and other non-city recreational leagues in the area.

**Risk:** The City would need to examine if there is any added risk for allowing non-city recreational leagues the ability to reserve and use City fields. If there is an added risk to the City, it is recommended that the leagues be responsible for obtaining insurance for their league in order to reserve fields. The Westlake Lacrosse Association's players are insured through US Lacrosse's group insurance policy.

**D. Department Review:** City Manager

**Recommendation:** At this time, staff recommends that the reserved use of City fields remain for City recreational programs only and continue the policy of allowing non-city leagues and other uses access to the parks on a first come, first serve basis but without the ability to stripe the field for a specific use.

# STRATEGIC PLAN for the CITY OF SARATOGA SPRINGS



## Proposal for Professional Services

Submitted: 6 December 2013



SARATOGA SPRINGS

*Prepared For:*

**City of Saratoga Springs, Utah**

Attn: Mark Christensen, City Manager

1307 N. Commerce Drive, Suite 200

Saratoga Springs, UT 84045



 **TANNER**

*Submitted by:*

**Tanner LLC**

Key Bank Tower at City Creek

36 South State Street, Suite 600

Salt Lake City, Utah 84111-1400

Telephone: +1.801.532.7444

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## DIFFERENT FIRM. DIFFERENT EXPERIENCE.

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6 December 2013

**City of Saratoga Springs**

Attn: Mark Christensen, City Manager  
1307 N. Commerce Drive, Suite 200  
Saratoga Springs, UT 84045

Dear Mark:

Thank you for the opportunity to prepare a proposal for the City of Saratoga Springs. I truly believe that a community-based strategic planning process can be a powerful way of aligning the community behind a unified vision for the future.

Local governments face the same challenges as Fortune 500 corporations and small businesses: How do we focus scarce resources on what matters most? How do we engage our stakeholders in alignment with a unified vision of what matters most? Many corporations hire independent Strategic Planning facilitators to assist them because they understand that reaching the highest levels of clarity and innovation through an internal effort required an external enabler. We commend you for moving forward in engaging a firm or individual to co-develop an effective strategic plan for the city of Saratoga Springs.

Tanner LLC has an impeccable record of quality and an entire practice area devoted exclusively to strategic planning and leadership. They have deep national and international firm experience and expertise, and nearly 70% of their executive team (Managers, Senior Managers, and Partners) have been

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with the national or international firms. Tanner is recognized for their exceptional management team, technical talent, and a reputation for quality and reasonable fees. The firm is numbered among the INSIDE Public Accounting's Best of the Best Accounting Firms for 2013.

What can you expect from us:

1. Our process is fun, dynamic, innovative and sustainable. Making decisions is easy, implementing them and maintaining momentum is the biggest challenge in developing a Strategic Plan. Because our facilitated process involves 6 'adult teaching & learning methods', not only are we developing a strategic plan, but we are enabling and empowering you so that implementation is effective and sustainable. Our Strategic Planning process will empower your management team to make decisions, particularly in the face of individual pressure or an unknown or adverse political climate. When critical decisions arise, you will be able to use the strategic plan to put decisions into context and make recommendations that are reasonable and prudent with a long-term focus.
2. Our skills and expertise are unmatched. Strategic planning steps around the world are fundamentally similar. What makes them unique are the individuals who facilitate them. Each of our consultants are practitioners, not scholars. Each have vast experience in public, private and international settings, and each are dynamic and are highly-sought after. We also understand that what we say and do in a public forum reflects on you as well as us. The work we perform is carefully crafted for success in this type of environment.
3. You will get a custom project, to meet the City's unique issues and circumstances. We take the time to work with you and your staff to better understand their jobs, duties, challenges and concerns. In every organization, some things are going well and some things are not. Opinions and personal experiences are valued and integrated into the Strategic Planning process. The result is a carefully crafted 'living' Strategic Plan document.

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We are committed to completing the assignment on time and within our stated budget and have the time and necessary expert resources to assist without utilizing any subcontractors. I will be the primary designee for this project. I look forward to speaking with you in the days ahead.

Sincerely,



Dan Griffiths, Director of Strategic Planning



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E. [dgriffiths@tannerco.com](mailto:dgriffiths@tannerco.com)

Key Bank Tower at City Creek | 36 S State Street, Ste 600

Salt Lake City, Utah 84111-1400

<http://www.tannerco.com/leadership/>

## Proposed Staffing

Key personnel that will be utilized with no sub-consultants:



**Dan Griffiths, onsite Project Manager** will serve as the project manager and principal point of contact. He will be directly involved in helping you design a process that meets your needs as well as facilitating many of the planning sessions. Dan has deep experience in facilitating strategic planning retreats and focus groups. Dan is also fluent in all aspects of Spanish and will facilitate meetings in that language if needed.



**Gary Vickrey, Senior Associate** has 14 years of experience in strategic planning, leadership assessment and development, executive coaching and succession planning. He has extensive experience in meeting facilitation and will be used in that capacity as well as advising on key aspects of the strategic plan.

Senior Associate Skill Sets include:

### **Gary Vickrey**

- Strategic Support
- Meeting Facilitation
- Planning and Metrics

### **Dan Griffiths**

- Project Manager
- Process Design
- Strategic Alignment
- Graphic Facilitation
- Complete Spanish Fluency

## Recommended Approach

Typically, we will hold a half or full-day session with clients prior to preparing a detailed proposal for services. The purpose of this session is to help them design a strategic planning process that directly addresses their core purpose and desired outcomes. We have prepared a detailed plan based on our experience with other community-based municipal strategic planning engagements. However, we may ultimately recommend making a few adjustments based on the results of our initial planning session. There are three approaches that we recommend for your consideration:

### **Option 1: Community Based Strategic Planning Process**

This option contemplates involving the community directly in providing input to and developing the strategic plan. Of the three alternatives, this is the most time intensive and expensive. We present it because in exchange for the greater cost in time and resources, it offers a number of key benefits:

**Longevity** – Because a community-based process engages community stakeholders, it is much more likely that it will survive the current City Council. Strategic planning efforts that center around the views of just elected officials or staff tend to fade much more quickly than those that truly engage people throughout the community.

**Political Sensitivities** – It can often be very difficult for elected officials to take a public stand about priorities for resource allocation. A community-based planning process takes the heat off of the elected body by engaging members of the community. Done right, it provides elected bodies with the power to say “yes” to things that the community has identified as critical and “no” to the good things that fall outside the scope of those critical focus areas.

**Staff Empowerment** – Because the plan is developed through a community-based process and has a greater likelihood of continuing beyond the terms of the current elected body, staff can feel empowered to take the plan seriously and truly focus on the key strategic directives it contains. They are less inclined to think that the plan is simply the flavor of the day that will change when current elected officials turn over.

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The process itself would include the following:

- 1) Initial meeting with key decision makers (likely Council and Staff) to refine the process and develop a timeline with dates and times for focus groups and deadlines for key deliverables.
- 2) Decision-makers would appoint a small independent committee of citizens to work with our team in carrying out the strategic planning process and developing the strategic plan. The City Council and key City Staff would remain very involved in the process, but the independent committee would provide vital citizen perspective and ensure an element of independence (both real and perceived). We work directly with the independent committee and facilitate the majority of their meetings.
- 3) We would conduct a minimum of six fully facilitated focus group meetings with citizens, staff and key stakeholders.
- 4) Development and distribution of a community survey soliciting input from citizens and other stakeholders.
- 5) Synthesis of input from focus groups and surveys.
- 6) Work hand-in-hand with the citizen committee, council, and staff to distill that input into the key focus areas within the strategic plan. This typically involves a number of facilitated meetings.
- 7) Development of a concise strategic plan document that identifies key strategic focus areas and highlights critical initiatives within each area including goals and key performance criteria.
- 8) Review the general plan and any other major planning documents already in existence and make recommendations for possible adjustments to better align with the strategic plan.
- 9) PowerPoint slide deck highlighting important aspects of the strategic plan, prepared to include pictures from the focus group meetings and other community events.

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This process would be expected to take a total of 9 months start to finish. It could be completed in as little as six months if the Council can move quickly to appoint a citizen committee and if that committee has the time to dedicate to the initiative. Fees for our services as described would not exceed \$39,100 plus direct, out-of-pocket costs for travel and supplies (anticipated to be less than \$1,000).

### **Option 2: Council, Mayor, & Staff Directed Strategic Planning Process**

This option relies most heavily upon elected officials and city staff to drive the strategic planning process. Other stakeholders would be involved in some of the meetings to share input, but ultimately, decisions about what makes it into the final strategic planning document would be driven by council and staff. This has the advantage of involving fewer people in the process which means that the plan can be completed much more quickly and at a lower cost. The key disadvantage is that the process can be seen as not truly representative of what citizens and stakeholders in the community really want. It makes it much more likely that future councils may choose to disregard the strategic directives.

The process itself would include the following:

- 1) Initial meeting with key decision makers to refine the process and develop a timeline with dates and times for focus groups and deadlines for key deliverables.
- 2) Development and distribution of a community survey soliciting input from citizens and other stakeholders.
- 3) Synthesis of input from surveys.
- 4) Fully facilitated two-day strategic planning retreat with key decision-makers (elected officials and staff)
- 5) Development of a concise strategic plan document that identifies key strategic focus areas and highlights critical initiatives within each area including goals and metrics.

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From start to finish, this process would be expected to take about three months depending on availability and schedules of key decision makers. Fees for our services as described would not exceed \$22,800 plus direct, out-of-pocket travel and supplies (anticipated to be less than \$700).

### **Hybrid Strategic Planning Process**

This approach takes aspects of the community-based strategic planning process and incorporates them into the council, mayor, and staff directed process. Specifically, three stakeholder focus groups would be conducted to gather additional input from the community and to allow citizens and others to engage directly in the planning process. Instead of appointing an independent committee to be directly involved in developing the plan, elected officials and city staff would perform this function.

From start to finish, this process would be expected to take about six months depending on availability and schedules of key decision makers. Fees for our services as described would not exceed \$29,700 plus direct, out-of-pocket travel and supplies (anticipated to be less than \$800).

### **Our Approach to Facilitated Meetings**

#### **a. Approach**

- i. Make the best thinking of the group visible using large-format graphic templates and sticky notes. See below for examples of some of these templates.
- ii. Share the air – A lot of the work will be done in pairs and small groups that roll up to the larger group so that everyone has an opportunity to share their thoughts.
- iii. Engage emotion – Everyone should leave exhausted, but excited for the opportunity to help build the Community.

#### **b. Typical Methodology**

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- i. Hindsight, Foresight & Insight – What are the edges of our current knowledge? Mine that knowledge for key insights. This is designed to create shared meaning and context for everyone involved.
    - 1. Past – We will use a history exercise to draw out insights about key values and principles for the City. Our goal is to come up with a list of “take withs” and “leave behinds.” “Take withs” represent those things from your history that you want to be sure to take with you into the future. These are the things that should not change. “Leave behinds” are those things that you would prefer to leave in the past.
    - 2. Present – We will use a “SCOT” analysis (Strengths, Challenges, Opportunities and Threats) to identify high-leverage opportunities.
    - 3. Future – This exercise will look at future trends that may impact the City and should inform your thinking in developing the strategic plan.
  - ii. Create – We employ a series of brainstorming exercises designed to help push the limits of your thinking and dream big. We start with divergent thinking where anything goes and then facilitate a process that will help narrow the field to just a few key focus areas. This is where the outside facilitation is especially useful and where many planning processes stall.
  - iii. Communicate & Inspire – Develop a strategy for communicating the plan and branding to city staff and the community and inspiring action. We will take photos during the focus groups and build a slide deck that you can use to help showcase the strategic plan, and engage the community.

# SAMPLE WALL GRAPHICS

**Our History**

**HISTORY**  
Describe the people, events, places and circumstances that have shaped who you are today. What made them so important?

BEGINNING | TODAY

PEOPLE, CIRCUMSTANCES, PLACES, EVENTS, SIGNIFICANT EVENTS

**VALUES**  
Morally valued character traits/strengths.

**PRINCIPLES**  
How values are translated into phrases that guide and describe behavior.

**INTERNAL: Attributes of the ORGANIZATION**

**EXTERNAL: Attributes of the ENVIRONMENT**

**STRENGTHS** | **CHALLENGES**

**OPPORTUNITIES** | **THREATS**

BUILD FROM YOUR STRENGTHS

FLIP YOUR CHALLENGES TO BECOME OPPORTUNITIES

What are your HIGH LEVERAGE opportunities?

MINE YOUR OPPORTUNITIES

ASSESS YOUR THREATS

**SCOT**  
taking inventory

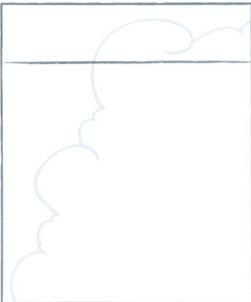
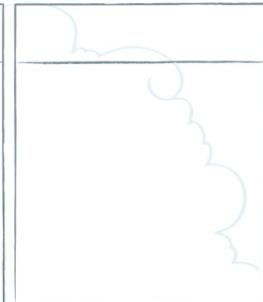
# Action Planning

☐ Action Planning for: \_\_\_\_\_

<p><b>ACTIONS</b></p> 	<p><b>WHO?</b></p> 	<p><b>BY WHEN?</b></p> 
<p><b>DESIRED RESULTS</b></p> 	<p><b>GUIDING PRINCIPLES</b></p> 	
<p><b>OPEN QUESTIONS</b></p>  <p style="text-align: center;">?                      ?                      ?</p> <p style="text-align: center;">?                      ?                      ?</p>		

\* collaboration between  
 sound@basics.com  
 & Sound@Basics.com  
 © 2008 "Action Planning" Sounding Board PA, LLC. All rights reserved.

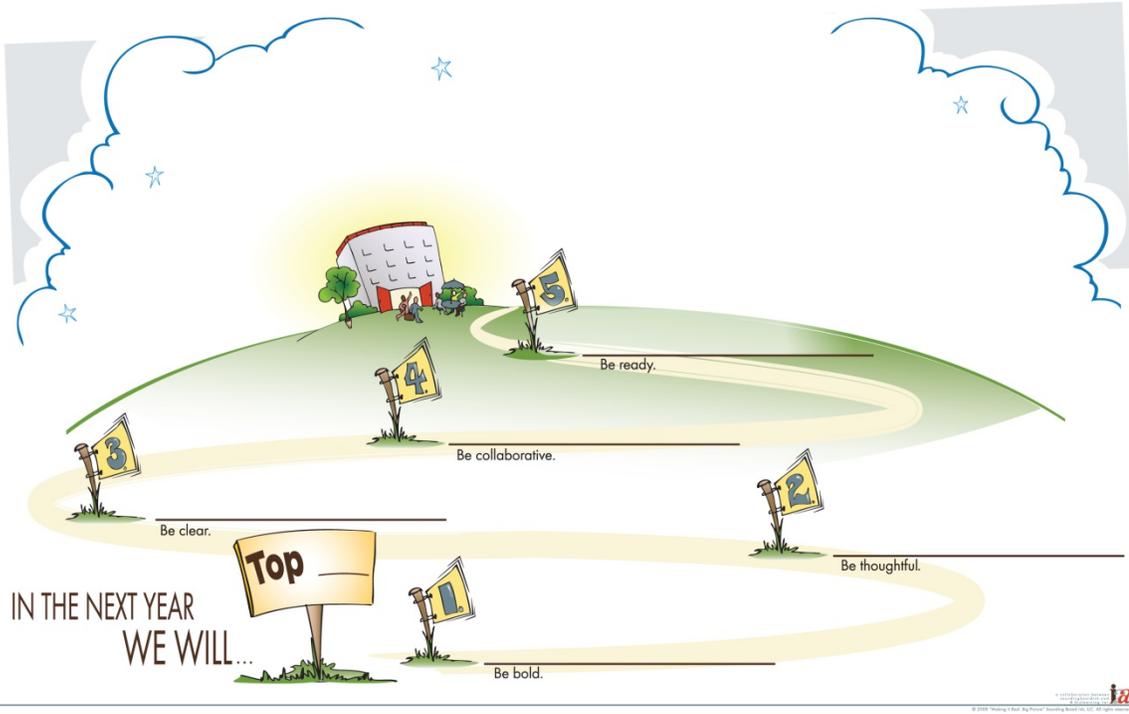
# Making It Real: Strategies



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Making It Real: Big Picture



## Curriculum Vitae

### DAN GRIFFITHS

36 S. State Street, Suite 600  
Salt Lake City, UT 84111  
dgriffiths@tannerco.com  
(801.787.0371)

[www.linkedin.com/in/dangriffithscpa/](http://www.linkedin.com/in/dangriffithscpa/)



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### *DIRECTOR OF STRATEGIC PLANNING - LEADERSHIP SOLUTIONS PRACTICE*

**Director of Strategic Planning** in a leadership assessment, development, training, and strategic planning practice in a firm with 80 Employees. 10 years of experience serving public & private organizations.

Demonstrated talents and expertise:

- *Strategic Planning*
- *Municipal Government*
- *Employee Supervision*
- *Business Coaching*
- *Workshop Facilitation*
- *Team Building & Training*
- *Budgeting and Performance Metrics*
- *Planning and Budgeting*
- *Organizational Development*
- *Financial and Performance Audits*
- *Succession Planning*
- *Bridging Generational Differences*
- *Metrics Driven Goal Setting*

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### **CAREER HIGHLIGHTS - KEY EXPERIENCES**

#### **Strategic Planning & Meeting Facilitation**

Worked with clients ranging from private business to municipal government to develop and implement organization-wide strategic plans. For municipal government, this included a particular emphasis on community-based strategic planning. Facilitated strategic planning sessions with stakeholder groups, executive management and departments.

#### **Financial Management & Strategy**

Worked with a private equity firm to build a solid portfolio of private business holdings. Responsible for all aspects of financial management and strategy including strategic planning facilitation, implementation of key performance metrics and accountability for business leaders and department heads.

#### **Financial & Performance Auditing**

Worked with a variety of public and private clients in performing financial and performance audits. Gained a solid understanding of accounting principles and practices as well as operational best practices.

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## EDUCATION AND TRAINING

- Certified Strategic Planning Facilitator and Leadership Development Instructor, Business Learning Institute, Towson, Maryland 2012
- Certified Public Accountant, CPA (2006), Certified Global Management Accountant CGMA (2012), American Institute of Certified Public Accountants, 2012
- Masters of Science (MS) in Accountancy, with High Honors, Bachelors of Science (B.S.) in Accounting, Summa Cum Laude, Brigham Young University, Provo, Utah, 2005

## CAREER CHRONOLOGY

**Apr 2013 – Present** Director of Strategic Planning, Tanner LLC, Salt Lake City, Utah  
**Jan 2011– Mar 2013** Co-Founder, Proficio Services Group, Salt Lake City, Utah  
**Dec 2006 – Dec 2010** Chief Financial Officer, Proficio Management, Salt Lake City, Utah  
**May 2005 – Dec 2006** Senior Auditor, Tanner LLC, Salt Lake City, Utah  
**Jan 2004 – Apr 2005** Auditor, Squire & Company, PC, Orem, Utah  
**Sep 2002 – Dec 2004** Controller, Global Management Center, Provo, Utah

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### Honors & Awards

- Outstanding CPA in Business and Management, Utah Association of CPAs, August 2011.
- Outstanding Council Chair, Utah Association of CPAs, August 2009
- Student Achievement Award, Federation of Schools of Accountancy, Brigham Young University, May 2005
- Eagle Scout, Rochester, Michigan, 1996

### Other Activities

- Member of the Utah State Board of Education, 2013 – Current
- Chair of the West Jordan City Strategic Planning Advisory Committee, West Jordan, UT, 2012-2013
- Chair of the West Jordan City Budget Committee, West Jordan, UT, 2011-2013
- Utah's Elected Member of AICPA Council, American Institute of CPAs, 2013 – Current
- Board Member, Utah State Board of Education, 2013 – Current

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## Curriculum Vitae

### GARY C. VICKREY

7113 WESTHAVEN CIRCLE #108  
gvickrey@tannerco.com  
Zionsville, IN 46077 (317.903.7932)



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#### ***PARTNER IN CHARGE – LEADERSHIP SOLUTIONS PRACTICE***

**Partner in Charge** in a leadership assessment, development, training, and talent management practice in a firm with 90 Employees. Over **14 years** of **Global** experience serving public & private organizations nationally and internationally. Demonstrated talents and expertise:

- *Leadership Assessment*
- *Strategic Planning*
- *Local Government*
- *Employee Supervision*
- *Executive Selection*
- *Executive Coaching*
- *Team Building & Training*
- *Negotiations and Dispute Resolution*
- *Public / Private Partnerships*
- *Communications Training*
- *Team Dynamics*
- *Execution and Effectiveness*
- *Time Management*
- *Organizational Development*
- *Team Building*
- *Succession Planning*
- *Strategic Planning*
- *Metrics Driven Goal Setting*

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#### **CAREER HIGHLIGHTS - KEY EXPERIENCES**

##### **Executive/Hi Potential Talent & Leadership Development. 14 Years, in Global Organizations.**

- Assessment – Multi-modal approach, 360 surveys, interviews, cognitive abilities testing
- Formal Leadership Appraisal report – highlighting norm group statistics, individual strengths and areas of development and recommendations for development
- Assessment feedback with a consultant – all assessments result in a private analysis of the assessment data
- Developmental Planning & Goal Setting
- Regular progress review meetings
- Wrap up and resurvey process upon completion of a 2-year program – it takes two years to truly change a perception
- Providing feedback to an individual based on others’ perceptions and holding the participant accountable to change their behavior

**Overall benefits:** This approach provides a clear picture of each participant’s strengths and developmental needs. Returns are immediate as the participant begins to work on his/her development through action planning and stretch assignments. This program also facilitates an organization’s succession planning and talent management efforts via regular progress check-ins and opportunities for exposure to other areas of the organization and tailored leadership training to meet the strategic needs of the organization.

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### **Emerging Leader Talent Development.**

- Assessment – Multi-modal approach – same approach as above however in cases where a leader currently is not in a leadership position, the attributes that predict their leadership success are evaluated
- Developmental plans are constructed to ensure each future leader has a career path built for them where they may get exposure to other areas of the business or they have time to learn and grow in key-areas they may be lacking in today

**Overall benefits:** The most effective leaders are grown and developed within an organization. Developing from within has the added advantage of maintaining the established organizational culture. Having a focused program of leadership development that targets those individuals who are most likely to benefit from participation is critical to organizational success.

**Leadership Development and Talent Management Workshops.** Over the last 14 years, have provided approximately 350 leadership academies for global organizations in Asia, Europe, North and South America.

One of the most beneficial aspects of my work is to construct leadership development curriculum based on the current bench-strength of leaders or to meet strategic goals of the organization. These workshops are designed to complement our Leadership Development program, yet they are equally as powerful when they stand alone. I have delivered over 350 leadership development and training programs across the Globe. Some of the core workshops delivered are:

- **Integrity** - Today's business climate stresses the need for transparency, accountability, and integrity from organizational leaders at all levels. We focus on understanding the ethical pressures of being in a leadership position, current events in the business world, and the organization's own case studies to understand an individual's leadership brand and how to protect themselves from the integrity pitfalls that have impacted so many leaders in recent years like Enron and Tyco.
- **Empathic Communication and Listening Skills** - negotiation, persuasion, and influence
- To be able to harness their leadership potential, future leaders must communicate with impact and understand how to present information to leverage their natural style.
- **Conflict Management** - At one time or another, leaders will find themselves feeling uncomfortable about how to handle a conflict. In fact, a recent study reported that 42% of a manager's time is spent on reaching agreement with and between others. We focus on addressing conflict between you and one other person, when addressing conflict with two others who are in conflict, and how to address conflict in a team.
- **Coaching vs. Mentoring** - While coaches and mentors each play important roles in a protégé's development, their relationships are quite different in nature. There is a critical need today for leaders to be able to give frequent, structured, balanced, and direct coaching and feedback to individuals from "in-house" sources. Also, we are consistently asked to develop internal mentoring programs to focus on the development of hi-potential leaders
- **Recognition, Reward, and Motivation** - Three key competencies that are required to accomplish this task are a genuine interest in others, the ability to set goals and build effective rewards into the context of work, and the ability to motivate people to pursue the goals that have been set out. It is important for leaders to realize what motivates them – often is not what motivates their teams.
- **Leading Change** - In today's world of work, change management is a key challenge for any leader. Multiple tools are discussed and practiced to facilitate organizational change or to teach a leader how to facilitate organizational change in their organization or team.

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- **From Tactics to Strategy** - By far our most common developmental suggestion to emerging leaders is to improve their strategic orientation. We focus on understanding other's perspectives to be more inclusive when finding creative and innovative ways to solve organizational issues.

### **Executive Selection**

- We assist clients with executive level selection. Through our assessment of the candidates, we are able to present the incumbents side by side. The selection committee can then work from an objective, standardized evaluation of each candidate prior to making its final decision. The successful candidate is subsequently well-prepared to pursue the Leadership Development program, if required by the organization. I have experience in executive selection with a range of clients as high profile as coaches for NBA Teams to Presidents of Pharmaceutical Companies, major Manufacturing and Distribution clients down to the decision to promote a Used Car Manager to a General Manager.
- Job Analysis & Creation of a Success Profile
- Executive Level Assessment – Multi-modal approach including reference checking if requested (usually for external candidates)
- Assessment feedback with the organization's Selection Committee with a Leadership consultant
- Upon selection, a formal appraisal will be written for the successful candidate
- Executive/Hi-potential/Emerging Leader Development program (if required)

**Overall benefits:** This process provides an objective analysis of the candidates against the organization's success profile and strategic plan. In addition, it provides a confidential assessment of the organization in terms of leadership, strategy, and process factors, all of which are linked to long-term organizational success.

### **Succession Planning and Talent Management**

- Link organizational mission, vision and strategy with leadership succession and development needs
- Leadership Classification System – assess current performance and future leadership potential of all leaders/future leaders in an organization
- Collaboration with HR and the front-line leaders to create tailored Leadership Development initiatives to support the organization's strategic goals
- Executive/Hi-potential/Emerging Leader Development program (if required)
- 

**Overall benefits:** The organization will have a clear picture of the number of high-potential individuals in its 'pool'. It will also recognize the different types of leaders the organization will need to develop in order to meet its business objectives. Such a process also encourages senior executives to develop coaching skills and to place emphasis on filling vacated leadership positions with new leaders from the talent pool, instead of spending resources looking outside of the organization.

**United States Air Force and United Nations – Operation Restore Hope, 1992-1993, Egypt, Kenya, Somalia**

**Deputy Sheriff – Latah County, Moscow, Idaho. 1997-2000**

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## EDUCATION AND TRAINING

- **Masters of Science (MS)**, *University of Idaho, Moscow, 2000*
  - **Bachelors or Science (B.S.)**, *University of Idaho, Moscow, 1998*
  - **Client Centered Behavior Change Counselor (CCBC)** *University of Idaho, Moscow, 1998*
- 

## CAREER CHRONOLOGY

**January 2013**– Present Partner in Charge, Leadership Solutions, Tanner LLC, (USA)

**April 2007**-January 2013 President and CEO, Jackson Leadership-USA

**September 2000-April 2007** Senior Consultant, Jackson Leadership-Canada (Toronto)

**June 1997-September 2000** Deputy Sheriff, Latah County, Moscow, Idaho

**August 1994-June 2000** Associate Professor, University of Idaho, Industrial/Organizational Psychology, Moscow, Idaho

**August 1990-August 1994** United States Air Force and United Nations

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# *imagine*

West Jordan

## Community Strategic Plan

of the City of West Jordan



FEBRUARY 2013



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## Message from the Mayor



It is with pleasure I present the City of West Jordan's five-year strategic plan. I acknowledge the citizen members of our Strategic Planning Advisory Committee (SPAC) and staff who made this plan possible. I also want to thank the many citizens who contributed feedback, perspectives, and vision. The City Council adopted the strategic plan in February 2013. It will serve as a blueprint for our city until 2018.

So why is such a document necessary? Recent economic events have reinforced the need to allocate funds entrusted to us by our citizens in the most effective manner possible. It isn't enough to have good intentions. As elected officials, we are tasked with ensuring every citizen dollar is spent to elevate the quality of life in our community.

How we define quality of life is an interesting exercise. No single bureaucrat or elected official can tell our citizens what it means. The definition needs to come from the citizens being served. This is what the strategic planning process was all about. For more than a year, our SPAC (a collection of citizen volunteers appointed by the City Council) circulated through our community and gathered input from citizens, businesses, and other stakeholders on quality of life factors. The results of this extensive exercise were compiled into this strategic plan, which articulates key citizen directives and priorities. These strategic directives now form the basis of our annual budget.

This approach enables us to better target funding on citizen priorities. The plan also helps guide decision making and provides a framework that encourages Council Members to say no to initiatives and ideas that do not align with what our citizens believe is most important. The plan clearly outlines citizen priorities so the City Council can stay focused on programs, initiatives, and ideas that align with citizen priorities. As a result, we are able to concentrate our citizens' investment on things that matter most to them.

In West Jordan, our mission and reason for existing is to "provide our citizens with the opportunity to live and enjoy an exceptional quality of life." Every city program exists to accomplish this mission. Our strategic plan provides us with the empirical means of evaluating the effectiveness of those programs. I encourage you to become familiar with this strategic plan and become engaged in this process when it is time to revisit it.

We have come a long way as a community. Imagine how far we can go if we are united in achieving a common vision. This document provides a roadmap to help us do just that.

A handwritten signature in cursive script, reading "Melissa Johnson". The ink is dark and the signature is fluid and legible.

Melissa Johnson – Mayor

## Some Interesting Things About West Jordan

In 1850, Archibald and Robert Gardner built a flour mill along the Jordan River for processing grain. Now called Gardner Village and renovated into a themed retail center, the mill remains as one of the City's signature landmarks.



Sugar beet farming dominated the West Jordan area in the 1890s. In 1916, the Utah-Idaho Sugar Company constructed a factory, which employed more than 200 workers during peak production and produced nearly 280,000 bags of sugar annually before closing its doors in the 1970s. West Jordan incorporated as a city in 1941, but remained mostly rural as late as 1970. Since then, however, it's been one of Utah's fastest growing cities, exploding to nearly 50,000 residents in 1990 and doubling to nearly 100,000 residents in 2000. Now, as Utah's fourth-largest city, West Jordan has more than 108,000 residents. More than 30% of West Jordan is still undeveloped. The eventual build-out is in the neighborhood of 170,000 residents.



West Jordan is a city that provides pretty much everything a resident might want or need, from both a services and comfort point of view. Meanwhile, according to national crime statistics, West Jordan is the 89<sup>th</sup> safest city in America. Residents enjoy dozens of parks, trails, and ball diamonds, the state's largest soccer complex, and Salt Lake County's Mountain View Golf Course.



As part of the Jordan School District, West Jordan plays host to two high schools, four middle schools, 16 elementary schools, a special needs school, and several charter schools. The Jordan School District boasts a graduation rate of 93%. With more than 80% of residents continuing their education at institutions of higher learning, West Jordan is home to a branch of Salt Lake Community College, which awards more associate degrees than any other Utah institution. The West Jordan campus has more than 4,300 of SLCC's 32,000 student body.



Outdoor recreational opportunities abound in and near West Jordan. We're within close proximity to 14 world class ski resorts, 43 state parks, six national monuments, four national historic trails, and five national parks. The area is home to professional basketball, baseball, hockey, and soccer franchises. West Jordan itself has 43 parks, including the 100-acre Veterans Memorial Park, home of the "Wild West Jordan Playground," West Jordan Military Services Monument, five baseball fields, Utah Jazz basketball court, tennis courts, and more. The city is also the site of the West Jordan Arena, the home of the Western Stampede Rodeo, which gallops into town every year for Independence Day.



On the same block as City Hall are Salt Lake County’s 50,000 square-foot Gene Fullmer Fitness and Recreation Center and the West Jordan Viridian Library and Events Center, which serves as the county library headquarters. South Valley Regional Airport, the recently completed Mountain View Corridor and six new stations on the TRAX light rail system are meeting the city’s growing transportation needs. West Jordan enjoys a strong industrial presence, including firms like Boeing, Dannon, Oracle, and Fairchild Semiconductors, which provide more than 4,000 jobs. West Jordan is also home to the headquarters of two financial institutions, Mountain America Credit Union and Cyprus Credit Union. Jordan Landing is, meanwhile, one of the state’s largest outdoor retail centers.

## CITY STATISTICS

Population estimate	108,500
Projected population 2040	170,000
Median household income	\$64,889
Average family size	3.93
Average household size	3.45
Median age	28.1
Licensed businesses	3,436
Labor force population	72,037

## HOUSING

Median home value	\$225,100
Dwelling units	32,038
Owner occupied percentage	77.1%
Square miles	32.02

## EDUCATION ATTAINMENT

Less than 9 <sup>th</sup> grade	3.1%
9 <sup>th</sup> to 12 <sup>th</sup> grade, no diploma	7.3%
High school graduate	27.8%
Some college, no degree	26.5%
Associate’s degree	9.1%
Bachelor’s degree	18.7%
Graduate or professional degree	7.5%

## MAJOR RESIDENT EMPLOYMENT

Education services, healthcare, social	21.2%
Retail	12.6%
Manufacturing	12.1%
Finance, insurance, real estate	9.4%
Arts, entertainment, recreation	8.0%
Professional, scientific, management	8.0%
Construction	6.5%
Public administration	5.9%
Transportation, warehousing, utilities	4.9%



# West Jordan's Strategic Plan

The central purpose in this undertaking was to provide West Jordan with a tool that can be used by elected officials and city staff to guide goal setting and focus efforts on those things that residents have identified as their highest priorities. In order to truly be effective, this plan needs to become part of how elected officials and city staff operate and think about programs and services. Ultimately, it needs to be incorporated into how we measure success. No matter how comprehensive this plan is, the test of its usefulness will be defined by how effective it is in guiding decisions and creating the future to which citizens aspire.

## The Methodologies

The City Council commissioned a group of citizens to serve on the City's Strategic Planning Advisory Committee (SPAC). The purpose of this committee was to gather data from the citizenry and synthesize that information into a set of recommended strategic directives. The methodologies utilized by the SPAC included the following:

- stakeholder focus group meetings
- open houses
- citizen surveys
- special events
- business meetings

In all, the committee was able to gather hundreds of pieces of citizen feedback and input and synthesize them into definable citizen priorities. Participants in the process were also able to provide the SPAC with information related to key initiatives and improvements they would like to see implemented.

## Format

What follows is an outline of the plan broken down into six strategic focus areas. Each focus area contains the following:

- **What we learned from citizens:** A vision statement that describes, from a citizen perspective, what we want our community to be. This information is presented in italics.
- **Description and key directives:** A descriptive statement with a numbered list of strategic directives or initiatives.
- **Values:** Key values and principles that underlie the strategy.
- **Metrics:** Possible performance metrics or questions to consider.

# The Prime Directive of West Jordan

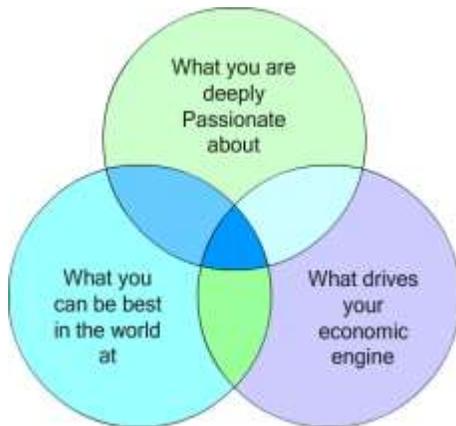
The primary purpose of government is to provide the basis or foundation for civilized living. While this concept may appear elementary and more than intuitive, much debate has swirled around the role of government. It is therefore critical that, before beginning any strategic planning process, the City define its role in the lives of its citizens. We do this by formulating and articulating the Prime Directive of West Jordan.

This is the essence and reason sustaining the existence of West Jordan City. It lies at the intersection of what city leaders and staff have a deep passion for (Why do we come to work every day? What motivates us? Why do we care about what happens in West Jordan?), what we believe the city can do well or even better than any other city (Are we uniquely positioned to do something extraordinary? What are we equipped to accomplish? This is a question of not only what we can do, but what we can do better than our competitors.), and what drives its resource engine. (What is it that needs to happen in order to empower us to realize this prime directive?) In West Jordan City, our Prime Directive is:

***“To provide our citizens with the opportunity to live and enjoy an exceptional quality of life.”***

### ***What are we deeply passionate about?***

In West Jordan, we have a passion for improving our citizens’ quality-of-life. We understand completely the sacred trust that is ours; to maximize our citizens’ investment by supporting those programs, initiatives, and ideas that will translate into an opportunity for them to live a superior quality of life.



### ***What can we be the best in the world at?***

Who can ask for a better environment than we have here in Utah? We’re one of the fastest-growing and most prosperous states in the country. West Jordan, meanwhile, sits at the epicenter and has positioned itself (according to *USA Today*) as one of a handful of communities emerging from the shadows of once much more dominant cities to become a hub of employment, economic development, recreation, and cultural events. In West Jordan, we believe that we have many of the resources necessary to provide our residential and business residents with the best environment, possibly in the entire country, to live and do business.

***What drives our economic, or in the public sector, our resource engine?***

We believe that as we are able to lift our citizens' quality-of-life, we will have demonstrated our competency and trustworthiness. Citizen trust, meanwhile, is generated or created at the intersection of competency and trustworthiness. As our citizens' trust increases, they are more likely to continue to invest in the services that we provide. As they do so, we are empowered to continue lifting our level of service, which results in greater trust, and so the process repeats itself. Public trust drives West Jordan's resource engine.

All programs, initiatives, and energy must therefore be focused on achieving the Prime Directive. All metrics and outcomes should support this Prime Directive. The strategic plan's role in fulfilling the Prime Directive begins by defining what citizens believe is essential to quality of life. As a precursor to developing the strategic plan, the Strategic Planning Advisory Committee was able to identify six factors that citizens believe define quality of life in West Jordan. These are:

- A sustainable future
- A strong sense of community
- Safety
- A clean and tidy community
- Sound infrastructure
- Economic development

# The Strategic Plan

## Citizen Directive Number One

**“I want to know that the community I leave to my children will be better than the one I found when I came.”**



This strategic directive speaks to the need to create a sustainable future for our community that does not place undue financial or other burdens on future generations. Key initiatives include:

- Maintain sufficient fund balances to support contingencies and debt service planning.
- Plan ways to fund capital improvements to support future growth within the city.
- Manage city assets to optimize services while reducing long and short-term costs. This will likely include an asset management program, as well as capital repair and replacement plans.
- Develop sustainable revenue models for funding city services. This will likely include engaging state legislators in a discussion regarding the revenue model for municipal government in Utah.

### Associated Values and Principles:

In West Jordan, we leave things better than we found them. We have an orientation toward the future and are willing to make sacrifices today to secure that future. We will build a modern city that preserves elements of our rural past as we move toward a more urban future. We maintain a healthy balance between supporting growth and maintaining open space and lower density development. We plan ahead and consider future maintenance and other costs before adding more amenities or programs.

### Metrics/Key Questions:

- Are we funding maintenance and replacement for roads and other infrastructure at a sustainable level? Are we “holding even” or are things deteriorating year over year?
- Do we have an effective asset management program?
- Are we comfortable that fund balances are sufficient to cover contingencies?
- Are we performing all “no-brainer” maintenance activities (i.e. anything where an ounce of prevention is worth a pound of cure)?
- Are we cost sharing when possible and cost effective with other cities and other government agencies?

## Citizen Directive Number Two

**“I want to live in a place with a strong sense of community.”**

This strategic directive speaks to the need to promote a strong sense of community that honors the legacy of our past, nurtures an environment where we can work, live, play, and serve together, and encourages a sense of ownership for creating our future together. Key initiatives include:



- Encourage celebrations and events that recognize the contributions of diverse groups.
- Encourage and support interfaith cooperation.
- Promote service projects and activities that bring people together, working toward common goals.

### **Associated Values and Principles:**

In West Jordan, we foster mutual respect. We value civility and celebrate our differences. We are active and engaged in providing community service to each other.

### **Metrics/Key Questions:**

- How do the quality of events and celebrations in our community compare with others in the area?
- Do residents feel that there are ample community activities in West Jordan?
- How much participation do we have in community events?

## Citizen Directive Number Three

**“I want to live in a place where my family feels safe.”**

This strategic directive speaks to the need to foster a safe environment where neighborhoods are walkable at all hours, quiet, and clean, and where there is a sense of shared ownership and personal responsibility for the safety and appearance of our city.



- Emphasize emergency services with rapid response times.
- Maintain a positive police presence.
- Promote community-oriented policing, neighborhood watch, etc.
- Plan and build for pedestrian safety.

### **Associated Values and Principles:**

In West Jordan, each member of the community shares the responsibility of keeping our community safe and friendly.

### **Metrics/Key Questions:**

- Emergency service response times.
- Citizen satisfaction.
- Neighborhood Watch participation rates.
- Auto/pedestrian accidents.
- Auto accidents.
- Crime rates.

## Citizen Directive Number Four

**“I want to live in a place that looks and feels like home.”**

This strategic directive speaks to the need to promote, develop, and maintain a visually appealing community.



- Provide funding for sustainable maintenance of parks, trails, and open space.
- Focus on the appearance of all major arterials that connect and serve the business community. This will likely include significant partnering with the Chamber and other business groups to clean up storefront areas.
- Encourage responsible maintenance of private property through an efficient and positive Code Enforcement program.

### **Associated Values and Principles:**

In West Jordan, good aesthetics promote safety and a sense of community. Each member of the community shares a responsibility for keeping our community comfortable, clean, and tidy.

### **Metrics/Key Questions:**

- Regular visual inspection of city-maintained property. Are we keeping up?
- How often do we receive complaints about code enforcement issues?
- How are our property values faring relative to surrounding communities?

## Citizen Directive Number Five

**“I want to live in a city where our leaders develop and maintain infrastructure that supports growth and stability well into the future.”**

This strategic directive speaks to the need to foster wise use of resources for planning, building, and maintaining roads and other infrastructure throughout the community.



- Continuously study and improve traffic flow east and west, as well as north and south.
- Promote adequate long-term planning of all water, sewer, storm, utility, and transportation facilities.
- Communicate plans and progress with residents and other stakeholders.

### **Associated Values and Principles:**

In West Jordan, we don't cut corners today. We plan and prepare for the future.

### **Metrics/Key Questions:**

- How is traffic flow in the city?
- Are impact and other development fees covering the necessary infrastructure improvements for new development?
- Is the city adequately coordinating its efforts with UDOT, public utilities, businesses, and other stakeholders?
- Is the city communicating plans and progress of projects with residents and other affected parties?

## Citizen Directive Number Six

**“I want to live in a place where commercial establishments are modern, convenient, and always improving, and where good jobs are plentiful.”**

This strategic directive speaks to the need to build and leverage strategic alliances that encourage and promote balanced and diversified creation and recruitment of businesses that reflect our city’s values.



- Rebrand the city’s image to show that it is business friendly and willing to work professionally and positively with developers.
- Recruit into the city businesses that will allow residents to find everything they need conveniently within the city limits (auto dealers, shopping centers, etc.).
- Recruit businesses that will provide strong and reliable employment for our residents.
- Strengthen the city’s partnership with the school district and other educational institutions.

### **Associated Values and Principles:**

In West Jordan, economic growth and job creation are a local phenomenon. Healthy businesses strengthen our community. Education is a vital component of sustainable economic development.

### **Metrics/Key Questions:**

- What are developers, commercial real estate professionals, and others in the development community saying about West Jordan?
- What amenities do we have in our city? What do we lack?
- What is our ratio of households to jobs? What is the trend for median household income?
- Is business growing and thriving in West Jordan?
- Are there adequate opportunities for education? How well prepared are our children and youth to step into the workplace and meet the needs of employers in our area?

## The Tool Box

The Tool Box contains a number of ideas that emerged in surveys and focus groups as the strategic planning process progressed. None of these ideas were considered deserving of a separate strategic focus area, and it could be that some might fit within one of the six strategic directive areas identified. The ideas were repeated often enough, nevertheless, or were sufficiently novel, that they have been listed separately for city consideration.



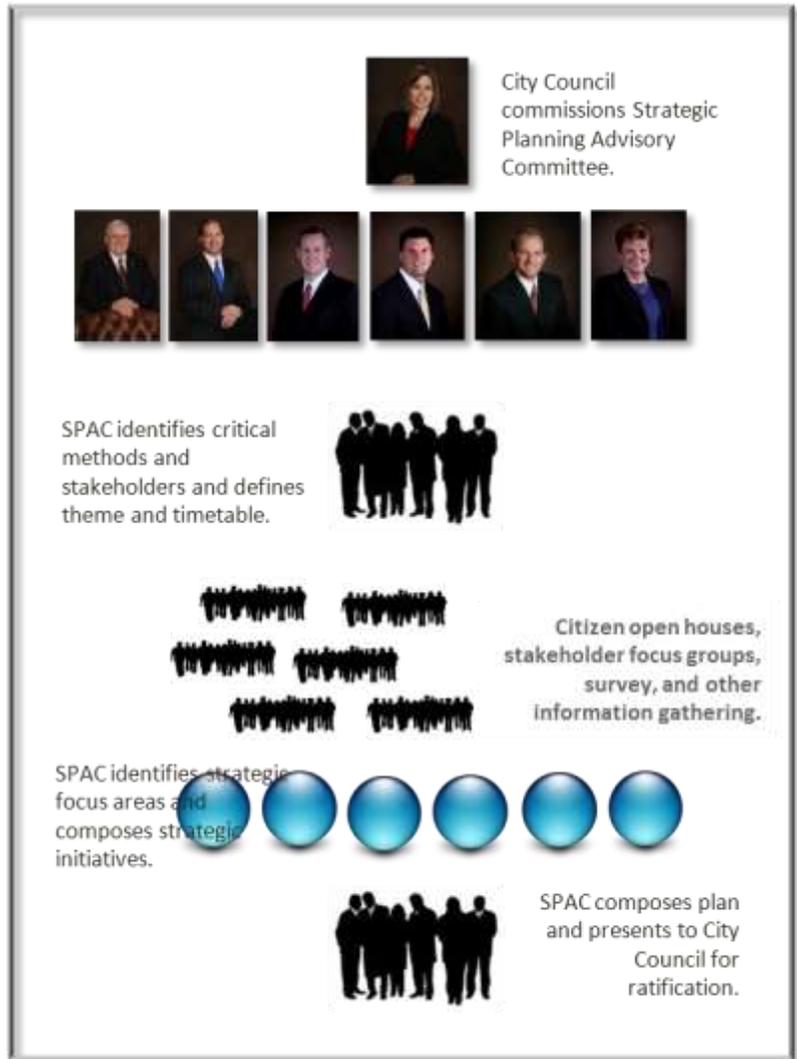
- Adult Recreation Programs – Our community provides a number of youth recreation programs, but currently provides limited offerings to adults.
- City Recreation Center – This emerged as a priority in a few of the focus groups, as well as some of the surveys.
- Cultural Arts Building – While this did not emerge consistently, there were a few participants who were very passionate about this perceived need.
- Activities and Programs for Senior Citizens – This feedback paralleled the feedback our team received regarding adult recreation programs.
- Neighborhood Watch Program – This initiative was mentioned frequently and fits well within the safe neighborhoods focus area. This is a current program of the city.
- Community Calendar – Some citizens were interested in creating one place where all community events could be accessed.
- Walking/Biking Trails – This feedback emerged clearly from citizen surveys.
- Multi-Cultural Awareness Day – The suggestion here is to create an event celebrating the various cultural contributions to our community. Surrounding communities such as Midvale and West Valley City have more multi-cultural events than West Jordan. These events draw West Jordan residents.
- West Side City Services Facility – Given the significant distance between U-111 and City Hall, many residents on the western side of the City suggested the creation of a municipal services facility to serve that growing population.

# The Strategic Planning Process

The West Jordan City Council determined the need to bring focus to spending priorities. Key to this endeavor was the creation of a community strategic plan. The Council determined that such an initiative, if it were to survive and become truly useful to the community, would need to become a community initiative driven by citizens. The Mayor and Council therefore commissioned a committee of citizen volunteers, known as the Strategic Planning Advisory Committee (SPAC) to drive the strategic planning process.

The strategic planning process began with SPAC meetings with the City Council in order to define expectations and council member understanding or perception regarding community priorities. These meetings also assisted the committee in identifying critical stakeholder groups that would need to be engaged during the strategic planning process. Stakeholder meetings were then held with business groups, service clubs, faith-based organizations, educational/parent groups, ethnic groups, and a host of others. Open houses were held, and the public was invited to participate in generating both community priorities and ideas that would eventually form the basis for these strategic directives communicated in this plan. Finally, surveys were administered on the city website as well as distributed to city email groups, volunteers, and community event attendees.

The process of gathering stakeholder input spanned more than six months. At the end of this process, the SPAC began to synthesize the hundreds of pieces of information they had gathered from citizens into more specific focus areas, more commonly referred to as “strategic directives.” Ultimately, six strategic directives were produced. The committee, utilizing these community priorities, then produced specific strategic initiatives associated with each focus area. The strategic plan was presented in its entirety to the City Council at its January 2013 planning retreat and adopted by the Council in February of the same year. It will stand as the planning blueprint for the city until 2018.



## Implementation of the Plan

It is recognized that simply having a plan does not ensure its implementation. The city should take specific measures in order to implement this strategic plan and measure its progress toward its realization. Specifically, the city should:

- Utilize this plan as the basis for annual strategic planning and goal setting.
- Annually establish and review outcome measures associated with strategic plan directives. Make adjustments as necessary to ensure close correlation between outcome measures and plan directives.
- Create a community scorecard for city and citizen use. This should be in a highly illustrative format, accessible electronically via the city's website. The site should provide data associated with previously identified outcome measures. It is critical that this information is kept as current as possible.
- Annually provide the City Council and departmental decision-makers with a city business plan, which ties Council goals to strategic directives, identifying critical outcomes, measures, objectives, and expected budget impacts.
- Report semi-annually strategic plan implementation progress and impacts.

## Special Thanks

The strategic planning process and composition is a broad-based community endeavor. Generally speaking, the broader community participation is in strategic planning, the greater the survivability of the plan. In West Jordan, this was certainly and fortunately the case. Nevertheless, the city expresses its appreciation to specific individuals and groups that made this initiative possible. Special thanks go to:

- Dan Griffiths – Tanner Business Advisors and Certified Public Accountants, for the facilitation of the strategic planning process and the production of the strategic plan. The Strategic Planning Advisory Committee (Sarah Hintze, Don Porter, Lyle Summers, and Sarah Morrow).
- The West Jordan Exchange Club, for its assistance in facilitating focus group discussions.
- The Citizens of West Jordan, without whose participation this plan would not be possible.