

**Minutes of the Vineyard City Council Retreat  
Utah Valley Homebuilders Association  
1443 West 800 North #202, Orem, Utah  
January 19, 2018**

**Present**

Mayor Julie Fullmer  
Councilmember John Earnest  
Councilmember Tyce Flake  
Councilmember Chris Judd  
Councilmember Nate Riley

**Absent**

**Staff Present:** City Manager/Finance Director Jacob McHargue, Public Works Director/Engineer Don Overson, City Attorney David Church, Sergeant Holden Rockwell with the Utah County Sheriff's Department, Community Development Director Morgan Brim, Building Official George Reid, City Recorder Pamela Spencer, Planning Commission Chair Cristy Welsh, David Robertson with Lewis Young Robertson and Burningham

**Others in attendance:** Dr. Jeff Thompson with Brigham Young University

**8:30 AM RETREAT**

The retreat began at 8:30 AM with a light breakfast. City Manager/Finance Director Jacob McHargue opened the training at 9:00 AM. Councilmember Chris Judd gave the invocation.

Mr. McHargue introduced Dr. Jeff Thompson with the Romney Institute of Public Management at Brigham Young University (BYU).

Dr. Thompson gave a brief background on how he came to teach at BYU. He presented his training titled "The Zookeeper's Secret: Anatomy of a Calling." Highlights were:

Dr. Thompson described what people thought success was and what success really looked like. He explained that it was a meandering path not a straight line.

Bullet points from his presentation:

- What is a calling, and how do people find it?
- Why is this so important to Millennials? Millennials want a fulfilling career over a secure career.
- Reasons why we work:
  - Job Orientation – work hard for money - economic motives
  - Career Orientation - esteem, recognition, and status motives
  - Calling Orientation – ideological, cause-related motives

- What does a calling mean?
  - Then: the work you are meant to do because of the service you can render
  - Now: my dream job, finding my bliss, work that feels like play
- What can we learn from Zookeepers:
  - Zookeepers lack strong economic incentives and strong status incentives.
  - Zookeepers are highly committed.
    - Why: in a survey that was done:
      - 83 % agreed with the statement “I have a meaningful job that makes a difference.”
      - 87.9% agreed with the statement “Working with animals feels like my calling in life.”
      - 72.0% agreed with the statement “I’m willing to sacrifice non-work time for animal care & conservation.”
- What is a Calling?
  - Theme #1 Hardwiring – Zookeepers are hardwired in a way that suits them for working with animals
  - Theme # 2 Destiny – Zookeepers see the hand of fate in their opportunities
  - Theme #3 Duty to Serve – Zookeepers feel a stewardship toward the animals they serve

Putting it all together:

- Passion: my particular gifts, talents, and interests – Hardwiring
- Place: the organization or location I feel drawn to – Destiny
- Purpose: my cause; the people I want to help or the problem I want to solve – Duty to Serve

Dispelling Millennial Myths About Callings

- Myth: You have to find your “one true calling” to be fulfilled
  - People have many gifts and many ways to use them
- Myth: Your calling is somewhere “out there”
  - A calling is not a destination or a job, but a quest to use your gifts to serve where life has brought you
- Myth: When you find your calling, work will be fun
  - It’s a calling *because* it’s hard
- Myth: When you find your calling, people will notice
  - There are uncelebrated callings all around you. Look for them, recognize them, and be inspired!

Mr. Thompson said that people needed a why and to find their calling. He reminded the group that the three key tools/ingredients were Hardwiring, Destiny, and Duty to Serve.

Mr. Thompson concluded by stating that he was grateful to have found his calling and to be able to work with and talk to people who have a fire in their eyes about what they do. He said that this had shaped him and helped him find ways to use his gifts to serve other people.

A short break was taken at 10:35 AM. The meeting resumed at 10:48 AM.

## Review of Strategic Plan and 2017 Accomplishments

### Review of Accomplishment:

#### *Utah County Sheriff (Sergeant Rockwell):*

- Filled additional Deputies and a Sergeant position
- Decreased average response time for Priority 1 & 2 calls from 5:56 to 3:39
- Fully-equipped office
- Certified NOVA instructor
- Extra patrols of Vineyard Beach

Councilmember Riley asked if the response times would continue to drop. Sergeant Rockwell replied that 3:39 was a really good response time. He explained that it was an average over the whole year. He noted that in the last two quarters the response time was 2:22. He said that they could look at Priority 1 and 2 calls to see if they could improve on the response time.

Mayor Fullmer asked what Priority 1 & 2 calls were. Sergeant Rockwell explained that Priorities 1 calls were anything in progress. Priority 2 calls were anything where they had to get there quickly but were not in progress. Priority 3 calls were calls where they could contact people on the phone. He stated that he was happy with the response times. There was further discussion about response times.

#### *Building Department (George Reid):*

- Fully certified staff
- Beehive Chapter ICC President (George Reid)
- Laserfiche
- Average of 8.12 days to review residential plans
- Online Permitting allowed us to go paperless
- Contractor Outreach
- Board of Appeals
- Social Media

Councilmember Judd asked what the average turnaround time was for commercial plans. Mr. Reid explained that there were a lot of entities involved with the plan reviews so they took longer. He said that their goal was have the plans turned around within two weeks. Mr. Reid mentioned that Laserfiche would help with automated workflows for plan reviews.

#### *Planning Department (Morgan Brim):*

- Developed Parks and Trails Map
- Established Demographic Report
- Created Geneva small area plan
- Drafted new site plan, sign, and hearing officer ordinances
- Established relationships with local universities and utilized their internship programs
- Increased focus on economic development

- Created a general plan diagnostic report
- Created FYI Forms
- Updated Zoning Map and use matrix

*Public Works Department (Don Overson):*

- Completed \$8.3 million of RDA and CIP Projects
- Enhanced level of service in PW department
  - grew department from 6 to 9 employees
- Created better accessibility to residents
  - Social media outreach
  - Citizen Request module (35 complaints since September launch)
- Continued developing relationships with local entities
  - Facilitate transportation growth

*Recording (Pamela Spencer):*

- Purchase and implementation of Laserfiche
- Retention schedule management plan
- Elections
- Began using iWorQ business license portal
- Issued 135 business licenses and 8 solicitors licenses
- MCO website scheduled to launch the week of 1.22.2018

Ms. Spencer gave a demonstration of the new code. Mr. Brim mentioned how much easier it was going to be to search the code.

*Administration (Jacob McHargue)*

- Increased direct pay customers from 308 to 712
- Attended HR training, began process to become certified
- Dramatic increase in social media presence
  - 1100% growth in reach of posts
- Created GOV 101 section of the newsletter
- Renegotiated UDOT loan
- Finalized the purchase of the Robins property

Mr. McHargue explained that the discussions from the retreat last year were the projects that the departments worked on this past year.

**STRATEGIC PLAN**

There was a discussion about the strategic plan, transportation, and road funds.

A lunch break was taken at 11:57 AM. Those in attendance participated in a team building exercise. The meeting resumed at 1:09 PM.

Mr. McHargue mentioned that staff was trying to make the elected officials' jobs easier. He said that staff was trying to make council's packets better and asked what council would like to see. Councilmember Judd liked the ability to look at the Dropbox but would like it in one continual

document. Mr. Brim recommended that the items be hyperlinked. Councilmember Riley asked for more detail on some of the consent items such as the purchase items. Mr. McHargue explained that the spreadsheet in the Dropbox separated the items. Mayor Fullmer would like a report summary. Mr. McHargue was willing to do a summary page. Councilmember Earnest requested a background on the item for the new councilmembers and residents. The consensus was to give the agenda and reports to council earlier so they could contact staff before the meeting if they had questions on any of the agenda items or if they wanted to pull something from the consent agenda for further discussion. Mr. McHargue suggested that council reach out to staff before the meeting with any questions they might have about items on the agenda. Mayor Fullmer suggested that when staff posted the agenda they include a statement that asks the residents to contact staff, before the meeting, if they had any questions about individual agenda items. Mr. McHargue felt that they could have a synopsis of what the meeting was going to be about ahead of time and include contact information for the owner of the agenda item. Councilmember Judd asked when council should expect a copy of the agenda in the Dropbox. Mr. McHargue explained that the draft agenda was placed in the Dropbox the Monday before the meeting. Ms. Spencer stated that her goal was to post the final agenda the Monday before. She explained her concerns. She would like the deadline for agenda reports to be earlier. Mr. Brim suggested that they have a drop-dead deadline. Ms. Spencer asked to have the deadline the Thursday before the next council meeting and to be able to put the draft agenda and items in the Dropbox that day, which would give council until the following Monday to review the items and express any concerns they might have.

Mr. McHargue explained how the budget items were approved. He asked if council wanted staff to streamline it more. Councilmember Flake said that staff could put in the consent line “items previously approved in budget.” Mr. McHargue suggested that he could note it in the spreadsheet. Councilmember Earnest asked if he should be contacting the department heads if he had questions on any of the agenda items. Mr. McHargue replied in the affirmative. There was further discussion about council meetings. Ms. Spencer felt that council needed more than the original 48 hours they had requested. Consensus was to have the draft agenda and reports placed in the Dropbox the Friday before the next council meeting. Councilmember Flake stated that he wanted to see more historical or background information in the reports. The discussion continued.

**REVIEW OF RDA PROJECTS, BUDGET, AND PRIORITIES**

Mr. McHargue reviewed the RDA projects, their costs, and timelines. Highlights were:

|                        |               |
|------------------------|---------------|
| 2017 Bond              | \$ 30,476,182 |
| 2016 Bond – UDOT funds | \$ 14,647,640 |
| Housing Fund           | \$ 2,716,381  |
| Fund Balance           | \$ 5,100,393  |
| <hr/>                  |               |
| Total                  | \$ 52,940,596 |

**Approved Projects:**

| Project Name      | Amount        | Estimated Timeline |
|-------------------|---------------|--------------------|
| Anderson Westside | \$ 7,486,760  | 18 Months          |
| Anderson Eastside | \$ 18,085,914 | 3 Years            |
| Water Tank        | \$ 5,000,000  | 12 Months          |

There was a discussion about the water tank.

|                                                 |               |                 |
|-------------------------------------------------|---------------|-----------------|
| Groundwater (big box site)                      | \$ 5,000,000  | 5 Years         |
| Concrete Removal (big box site)                 | \$ 2,500,000  | 5 Years         |
| There was a discussion about the big box site.  |               |                 |
| Irrigation Pond                                 | \$ 1,500,000  | 3 Months        |
| RMP Agreement                                   | \$ 1,165,270  | 3 Months - Paid |
| Concrete Crushing                               | \$ 155,714    | Ongoing         |
| There was a discussion about concrete crushing. |               |                 |
| Transite Removal                                | \$ 102,264    | Ongoing         |
| Forge Remediation                               | \$ 87,275     | 1 Month         |
| 650 North                                       | \$ 175,090    | 1 Month         |
| 1050 North                                      | \$ 1,000,000  | 5 Years         |
| <u>Mill Road Lighting</u>                       | <u>\$</u>     | <u>6 Months</u> |
| Total                                           | \$ 42,258,286 |                 |

**Projects Waiting for Approval:**

|                                                                 |                     |                |
|-----------------------------------------------------------------|---------------------|----------------|
| Parking Structure                                               | \$ 15,600,000       | 12 Months      |
| There was a discussion about the parking structure and bonding. |                     |                |
| Main Street Extension                                           | \$ 3,900,000        | 18 Months      |
| Mill Road Extension                                             | \$ 4,100,000        | 5 Years        |
| Center Street Overpass                                          | \$ 8,000,000        | 6 Months       |
| FrontRunner Station                                             | \$ 5,000,000        | 18 Months      |
| Rail Spur                                                       | \$ 17,000,000       | 3 Years        |
| Connector Extension                                             | \$ 3,000,000        | 3 Years        |
| Walmart Buy Down                                                | \$ 1,742,400        | 5 years        |
| Walmart Infrastructure                                          | \$ 4,000,000        | 5 years        |
| <u>Geneva Nitrogen</u>                                          | <u>\$ 4,978,493</u> | <u>2 years</u> |
| Total                                                           | \$ 67,320,893       |                |

Total Cost of the Projects \$105,979,179

Three Projects for the 2017 Bond Funds:

|                   |                     |
|-------------------|---------------------|
| Anderson Westside | \$ 7,486,760        |
| Anderson Eastside | \$ 18,085,914       |
| <u>Water Tank</u> | <u>\$ 5,000,000</u> |
| Total             | \$ 30,572,674       |

Mr. McHargue explained how the Fund Balance worked. Mr. Church said that the anticipated amount in the Fund Balance was assuming that everyone paid taxes and that the administrative and overhead cost did not increase. Mr. McHargue stated that assuming that they were able to get more increment in than they had to spend, they could add an additional \$10 million above current obligations. Mr. Church said that this assumed no big tax payers fail to pay. Mr. McHargue added that this was also assuming that there was a mild growth rate. There was further discussion about the Fund Balance. Mr. Robertson mentioned that the money in the Fund Balance needed to be spent.

Mr. McHargue explained that some of the projects could be up to five years out. There was a discussion about the WatersEdge reimbursement and the Housing Fund.

Mr. McHargue mentioned that with all of the approved projects they still needed an additional \$10 million.

**Debt Obligations:**

| <b>Contract</b>   | <b>Amount</b>       | <b>Payoff</b> |
|-------------------|---------------------|---------------|
| 2015 Bond         | \$14,541,000        | 2031          |
| 2016 UDOT Bond    | \$14,724,579        | 2027          |
| 2017 Bond         | \$30,624,000        | 2036          |
| Anderson UVU      | \$ 4,056,884        | 2021          |
| Anderson Megaplex | \$ 5,412,227        | 2046          |
| WatersEdge        | \$23,000,000        | 2046          |
| <u>Total Debt</u> | <u>\$92,358,690</u> |               |

Mr. McHargue said that if the RDA chose to do some of the other projects, instead of the rail spur removal, they would be done as partnerships. There was a discussion about road impact fees and the rail spur removal. Councilmember Riley felt that there was enough support to have a tax to get the overpass built. There was a discussion about bonding against the sales tax revenue.

Councilmember Riley reiterated that there was enough support from the residents to complete the overpass. Mr. Church said that it was important to get it built so that everyone who builds a home near it knew it was there. He added that everyone that had already built paid the impact fees and the city needed to spend the funds. There was further discussion about how to fund the overpass, the FrontRunner Station, and parking structures. Councilmember Riley felt that the FrontRunner Station had to be built and did not want to cut corners on the city's vision of the area.

There was further discussion about the rail spur removal. Councilmember Flake felt that removing the rail spur was a risk worth taking. Mr. Overson recommended that the city require Union Pacific to give some concessions.

A short break was taken at 2:57 PM. The meeting resumed at 3:05 PM.

**PRIORITIES AND ASSIGNMENTS FY 2019**

Mr. McHargue stated that they would be discussing the City's priorities for the coming budget year.

- Recreation – Youth Soccer – it could run at a net zero for the first year. There would be a onetime cost for goals, equipment, etc. Other sports would cost the city money. Councilmember Earnest asked about the Li'l Sports League. There was a discussion about the Li'l Sports League and other cities' programs. Mr. Overson asked about the financial costs to the parks budget for striping the fields, etc. Mr. McHargue replied that it would be covered by the entry fees.
- Flag Football – 12 years and younger and separate adult flag football
- Send out a survey to the residents about retail restaurants, businesses, etc. that they would like to see in Vineyard
- Send out a survey to the residents about the General Plan
- Software program for the General Plan (He used example of the Eagle Mountain interactive map for their General Plan)

- Marketing firm to produce and run surveys for the city – third party, not create a bias, use universities
- Develop a plan for the parks and open space
- Consultant groups for Economic Development and General Plan – They would develop market studies to target industries, develop an infrastructure plan, etc. There was a discussion about EDCUtah and retail business conferences
- Hold a “First Friday New Business” Conference – invite guests to present and also invite potential Vineyard businesses to the conference
- Bring IT in-house or switch to a larger company to meet our growing needs
- Fiber infrastructure – the developer recorded an easement over their entire land that gave the right to First Digital to provide services
- Public WiFi – in parks, etc.
- Hire an arborist to review every tree in the city before the city pays for replacement of dead trees. There was a discussion about the trees throughout the city and specifically the WatersEdge development.
- Fire and EMS - Fire station required within five years after reaching 7500 Equivalent Residential Unit (ERUS). Mr. Overson said that as fast as land was selling and developing the city could not wait until they needed the fire station to decide where they were going to put it. Mr. McHargue stated that he had spoken with UVU to partner on a building on their site with their Fire Academy.
- Additional space for the Sheriff’s Office. There was further discussion on the Sheriff’s office and a fire station.
- Facilities at Gammon Park – plan to remove the old house, cottonwood trees, and the concrete path. Plans for a Library in the front part of the old offices/Town Hall. Use old council chambers for rec programs and also allow people to rent it out.
- Public works facility on the north end of the city near the Lindon Marina.
- Alpine School District was looking at purchasing additional property for another elementary schools.
- Usable open space. Making sure the land was being used appropriately.

Mc. McHargue said that he would take the information from today’s meeting and work on a budget. He said they would be holding a budget meeting with council in the near future.

Sergeant Rockwell mentioned the Vineyard was eligible to have a representative sit on the North Valley Animal Special Service District Board.

Mayor Fullmer asked council to let her know if they wanted to sit on any boards or commissions. Mr. McHargue suggested that staff be included as well.

## **ADJOURNMENT**

**Motion:** COUNCILMEMBER JUDD MOVED TO ADJOURN THE MEETING AT 4:09 PM. COUNCILMEMBER FLAKE SECONDED THE MOTION. MAYOR FULLMER, COUNCILMEMBERS EARNEST, FLAKE, JUDD, AND RILEY WERE IN FAVOR. MOTION CARRIED UNANIMOUSLY.



MINUTES APPROVED ON: February 28, 2018

CERTIFIED CORRECT BY: /s/ Pamela Spencer  
PAMELA SPENCER, CITY RECORDER