

**Pleasant Grove City Council Budget Retreat Minutes
Friday, February 15, 2013 and Saturday, February 16, 2013**

Friday, February 15, 4:00 p.m.

PRESENT:

Mayor:

Bruce W. Call

Council Members:

Cindy Boyd

Lee Jensen

Cyd LeMone

Jay Meacham

Staff Present:

Scott Darrington, City Administrator

Dean Lundell, Finance Director

Tina Petersen, City Attorney

Kathy Kresser, City Recorder

Lynn Walker, Public Works Director

Degen Lewis, City Engineer

Marc Sanderson, Fire Chief

Ken Young, Comm. Dev. Director

Deon Giles, Parks and Recreation Director

April Harrison, Arts and Culture Director

Mike Smith, Public Safety Chief

David Larson, Assistant to the City Admin.

Camden Bird, Intern

Randy Sant, Economic Development Consultant

The City Council and staff met at the Fox Hollow Golf Course 1400 North 200 East, American Fork, Utah.

AGENDA Friday February 15, 2013

1. CALL TO ORDER

Mayor Call called the meeting to order at 4:00 p.m. He then called roll for the Council and noted that Council Members Boyd, LeMone, Jensen, and Meacham were present.

2. MAYOR'S WELCOME

Mayor Call commented that before starting the business items, he wanted to do a presentation. He then showed a picture of a gentleman and asked if anyone knew who he was. He explained that the man immigrated to the United States when he was 22 years old, but was born in Hungary, where the last name is written before the first. His first name is Mihaly and his last name is Csikszentmihalyi. So his full name Mihaly Csikszentmihalyi. In the 60's he took a look at what made people happy, what makes them content, what makes them satisfied. He did an experiment where subjects carried pagers for quite a few years and he would randomly page

somebody to find out what they were doing right then and what their happiness level was. He kept track of thousands of data points trying to figure out what made people happy.

Csikszentmihalyi then started to theorize that happiness had to do with their actions, their challenge level, and their skill level. Skill level is the capacity to accomplish a certain task and challenge level is how tough the task is. His original theory (before he collected all his data) was that people were most content when their skill level matched the challenge level of the task: that is, that when the skill level and the challenge level were about that same, people would find the most contentment. He further theorized that when the skill level is higher than the challenge level, a person is even happier. In other words, the theory was that if the task someone has to accomplish is easier to accomplish because their skill level is higher than the task's challenge level, they will be more content and happier. When it was all done, [his theory] was all wrong.

Here's what Csikszentmihalyi actually discovered: it turns out that for most people, when the skill level is low and the challenge level is low, they have nothing but apathy. They don't care; it doesn't matter at all. Not surprisingly, when the skill level is high, but the challenge is still low, they feel boredom: "I can do this with my eyes closed. Why do I even bother?" If the skill level is dropped to low while the challenge level is raised to high, or in other words, the ability to do the task is very low and the challenge is very high, anxiety comes in. So obviously, the ideal level is where the skill level is high and the challenge level is high. Csikszentmihalyi called that ideal "Flow" and he wrote a book called "Flow" about achieving the state of flow (and many others have also written about it). The concept is also found to be cross-cultural and throughout history—it's even embedded in some Eastern religions, as Zen or Feng-Shui, or the idea of everything being perfect or at peace, while still accomplishing something. Csikszentmihalyi may even have gotten the term "Flow" from Bruce Lee, who was quoted as saying that when he's really into the practice of martial arts, it's like being carried in a river or stream. In the athletic world, they usually call it being in the "zone." You just can't miss, but that's not because it's a simple task; it's usually challenging.

When Csikszentmihalyi was really doing research on it, he found that it happened almost always to artists and athletes. For example, it took Michelangelo 4 years to paint the Sistine Chapel and he would paint for days on end, and ignore everything, including eating and sleeping. Nothing temporal mattered while he was in the "zone" or the state of "flow." He would finally crash and sleep for 12 hours before getting right back into it.

The interesting thing is that as they studied it more, they wondered why it was restricted to just athletes and artists, and they realized that actually all of us experience it, but not always very often or very publicly. Almost everyone experiences a state of flow in some situation (like a PTA mom putting on a 5th grade play). So they started asking, "What can we do externally to encourage reaching a state of flow more often or for longer periods of time?" They found that there were three requirements for achieving and maintaining a state of flow. One is that there has to be a clear goal or objectives. The second one is that there has to be immediate feedback; not external feedback like applause, but rather the ability of the individual to see the landscape change and shift. The final one is level of confidence, or being confident that you can accomplish the task. Csikszentmihalyi calls it a balance between perceived challenges and perceived skills. He's very careful to say "perceived" because it doesn't mean that externally, everyone thinks you're a great basketball player, so you have great skill. It's just that in the zone, you know you can take on anybody (if you're a basketball player). Or you know that that piece of marble that you're sculpting has no chance against you, because you are supremely confident in your perceived ability, even knowing that it's a challenge. One example is the NCAA championship of 1981 (BYU against Notre Dame). With 8 seconds left, Danny Ainge was given the ball. His

brother and father were in the stands and they both said that as soon as the ball got inbounded to him, they both stood on their feet and started cheering because they knew the game was won; all they had to do was get it into Danny's hands. There was a clear objective, immediate feedback (Ainge made it past all 5 of the Notre Dame players) which he adjusted to, and then there was almost inevitability to the outcome.

Here's the point. We all get the chance to be in a state of flow here and there. Now that we know what's required for that state, we have a better chance of achieving it more often.

Mayor Call then asked Chief Sanderson to comment on how "flow" relates to an EMT on call. Chief Sanderson said that it boils down to the nature of the call. The call causes an immediate adrenaline dump, and once more information is in, the stress level of the responder may increase or decrease. He said that responders then have an opportunity to develop a game plan and recognize the potential of treatments and have kind of a vision; then at the scene, in only a couple of minutes, responders can get in the zone and enact their treatment plan and actually save a person's life—or they can fumble around and complicate the process. Their experience and level of confidence really determine the outcome.

Mayor Call commented that when EMTs are in the zone or state of flow, they have a focused intensity where everything else is shut out. Those situations have a constantly changing landscape. The same happens with police officers on the scene and even with the street and water workers. He said that since the department heads were in attendance at the meeting, they should consider how to get their employees into a state of flow more often and for longer periods of time, and then think about the question, "Do you want employees who are apathetic, bored, or anxious?" Mayor Call commented that department heads could achieve this (knowing the three things are required) by setting clear goals, something with feedback, and providing employees challenges that meet their skill sets, so that their perceived skills are matched by the perceived challenges. Knowing this is a really great management tool for anyone that deals with personnel. He said that this discussion about the state of flow was how he wanted to start the meeting, to help the attendees in their departments, and also because studies on organization flow show that the concept is applicable to organizations like cities, which require the individual parts and people to be in a state of flow more often, for longer periods of time.

Administrator Darrington asked whether the meeting needed to be opened.

Mayor called the meeting to order at 4:00 p.m., noting all council members except Council Member Robinson were present.

3. OPENING REMARKS

Director Lundell offered the Opening Remarks.

4. ECONOMIC DEVELOPMENT DISCUSSION

Administrator Darrington directed attention to a discussion of the status of the deal with the doTerra company, participation from the other entities, and what the City is working on to get the school district on board. He explained that Randy Sant, Economic Development Consultant, would be reviewing costs for the doTerra deal. He also said that when the City gave doTerra numbers, approximately 6 months ago, it was with regards to a \$4.5 to \$6 million incentive. However, the variable has been the school district. Even though the \$4.5 million seems difficult to get to, it was the number quoted to doTerra that made them comfortable choosing Pleasant Grove. The school district's participation in the incentive is still undecided. Administrator

Darrington explained that Mr. Sant has run the numbers and determined the incentive funding possibilities for the City, examining how much extra sales tax will need to be used based on the level of participation from the schools. He then turned the time over to Mr. Sant.

Mr. Sant thanked the council for the opportunity to meet with them and emphasized how important the meeting was to discuss the final steps of the deal. He said that GOED has provided a significant incentive to doTerra to come to Pleasant Grove and that doTerra has decided to do so, if the incentive is finalized. It will be a fantastic company for Pleasant Grove, and the opportunities it brings will be great for the community. He then explained that he would review the numbers for incentives and the possibilities for reaching those numbers. The City has offered the low end of the incentive, which is \$4.5 million; doTerra's investment will be a minimum of \$50 million into the project, of which \$25 million will come from their private equity. The completion of the office building, however, may cost as much as \$160 thousand. The City initially approached all of the tax entities to participate at a rate of 75% of the tax increment. If they did, it would take the City 14 years to pay back that incentive. If they decided they didn't want to go at the 75% or wanted a longer period of time (20 years), then it would be 53% of everybody's tax increment off of the growth. The anticipated property tax for the doTerra building would be \$8.9 million over 20 years, or \$448,221 of new property tax generated by the development. Though the school district initially stated they would not participate, after a meeting with Administrator Darrington and doTerra, they indicated they might participate, and mentioned possible participation between 0% and 25%.

Mr. Sant explained that the numbers being shown at the retreat are in the event that everybody participates except the school district. Everybody else has agreed to a 75% participation, though they would prefer to get it down to 53%. The county has made a commitment to try to convince Alpine School District to participate, and they have a meeting next Tuesday. If the school district were not to participate, the City would have a shortfall of \$2.4 million, which would be equivalent to the City contributing \$122 thousand of the sales tax that would be generated from doTerra each year for 20 years. If the school district participated at 15%, that \$122 thousand would drop down to \$79 thousand a year. If they participated at 20%, it drops down to \$64 thousand, and if they come in at 25%, it would drop to \$50 thousand participation. The first year of development is estimated to bring in about \$227,850 in new sales tax (which is only the .50, not the .1 if you take in the population portion, so it's probably higher than that). If the school didn't participate, then the City would be giving almost 50% of the sales tax as a set payment (which could be paid off faster). doTerra has projected about 2% increase annually, so that with that 20 a year, there would be \$507 thousand dollars of new sales tax from the project. To go forward quickly, since doTerra is ready, the City would need to commit that even if the school district doesn't participate, the City is willing to make up the difference with sales tax; the City would bind to that with doTerra. Another option would be to have the City give 100% of the property tax to the Development agency, which would mean that the sales tax requirement could drop by about \$20 thousand a year.

Administrator Darrington asked if there is any benefit to that option. Mr. Sant replied that the decision would be based on whether the City prefers less sales tax than property tax. The options are not materially different, but are provided because other cities have made the decision to put in 100% of the property tax and reduce the sales tax. Council Member Jensen asked for clarification for what advantage it was for cities that had chosen that route. Mr. Sant replied that he wasn't sure there was a specific advantage, but that it was simply a matter of budgeting preference. He stated that if the City was comfortable with sales tax participation, they could move forward now (even before the school district made a final decision). To proceed, the City must finalize the creation of the project area (the plan is done and notices are ready to go out to

property owners), and set a date for the public notice. The City must also do the negotiations with doTerra on their development agreement and commit to participation, get interlocal agreements in place quickly, and finalize the participation of the Alpine school district.

Mr. Sant suggested the timeline as follows: after adopting the resolution creating the survey area and drafting the plan in the budget (which much still be finalized), the City would send out notices on March 8th to the project owner that there will be a new project area, then hold a public hearing around April 9th to create the project area. Following this plan, the project area would be created on April 9th, and the City could adopt the interlocal agreement as a redevelopment agency the night of April 9th. Mr. Sant noted that it was an “aggressive” schedule, but expressed his confidence in its feasibility. He then thanked Administrator Darrington and his team and the City Council for their help, crediting the incentive that GOED gave to doTerra (the largest he’s seen given to an existing company during his 30 years in the business) to the support the City has shown for the project. He said that in his mind, the best news is that doTerra is ready to commit to Pleasant Grove, and the worst news is that the City may have to put in more money than originally planned. He also clarified that the City’s agreement with doTerra is only a commitment to Phase I, though a proposal for a larger campus has been brought up. Mr. Sant said there may be possible future projects, but the City is not obligated to commit to them. Mayor Call then asked if the council members had any questions for Mr. Sant.

Administrator Darrington provided additional information on the project, and stated that on February 19th, there is a scheduled meeting with Rob Smith, who is the determining factor for whether the school district will participate. Administrator Darrington and Attorney Petersen will be in attendance, as will Cory Lindley from doTerra and Commissioner Ellertson. Administrator Darrington stated that Commissioner Ellertson plans to ask the school district to participate with 53% over 20 years (which the district had previously refused). Administrator Darrington hopes that the school district will participate at least at the 25%. At a meeting on the 26th, the facilities committee will make their recommendation to the school board regarding the district’s level of participation. Following that timeline, the City should know what the district plans to do within 10 days. Administrator Darrington suggested that since the 26th is a Council Meeting night with nothing scheduled for the agenda, it might be a good idea to go to the school board meeting that night, and stated that he would let the board know there will be some Pleasant Grove City representatives in attendance.

The Mayor asked if there were any objections to Administrator Darrington’s suggestion. None were made. Administrator Darrington said he would obtain and distribute more information on where the meeting will be held. He also explained that his understanding is that the district is considering between 15% and 25%, and suggested that if the district needed incentive to go 25%, the City could consider deeding the ball field over (which is worth \$100,000). The school district’s participation at 25% would save the City approximately \$600,000 in sales tax over 20 years. Administrator Darrington noted that he had not made a formal agreement about the ball field, but mentioned it as a possibility to help the school district get to the 25%, because even though it would mean more from the City at first, it would save money in the long term. He asked that if the Council is not amenable to that possibility, he be informed before the Alpine School District Meeting.

Mayor Call reiterated that the worst case scenario is to have no participation from the school district, and asked if that deterred the Council members from wanting to have doTerra build in the City. There were no stated objections.

Mr. Sant said he would let the consultant for doTerra know that the City is ready to offer the incentive and arrange a letter of commitment between doTerra and the City for the incentive of \$4.5 million. Administrator Darrington said Rob Smith is not sure how the school board will decide, though Smith may be influential in this decision. Administrator Darrington also stated that he himself had sent an e-mail out February 14th, concerning publicizing information about the deal. The decision was left up to doTerra regarding when they wish to publicize (since the announcement is scheduled to appear in the Daily Herald), but the City will not release the information to City social media till after the school district meeting and the doTerra groundbreaking ceremony, out of concern that such attention might deter school district participation.

Attorney Petersen asked how effective Administrator Darrington thinks Commissioner Ellertson's recommendation to the district for a higher amount of participation will be. Administrator Darrington replied he does not expect that the district will participate at a higher number. Mr. Sant commented that he believes there will have to be sales tax participation in the project, but that it will be worth it. He thanked the Council for their input and mentioned that the dates he had set may be variable since Administrator Darrington will be out of town on April 9th. Administrator Darrington stated that March 7th is the groundbreaking day for doTerra, then further discussed dates for site plans submission and the review from the planning commission. He stated that the process is expected to go smoothly, despite some earlier internal concerns from the planning commission. Administrator Darrington reiterated that he wants to make sure doTerra is a priority right now.

Council Member Jensen asked whether doTerra will accept the \$4.5 million and Administrator Darrington stated that there was an acceptance letter for that amount. Council Member Jensen then asked whether the GOED money had any impact on the \$4.5 million, to which Mr. Sant replied that the GOED money was post-performance and tied to jobs, and that the job tie-in can be used by the City for the City incentive, but the money itself cannot. The City's incentive is tied into the cost of the infrastructure and permits fees, and has been set since October 2012.

Council Member Jensen commented that the sales and property tax is estimated at about \$250 thousand the first year and will go up 2% projected in the next year, which Mr. Sant confirmed. Council Member Jensen then asked whether there are any other revenue streams directly from doTerra during Phase I. Mr. Sant said there are not, although there will be an increase in the franchise tax. Mr. Sant also clarified that the CDA can participate in sales tax and that there will be an equal or better return to the City with the revenue flows from doTerra, including the franchise tax and utility fees. Council Member Jensen asked whether additional phases of development would require additional incentive. Mr. Sant replied that the City is not planning on that, and that doTerra has not currently asked for it. The current commitment by doTerra is to build at least a 130,000 square foot office and a 35,000 square foot call center with an investment of \$50 million, in order to get the \$4.5 million incentive. Administrator Darrington also clarified that if the sales tax revenue ends up being lower than the projected amount, they City would be freed from its obligation to pay the full incentive; the incentive is tied to performance.

Council Member Jensen asked what the infrastructure costs to the City will be. Mr. Sant replied that they are very little. Administrator Darrington explained that doTerra must make improvements on 1300 West and PG Boulevard; their cost for improvements will be paid back by the City over time, with the taxing. The light signal being installed is part of the development cost, while water/sewer infrastructure is already in place. doTerra is being charged the same as other developers on upfront costs, but the City will be paying it back to them once the company starts generating income.

Council Member Jensen asked for clarification on the relationship between the \$250 thousand on sales and property tax, and the amount to meet the \$4.5 million and the payback. Mr. Sant clarified that doTerra will, like other developers, pay the building fees and impact fees and infrastructure, but the City will reimburse them (with the \$4.5 million incentive). In essence, the City is participating with its percentage of the property tax. Administrator Darrington further clarified that if doTerra's development costs come in lower than projected, they City would still pay \$4.5 million, and if their development costs come in higher, it shrinks doTerra's margin. He stated that doTerra's development costs are likely to be under \$4.5 million, so the difference in cost will be a general incentive toward the price of the land or whatever the company chooses to use it for. Mr. Sant stated there is very little risk to the City, because the incentive is post-performance and Administrator Darrington further clarified that this deal is different from the Hammons deal, since this one is back-end.

Mr. Sant asked for further questions and when there were none, thanked the Council again for their time.

5. YEAR IN REVIEW

Administrator Darrington headed the discussion of the year in review, looking at meeting minutes and discussing what was accomplished in 2012 and what is upcoming in 2013. He mentioned that the review is not comprehensive and that the second half of the year seemed more productive than the first half, according to his notes.

The City arranged with Metro Water of Salt Lake and Sandy to dump excess water into the Murdock canal during storm run-off. The City participated in the Great Shakeout on April 17, which opened up the EOC and during which the police and fire staff respond at schools; the event helped with additional information for emergency management. In April, there was an open house for the civic center project, which had a large turn-out with good feedback (about which there was a write-up) and the opportunity to talk with residents one-on-one. Mike Smith was appointed Police Chief. The City restricted fireworks east of the canal (this decision which will be revisited each year). Attorney Petersen pointed out the restriction was related to the dry year's fire restrictions and Mayor Call further clarified that it was by request from the governor. General discussion from attendees followed concerning cities' rights to restrict fireworks.

Administrator Darrington then continue the year in review. The City approved Sunday beer sales, executed a utility relocation agreement for the Murdock canal for less cost than anticipated (thanks to the efforts of City employees). The City held the second year of the clean-up main street event, with Administrator Darrington hopes it will become a tradition. The City also chose ESP contractors as the on-call contractor, began a new fitness lease program, decided to allow schools to do banner advertising on their property, hired a new economic development consultant (Mr. Sant), and finished the road condition inventory project. The City also joined CCAP which has entered a lawsuit with TSSD, had a ribbon cutting for the new Maverick store, began advertising at Water Gardens Theater, and implemented a temporary zoning ordinance (which expires in February) to work on multi-family housing issue. There was a brief general discussion about the extension of said ordinance. Administrator Darrington then continued the year in review: the City purchased new dispatching software, approved new road impact fees, created an Arts and Culture Department and promoted April Harrison to director of that department, approved new base usage for those with no secondary water access, held a Police Citizen's academy, and conducted a jurisdictional transfer of 2000 W. The City also opened a concession stand at the rec center, and approved a commercial site plan for McDonald's (which is not yet under construction). During the year, the 700 S Sewer project delayed some other projects, but

the City did secure property for a storm drain detention basin, participated in the well improvement project, continued work on Lindon Hollow (for storm drain containment), hid the Grove Creek and Battle Creek pipe lines, and approved the Adams Grove subdivision and Orchard Grove subdivision, as well as an Ivory Homes development. The City also separated the Manila water system between Pleasant Grove and Cedar Hills, approved the Steeple Chase development, purchased a slide for the swimming pool (which has been a big hit), demolished houses on Locust Ave and landscaped the area, and approved Somerset and Maple Grove, and the land for a fertility treatment center. Administrator Darrington expressed his belief that all of these actions have helped secure the future for the City.

Council Member Jensen asked about what is occurring in finding a property management firm, to which Administrator Darrington replied that he has upcoming meetings regarding the matter. Administrator Darrington said with regards to the Mark Wheldon building, ASEA has announced its purchase of a good portion of that. He also mentioned that the City purchased a detention basin next to Adams Grove. Additionally, the City created a mission statement of values which will be supported by each of the departments. And finally, the City also created the PROUD program/initiative with Council Members LeMone and Attorney Petersen, with additional help from Chief Sanderson, Recreation Manager Nielsen, and Director Giles.

Administrator Darrington then asked Council Member LeMone to speak about the PROUD program. Council Member LeMone talked about the regular meetings on the second Wednesday of each month. At the meetings, attendees are currently breaking down the PROUD acronym to discuss each of the words and how to achieve it in the departments. For the last meeting, Scott Wells spoke about sales and dealing with difficult customers. At meetings, they have also spoken about understanding the employees (minutes of this meeting will be sent to staff to keep them updated). Last year's meetings included participants from successful businesses that discussed their customer service initiatives. It has helped participants be aware of customer service in the City and notice customer service in all aspects, making them aware that the City employees have an obligation to support good customer service, which helps achieve the goal of making the City the "best run city." Council Member LeMone then expressed her thanks for the support from the staff for this project.

Administrator Darrington mentioned that the PROUD program does tie in with the city vision and that there has been better customer service because of the program. An initial city survey showed high satisfaction with customer service, but the PROUD program should make customer satisfaction even higher, as employees get more formal training on customer service, through training from the PROUD meeting attendees. He also commented that if there is no conscious effort towards improvement, there will not likely be any improvement. Administrator Darrington shared that because he has the PROUD standard in his email footer, he had another city's manager ask to find out more about the initiative so they can incorporate it. PROUD will help Pleasant Grove become a leader in the state.

Administrator Darrington also mentioned the passing of the former economic director, Richard Bradford, and discussed his good influence on the city.

6. DEPARTMENT REPORTS

Administrator Darrington then asked each department head to give a brief report of events from the year. Chief Sanderson said that the biggest help to increasing service level to the fire department the past year was the ability to staff a second ambulance. The fire department is keeping track of how many fire and medical emergencies would not have been addressed without

the additional personal and service. Between December and January, the fire department was able to pick up approximately 45 additional fire related and 18 medical transports (through which the cost for the program will be recovered). The department is no longer reliant on Lone Peak, American Fork, or Orem to handle those calls. Going forward, Chief Sanderson stated that he believes the numbers will support or possibly enhance the continuation of this project. He also mentioned he is not yet sure how the Affordable Health Care Act will affect the staffing in the department, but that Attorney Petersen will be attending a meeting with the State Utah Fire Chiefs Association next month, to understand the situation better. However, even with the 29 hour limit for part-time staff, the current schedule for March was filled with the 7 full-time and 38 part-time staff members.

Administrator Darrington also asked each department head to discuss how the department has accepted the new PROUD standard. Chief Sanderson explained that the fire department implemented a morning staff meeting Monday through Thursday, with a briefing including touching base on customer service and the mission and vision. They also incorporated a fire department survey on the City website to get feedback on public contacts. They received only 2 responses, but both were positive. Council Member LeMone passed around a thank you letter a young girl sent to the fire department, which Chief Sanderson had shared previously, commenting that the response showed that the fire department goes above and beyond with being dedicated to the job.

Director Walker stated that the public works department accomplished a lot. The department staff was initially concerned that the idea of “extra service” might mean additional cost, but during the winter when there was 9 inches of snow 2 days in a row, the department got more compliments than complaints about how they handled it, though they hadn’t changed anything with regards to their service. Director Walker expressed the belief that the positive response the department received is due to the positive approach throughout the City toward customer service. The department also received a phone compliment about road repair. Director Walker mentioned that doing street repair during the winter would require a \$180 thousand machine; although there is a lot of equipment the public works department could use, there are still many ways the department can improve, including their interactions with counterparts. At a recent large scale utility meeting, they had phased out some UDOT involvement, which will require more one-on-one interactions from department staff. While Orem City has expensive electronic equipment to locate utilities connections, the Pleasant Grove staff does the best they can with their equipment. Director Walker stated that all the employees can do better and that it is important to get everyone involved in “eating the elephant one bite at a time.” He shared a story about a disagreement between individuals he worked with, which he addressed by having them work it out between themselves. Director Walker said he feels the PROUD initiative has already made a significant difference with the member chosen to participate in the meetings and that he would like to assign another employee to have the opportunity to go to the meetings. Council Member LeMone said that the employee participating from Director Walker’s department had shared a story about getting a good response simply from using “please” and “thank you” on door notices.

Administrator Darrington commented that the departments are to implement their vision as they go along, and it is an ongoing process, with each at its own pace. Director Walker stated he feels the public works department is severely limited in fulfilling their vision because of lack of funding. Administrator Darrington shared the idea that a vision is created not using a lack of resources as an excuse for not accomplishing the vision, but with the understanding that some parts of the vision will take resources. Departments or employees should not feel helpless because they don’t have enough money, but figure out what is needed to be the best (including cost), and then manage each piece as they can. He said that one example might be that if the

department needs \$118 million to create the best roads in the state, they can work toward that, but start with a million at a time. The dream is to be the best, figure out what to do, and then start doing it, even if the accomplishment of that goal is 20 years away.

Council Member Boyd shared a story about Hyatt Hotels and how they allow employees some discretionary money to use toward customer service. She mentioned that it might be a possibility to implement a program for discretionary customer service money for the departments, possibly setting aside \$1000. Administrator Darrington replied that although the topic hasn't come up before, the department heads have discretion over their funds and could examine their spending and bring plans to him for spending some on customer service. Council Member Boyd asked whether each staff member understands that discretionary money to customer service might be an option, and was assured that they do.

Attorney Petersen explained that her department had acquired a case management system at no cost to the City, through the state prosecutors' association. The system is called NIMS, and has helped with efficiency and reduced paperwork. It replaced the old Word Perfect document tracking system that has been in place since Attorney Petersen began working for the City. Additionally, the department hired a very good legal assistant (Tim Reed) who received the customer service award from the administration department, who also thinks outside the box and is efficient. He has devised ways to save paper and postage. Chief Smith also mentioned that Mr. Reed brings donuts to the police department on Fridays, and Attorney Petersen mentioned that the cost of donuts for the police department (and for City Hall) is from Tim's own pocket, so they'd look into giving some discretionary money for that. She also wanted to point out that although her department is small; it is involved in approximately $\frac{3}{4}$ of the projects covered during the year in review. Mayor Call shared an anecdote about a company who put out a suggestion box, with a \$50 prize for whoever came up with the best suggestion. The guy who won had the suggestion, "Knock it down to \$25."

Chief Smith discussed how the City officers were involved with a major crimes task force that focused on drug activity and their year-end report was that in 2012, they seized 10 pounds of cocaine, 64 pounds of marijuana, 36 pounds of methamphetamines, 20 pounds of spice, 1575 dosage usage of pharmaceuticals for a total of \$3 million taken off the streets, with an additional $\frac{1}{2}$ million in cash seized. During 2013, there was already 20 pounds seized. Administrator Darrington asked whether those seizures were in Pleasant Grove City and Chief Smith explained that many were from Las Vegas drug cartels. Investigative work is also done more locally, tracking and seizing drugs that have been introduced through Las Vegas or elsewhere. Chief Smith also talked about the school walkthrough program. Officer Austin Edwards was doing a walkthrough at the Lincoln Academy, and a school teacher told him there had been an incident with a student who was suicidal without anyone being aware, until she came forward; the student told her parents the reason she didn't kill herself was officer Dane Kanavo and the Nova program (the funding for which was approved by the City Council). Council Member LeMone expressed her admiration for the police department and the walkthrough program. She showed a picture of Officer Edwards during a walkthrough, and discussed how the program was well-received and the feedback from parents about the experience was also positive. Chief Smith shared a story about Officer Edwards hugging a child who needed attention.

Director Young passed out a handout on community development projects in 2012. He summarized that building development is on the upswing in the City and said he expects more building and continued upswing, including the new doTerra building and a Walmart building. The multi-family issue has been an ongoing project, including Steve Allred and other developers. He also said the department has been working on parks and recreation master plan and a trails

master plan. The community development office has also started using a new electronic data management filing called iWork, which allows all the development plan files to be recorded electronically, allowing for more efficiency. The system was not implemented in all departments, but was the best option for building and planning. Director Young shared an anecdote about customer service, regarding a pickle jar: one restaurant had a jar of free pickles and customers could take a pickle on the way out. When a new owner came in, they did away with the jar and realized their business wasn't doing as well; customers felt they had lost the "Thanks for being our customer" feeling when they lost the pickles. Director Young stated that they have the "Thank you" pickles for their department and it's their way of supporting the PROUD initiative.

Director Giles talked about his department's mission statement, and about their utilization of a training program for each of the different groups in the department, as well as a safety rewards program. The department is also working on impact fees for parks, and has created the "PG-13 program (which outlines the standards for the parks and grounds). Other projects include the restoration of the Lion's Club building (despite set-backs with timing), preparing for walkways for senior citizens, and preparing for the Murdock Trail opening events. Programs that will be started soon are master plans and business plans for the cemetery. The key strategies discussed at City meetings have been helpful and are reviewed frequently.

Assistant Larson explained that since he took the executive member position for the Chamber, there is also a new president of the Chamber and a lot of excitement about new bylaws and organization, with a focus on creating value for membership. The chamber website will also be updated and there will be new opportunities for businesses to get involved in the Chamber. There are a lot of new members participating who have a great desire to help; they want to help welcome new businesses to Pleasant Grove and support the ones currently in the city. Administrator Darrington noted that Assistant Larson does more than just the chamber projects, he helps him with various tasks. Council Member Boyd discussed the new business and resident packets which should be a good customer service tool for new businesses in the City, and come with a magnet with local phone numbers for residents or businesses to use. There will also be marquee announcements for new businesses which come in to the city. Assistant Larson commented that both resident and business packets are already being given out, with an included certificate in the business packets saying Pleasant Grove supports them, and a \$1 bill as their symbolic first dollar. Council Member Boyd added that this project includes not only large businesses, but also home businesses.

Administrator Darrington asked Intern Camden Bird to speak. Intern Bird said he is planning on taking a position in San Antonio and expressed that he'd enjoyed working with the city employees. Council Member Boyd expressed the City's strong support and appreciation for the City interns.

Director Harrison talked about how wonderful the Lion's Center looks, thanks to the hard work of Director Giles and others, while lamenting that scheduling of the facility is still an ongoing difficulty. She explained that the Strawberry Days Committee has been meeting and working on the bylaws. The Heritage Days Committee (chaired by Heather Pack) is also planning upcoming celebrations. The historic commission is still going through material from boxes acquired previously, and plans to review more material acquired from Beth Olsen's house for valuable City information, with the ultimate goal of getting the information digitized. Director Harrison also spoke about the city library, which also gets "thank yous" for outstanding customer service. The library acquired a new self-checkout machine, funded partially from a grant and partially from budget, which is finally operational. The machine should free up staff to improve customer service. The North Utah County Library Cooperative added Highland City library as a

provisional member (until they reach full membership) while Eagle Mountain library is now a full member. The Overdrive book system (which provides downloadable books and audio books) is very popular—the Pleasant Grove library is ranked 15th in the state for usage. The library staff also participated in a “Bring Your Own Device Day” which brought in a record number of citizens (over 65 in 5 hours, to participate in one-on-one tutoring sessions from staff members). Upcoming events include a chocolate sale fundraiser for the library around Mother’s Day as well as a writer’s conference in September. Customer service training has been well-received and the representative chosen to attending the PROUD meetings has done a great job of making the training enjoyable. Director Harrison stated that she has always striven for good customer service, asking for employees to have a “Song in their heart and a smile on their face.” Council Member LeMone commented that that the library employee participating in the PROUD meetings is a good asset.

Recorder Kresser explained that the front area of the City Hall offices has been re-arranged, in the hopes of making it more customer friendly and inviting. Some employees have also been reassigned to other tasks, as Anna Manwell will help with cemetery payments, as well as dental billing and impact fees, and assist with elections. Jayne Morris is in charge of utility payments, purchasing, and will begin working on an inventory of all the supplies. Scott Wells does utility billing and meter readings. June Purdie is the front office receptionist, who greets callers and walk-ins, handles the city newsletter, and may be taking on additional duties for the fire department. Eileen is a new employee and handles utility payments; she is very friendly and is also helping organize resolutions and such. However, Andrea the transcriptionist has resigned. The microphone system is still being organized and fixed, and the ShorTel phone system is still being adjusted. Upcoming projects include a plan to get the reports, minutes, and agendas posted to the website to be more accessible, and to create a vision for the department. Attorney Petersen commented that Eileen is a good example of being PROUD with customer service. The focus with her hire was on getting someone who is good with customers, who can then be trained in duties associated with the job. Engineer Lewis commented that you can teach anybody to drive a motor coach, but you can’t always teach a bus driver to be a tour guide; it is important to hire the right people.

Engineer Lewis explained more about the engineering department employees: Clarence Flegal is an excellent employee with lots of experience in construction who helps protect the City’s long-term interests in the infrastructure being implemented. There have also been departmental interns and there is the hope to have full-time hours for an intern for the summer. Since the department is through consultants, it is possible to get contractors that do each type of consulting. Engineer Lewis has been very pleased with Horrocks Engineering and suggests the City maintain that relationship. Using interns and adjusting hours based on project requirements has been a big advantage to the department. Engineer Lewis also commented that employees in his department provide support for the other departments. The engineering master plan is to understand what is involved in each of the systems, including the present monetary value of the system, as well as what it will need to be maintained or expanded in the future, both short-term needs (5 years) and long-term needs (60 years). He mentioned that he is in support of having employees be guidance-oriented without telling consultants what to do. He expressed thanks for help provided by Attorney Petersen with their department’s projects. Engineer Lewis also said that there are a number of complaints before the legislature regarding the way city engineering departments are run and that he was glad the complaints were not about Pleasant Grove City. He believes that the City is doing things to make situations easier for building companies and even received a compliment from one group that Pleasant Grove was easier to deal with than expected. Going forward, Engineer Lewis would like to be able to meet the City’s needs while staying friendly to

companies. The engineering department has to deal with both large professional companies who are familiar with the building process and focused on the bottom line, as well as local residents who need more direction because development is hard for them to understand. Engineer Lewis mentioned that he tries to ensure the department answers the phone quickly and deals well with customers as they come in.

Administrator Darrington thanked the department heads for all their work and said that it is a great time to be working for Pleasant Grove City, with huge momentum for moving forward.

After reviewing necessary arrangements for the upcoming dinner, the Mayor Call called for a motion to adjourn.

7. Adjourn

ACTION: At 6:15 p.m. Councilmember Jensen moved to adjourn. Councilmember LeMone seconded and the motion passed unanimously with Council Members Boyd, Meacham, and Robinson voting “Aye.”

Saturday, February 16, 8:30 a.m.

PRESENT:

Mayor:

Bruce W. Call

Council Members:

Cindy Boyd
Lee Jensen
Cyd LeMone
Jay Meacham
Kim Robinson

Staff Present:

Scott Darrington, City Administrator
Dean Lundell, Finance Director
Tina Petersen, City Attorney
Kathy Kresser, City Recorder
Lynn Walker, Public Works Director
Degen Lewis, City Engineer
Marc Sanderson, Fire Chief
Ken Young, Comm. Dev. Director
Deon Giles, Parks and Recreation Director
April Harrison, Arts and Culture Director
Mike Smith, Public Safety Chief
David Larson, Assistant to the City Admin.
Camden Bird, Intern

The City Council and staff met at the Fox Hollow Golf Course 1400 North 200 East, American Fork, Utah.

AGENDA SATURDAY, FEBRUARY 16, 2012

1. CALL TO ORDER

Mayor Call called the meeting to order at 8:30 a.m. He then called roll for the Council and noted that Council members Boyd, LeMone, Jensen, Meacham and Robinson were present.

2. OPENING REMARKS

Engineer Lewis offered the Opening Remarks.

3. MISSION AND VISION

Administrator Darrington led a discussion about mission and vision values (utilizing hand-outs). He said that the city mission and vision are in place and the key strategies are a way to get the vision accomplished. Administrator Darrington, Assistant Larson, and the department heads met and Assistant Larson assembled the information from that meeting so that it can be used as a task list or a goal sheet. For each project the City is working on, there is a project title, a note of which key strategy the project is related to, a designated project leader, supporting partners who will help get the project accomplished, and a goal date. Administrator Darrington stated that he asked Assistant Larson to remind employees, by email, as goal dates get closer; this will help keep the visions and goals in the forefront, despite the busyness of day-to-day work. He said that following the agenda, they would review each project and current plans for it for the upcoming year, making notes of items or additional projects to address at a later time. The goal of this review is to ensure that the Council and Mayor get an opportunity to give input on the goals and projects.

The first item is the Citizen's Academy, which will be on-going, and is headed by Chief Smith. The next task for that project is to set a date for the next class. Administrator Darrington asked Chief Smith when the next class would be, and Chief Smith replied it would be in May, probably the 2nd or 3rd week. Administrator Darrington pointed out that for some projects, they have already accomplished initial tasks on the list, and have moved on to additional tasks.

The second project is Communications Plan, External (which covers social media and the city website). Assistant Larson will help oversee the website and social media effort and Recorder Kresser will help as well. Assistant Larson is prepared to view the website every day and take off items that are out of date, or have the website administrator remove them, so the website stays fresh. Then, as new items are brought up, they will be announced on the front page to make them immediately noticeable; Assistant Larson will make sure they are posted. Assistant Larson also runs the Twitter and Facebook feeds. There are now 4 avenues to get information out: the Newsletter, Facebook, Twitter, and the email database (called Constant Contact). June Purdie will continue to do the newsletter, but Assistant Larson will oversee information to make sure it is disseminated. He has already been fulfilling this task: Assistant Larson had inquired about publishing information about doTerra, but Administrator Darrington let him know to hold off on that announcement for now. One idea in the works is to create a video (to be put on the Pleasant Grove YouTube channel). One video is already available on the channel, and a recycling video is close to being ready to post (there will be some video editing before it is posted). With the Mayor's help, Administrator Darrington would like to produce a one minute commercial or promotional video (currently called "We are PG") that shows the employees in action.

Mayor Call asked Administrator Darrington to make sure to discuss the reverse 911 or "City Watch" as a form of external communication, perhaps to make a policy on when to use it. Administrator Darrington asked whether the attendees were familiar with a company called Parlant that does reverse 911 at a higher level, which some cities are trying. There was a general

discussion of some options for external communication (including companies that will link social media site updates). The Mayor commented that it would also tie into the emergency response, and that it was necessary to figure out what the policy for usage is. Administrator Darrington stated he would make sure the topic of policy for usage was discussed.

Administrator Darrington then moved on to the next topic, Communications Plan, Internal. He said that one way to move toward making professional, happy employees is making sure that employees know what's going on; toward that end, Assistant Larson sends employees a summary of the meeting after each council meeting. Council Member LeMone asked to be put on the list to receive that email, to which Administrator Darrington replied that the update gets sent to the PG City emails, but that he would have Assistant Larson start sending it to the council members' personal addresses. Administrator Darrington said the City would also like to do an employee survey to get feedback on how they feel about working for Pleasant Grove and any ideas that they have, which Assistant Larson will pursue. Assistant Larson will also help create an employee newsletter (internal) to celebrate PROUD representatives, or give updates on other events or projects with employees (perhaps produced quarterly rather than monthly), so the employees know what is going on in the city. Administrator Darrington pointed out that there are mandatory meetings semi-annually—one for health insurance, usually in May, and then one on the City budget. He suggested having one in the fall which would be a discussion about projects the City is working on, which would also involve having a dialogue with the employees and answering any questions they may have.

Mayor Call asked if there is anything legally required for all employees to attend. Attorney Petersen replied that all employees needed to participate in the sexual harassment training, and the Mayor suggested that might also be conducted during the fall. Administrator Darrington mentioned that sometimes sexual harassment training had been in May, but that May was busy and fall might be a better time.

Administrator Darrington said he'd like to set up an informal brown bag lunch for employees once a quarter, to let them come and talk about whatever they'd like to, and Mayor Call said he would like to be involved in that. Administrator Darrington mentioned that lunch would probably be provided and it would be an opportunity to let employees share ideas, or chat and know what's going on citywide.

Administrator Darrington explained that during meetings with the department heads about the mission and vision, they discussed whether departments and employees "feel like [they're] part of the larger machine?" For example: does the library feel like they are part of Pleasant Grove City, or are they the Pleasant Grove Library; library employees said they felt they were only involved with the library and don't always know what else is going on in the city. One said that they would love to watch a water line being fixed. Administrator Darrington said there has been some discussion with the department heads, directed toward figuring out how employees can know what other employees are doing so there is a sense that while each employee has a specialty, they also see what other departments do. Administrator Darrington also said he thought it would be great to have employees experience the citizen's academy. One option to help employees understand other departments may be through department open houses; any option should be a way to make sure employees feel they are part of the larger organization of Pleasant Grove City. He asked for any other ideas with regards to internal communication.

Administrator Darrington then spoke about the Compensation Plan, which is used during compensation discussions with both city employees and elected officials. Currently, every position has a salary range, which Administrator Darrington said will now be updated on a yearly

basis (instead of every three or four years as has been the standard). At a meeting with the department heads in January, they discussed the step system; in the current system, merit-based increases must be in steps of 2.5% (at 2.5% or 5% or 7.5%). In a COLA system, the pay grade will shift across the board (with a 2% COLA, every individual stays at the same step, but with a 2% increase). Within the administration, there are some differing opinions on which system to use. Administrator Darrington would prefer to abolish the steps and utilize salary ranges for each position (based on the market), but allow department heads to have the flexibility to give employees merit increases that are not in increments of 2.5%. If a COLA system is utilized, there is an increase for every employee, since it is an increase based on cost-of-living, not on merit. At the meeting with the department heads, the topic of longevity was also brought up, and whether the City wants to reward longevity by giving a pay increase when employees reach certain numbers of years of City employment. There is also ongoing discussion about pay increases for certifications, which Administrator Darrington said he would like to get standardized or formalized; in some positions, an employee may be able to get up to 20 certifications, while in others, there may be only 1 or 2 certifications. For example, the police have a lot of certification possibilities, while public works has some minor, and also some major certifications. Administrator Darrington said that the City is basically paying for the training for these employees to get certified, and wanted to discuss how that should be related to rewarding employees for receiving certifications which make them better at their job. He said that the executive staff will help settle on what the philosophy is going to be before presenting that to the council. He then asked for any input on the step-grade system.

Council Member Jensen said he would like to see the departments identify certifications that are key to improving job performance or skill levels and give merit pay for those (which may not be every certification). That kind of reward would encourage employees to continue improving themselves (as employees) and would go hand-in-hand with becoming the best run city. Encouraging employees to improve professionally serves the citizens and the city. Council Member Jensen suggested that pay increase would stay with the employee, so if they achieve a certification worth \$500, it would become a part of their pay every year, not just a one-time bonus, in the same way that an advanced degree increases pay in the field of education. He said this type of reward would be a dynamic way to move employees along. Administrator Darrington commented that the discussion on the topic so far has been to determine which are important certifications, but that within the limitations of the step system, if department heads want to give someone a pay increase for a certification, the amount must be 2.5% or nothing. The Mayor commented that he favors flexibility in the system. Administrator Darrington said that some employees might want a \$500 pay increase per year, while some might prefer 2.5%. He said that if the City's philosophy is to train people and get them certified, the City would also want employees to stay and not go to another city.

Chief Smith said that in the police department, there are a lot of certifications, but it would be easy to determine which are essential. Some certifications are mandatory (if you don't have them, you can't work for the department) and are part of the job description, while others (like certification in instruction) might be eligible for a bonus. He also said his department has paid to have some employees trained. Mayor Call said that rather than having the department heads look at all possible certifications, they should consider what their employees need to reach different levels, and then determine what behaviors need to be encouraged. For example with education: in Utah, the state needs secondary school teachers in science and math, so they offer big incentives for people who are willing to further their education in those areas, but not as much in the soft sciences. He said he would like to see the City be very targeted and have each department say, "We need expertise in this area. What certifications are available and how can

we encourage them?” Council Member Jensen commented that the Mayor announces when fire and police department employees graduate with a master’s degree, because it is a big deal (whether or not it is directly related to their job). Obtaining the degree says something about the individual’s desire for personal improvement. Council Member Jensen said it would be wonderful to have a highly educated staff at all levels, with what that would bring to the table in experience, with regards to the PROUD program, etc. Obtaining a master’s degree may not have a direct correlation with being a better fireman, but it says something about the individual and about the department. He said he would like to see some consideration for those kinds of milestones.

Council Member Robinson said she agreed with the points made, and that they are applicable not just to the police and fire departments, but also to administrative staff, some of whom have been with the City for 15 or 20 years. There are certifications and training available that would enhance the administrative staff’s experience. Administrator Darrington commented that one example might be training in Microsoft Excel. Council Member Robinson agreed, stating that improvements might include updating skills that are not official certifications. Council Member Jensen said he and Administrator Darrington and Director Lundell had talked about how professional training and education should be considerations as the City fills short-term or long-term positions, rather than just whether the employee has been working for the City for years already. He also said that as the City grows and gets better, if professional training is important to the City, professional training and education ought to be important internally as well. Assistant Larson said that when key and minor certifications are determined and incentivized, the goal will be to target the major ones, but not de-incentivize getting the minor ones. He suggested creating a kind of incentive package for minor certifications, where if an employee obtains four or five minor certifications, then receive an incentive, so minor certifications are not ignored or dropped out when key certifications are emphasized. Mayor Call pointed out that a financial reward is not always necessary, and there are other ways of recognizing achievement. Council Member Robinson mentioned that the League doesn’t offer all the City needs, and she’d like to look outside and Administrator Darrington agreed.

Administrator Darrington said that any changes to the compensation plan would not be in place for the current budget year, but that pay increases will hopefully be in place in the fall to prepare for next year. He also said that he and Assistant Larson will have some employees and department heads help with creating an evaluation form, looking at ways to make the current evaluation form better. When it comes to compensation philosophy, there is the market, performance and cost of living, and the City will need to consider all three of those so the employees have an idea of what to expect and know the avenue for them to do the best they can financially, knowing that the market will also dictate salary ranges (and the cost of living is also taken into consideration with discussions about compensation).

Administrator Darrington then proceeded to the discussion of the Economic Development Strategic Plan. He said that after talking to Mr. Sant about it a few months ago, they decided to handle the negotiations with doTerra before putting together an economic strategic plan. The plan is to focus on the Grove, then consider downtown and create a strategic plan. Administrator Darrington explained that the City had previously planned to have an outside group create a strategic plan, but their bid of \$200,000 or so did not compare well to having Mr. Sant create it, as he gets paid per hour (with a cap for the month). The creation of the economic strategy plan will probably entail a few work sessions and will probably be completed in the spring. The task is to set a date for the completion for the plan. Council Member Jensen said he wondered whether there was a way to formalize evaluation for Mr. Sant’s work, considering the experience with CCAPA, which seemed like there was not any value out of it. He said it would be nice to

have a way of critiquing or evaluating the process, when Mr. Sant's work would be reviewed and then the City could decide whether to continue using his services. Administrator Darrington explained that the main difference between Mr. Sant and CCAPA was that CCAPA was paid monthly, while Mr. Sant is paid hourly; when there is no work, he doesn't get paid. Council Member Jensen expressed that he was concerned there wouldn't be enough work to do, but Administrator Darrington pointed out that the City determines whether there is work to assign to Mr. Sant, since they can ask him for help with projects like re-engaging Hammons, focusing on the possibility of a theme park, or anything else. However, when the work isn't ready to continue, the City does not have to be paying Mr. Sant for a project. Administrator Darrington said the situation with the theme park might be a good example—somebody brought up the info with Community Development, it went to DRC to see what was necessary to get going, and Administrator Darrington is dealing directly with the man who is dealing with that (and Mr. Sant may never get involved in the project) and the City is just helping them get through the development process. Mr. Sant would be the guy to help re-engage Hammons to get them involved. Administrator Darrington said that with regards to evaluation, it should come after each project, to determine whether it was worth it to have Mr. Sant or not. Mayor Call said that a solution might be to codify the policy regarding evaluating Mr. Sant's work, which would be a simple process, to which Administrator Darrington agreed. Council Member Jensen said that whether the project was successful should not be the only determining factor and that the City needs to rely on something that indicates whether Mr. Sant is the right person to be involved in the City's projects, which should be an ongoing examination.

Council Member Boyd asked whether it would be possible to have the DRB look at all of the larger developments, because they've only been looking at the Grove. Administrator Darrington clarified that he had mentioned DRC (not DRB) before. Director Young then explained that in the Grove there is a zone ordinance that requires projects be reviewed by the DRB (Design Review Board). The DRB was used once in place of the downtown review board, and there's no reason they couldn't be put across all zones in the city.

Administrator Darrington began discussing the next item, the Elected Official Orientation. He said he'd like to formalize the plan for the orientation and make sure the City has an orientation packet and meeting set up. When the candidates have all filed, the City has a meeting with all of the candidates to talk about the sign ordinance, and about the nuts and bolts of the City's rules about campaigning. Each of the department heads may attend that meeting; once the official is elected, in the interim between November and January; there is a meeting so they can meet Administrator Darrington and the department heads. The purpose of that meeting is to get the new officials caught up on what's going on in the City, explain who the department heads are and what they do, etc. Administrator Darrington said that is the process, but he wants to make it more formal. Council Member Jensen mentioned that there should also be training that the League offers. Administrator Darrington said that that training would be part of the scheduled orientation meeting, including League Meetings and key dates for new officials, etc.

Administrator Darrington then discussed the Emergency Management Plan, about which there was an update by Chief Smith a few weeks ago. It is almost ready for adoption, though it is a living document which will have additions or deletions from time to time. The Great Shake Out has become a yearly state event for earthquake preparedness (scheduled this year for April 17th), but participation by Pleasant Grove City this year will be minor. There will, however, be a large emergency preparedness exercise in the fall, which will be headed by Richard Guernsey. Chief Smith said that Richard Guernsey is now an honorary colonel, and has taken a new job, and may not be able to be involved in the fall activity; Administrator Darrington said he would follow up on Guernsey's participation.

Administrator Darrington then moved on to Employee Recognition. Through meetings with the departments, there was feedback that employees would like to be recognized for achievements, independent of pay increases. The City does have some recognition through the PROUD program, as well as some free recreation center passes as rewards. One additional idea was to create an employee of the year. The process for determining the employee of the year is still being discussed, but would probably involve having employees, or department heads, or elected officials nominate an employee. They would have to fill out a form and explain why this employee was nominated and then the council and Mayor would evaluate and choose (department heads would not be eligible for this honor). The award would probably have a monetary component of \$500 or \$1000, in addition to a plaque. Administrator Darrington explained that when he was involved with the employee of the year award in South Ogden, the employee was given either a \$500 gift certificate or 2 airline tickets for flight within the continental U.S.

Council Member Jensen asked whether the consideration was by department, and Administrator Darrington said that it would be citywide, so the department heads may not be able to vote for their department, but the mechanics are still being worked out. There would be a form, a plaque, a prize, and then a council meeting recognition of the employee. It would not have to be done on the calendar year, though that might be a good system. It might not be easily completed for 2012, but could be accomplished with a little work. Council Member Robinson suggested the employee of the year could be recognized by participating on a float during Strawberry Days. Mayor Call agreed, and suggested also placing a picture of the employee on the Water Gardens advertisement. Mayor Call also said that it would be a good option to announce the winner in the spring for the previous calendar year. Council Member Jensen suggested that it might be possible to have a City Employee of the Year and a Department Employee of the Year, with a different emphasis, since with 100 full-time employees, most would not get recognition. Chief Sanderson commented that the fire department has an employee of the year and that each department's employee of the year could be a nominee for the city employee of the year. Mayor Call said there could be an "all-star team with an MVP." There was a general discussion about the different sizes of the departments, and whether there should be more recognition than just the city employee of the year so more employees can be recognized. Administrator Darrington said his preference would be to not limit it to only one nominee from each department, since each employee would want to have an equal shot at being employee of the year. After some more general discussion, he said the process for choosing the nominees would be discussed later in more detail.

Administrator Darrington then went on to talk about the possibility of a service award for certain years of service, in the form of a coin, possibly accompanied by a small gift. Attorney Petersen commented that the City used to give out service pins and Mayor Call said service pins could be a way to encourage people. He also recommended that Assistant Larson look at a book called *The Carrot Principle* which has suggestions for ways of recognition at low cost, utilizing the principle of immediacy. Administrator Darrington also commented that the best recognition is sometimes a "Thank You" and that as an employee, it does mean a lot to have someone tell him, "Thank you;" it's also something everyone can participate in and appreciate. Mayor Call discussed the basis of *The Carrot Principle*, which is based on a decade of data from companies that recognize employees and their accomplishments; one of the interesting facts is that when an employee leaves to go work for a different company, it's frequently for 5% or less pay raise, so compensation is not the only factor. Administrator Darrington said that that ties in well to the principle that if the City has professional, happy employees, they are likely to continue working for the city. Assistant Larson also mentioned that the City has already been recognizing

employees and that the employee of the year award is only one of the things the City does for that recognition.

Council Member Larson asked whether the City would consider doing a citizen of the year award on a regular basis. It would recognize citizens who have gone above and beyond and would help draw the citizens into what happens in the city. There was a general discussion about an earlier community service award that fulfilled that need and about how the winner of a citizen of the year award could be recognized in the Strawberry Days parade on a float (and the recognition would be separate from the fact that the Parade Marshalls are also citizens who have contributed to the city). Administrator Darrington said he would ensure they began the process for arranging a citizen of the year or community service award.

Administrator Darrington then discussed Employee Training, including the possibility of having a self-defense class for the employees, which would be for personal development, not for getting better at the job, to help employees be prepared for anything that might happen. Assistant Larson asked whether the City requires employees to attend a first aid program, which was answered in the negative.

Administrator Darrington then turned to the General Plan Update, and Director Young suggested it would be finalized around the end of April or beginning of May. Council Member Robinson asked to talk about the Grove Zone. She mentioned she had met with Greg Cook about talking with doTerra about the Grove Zone. Administrator Darrington said he had already spoken with Mr. Cook, about doTerra's concern about zoning around their new building (they have purchased some of the land around the building site). Administrator Darrington thinks it will not be difficult to work things out with doTerra; for example, since doTerra doesn't want a used car lot near their building (though the area zoning would allow for that use), Administrator Darrington said that the City could write out certain uses from the code for the Grove Zone. He said there would be ongoing discussion with doTerra, to respect what the company wants, without suggesting that doTerra should be able to determine every aspect of zoning around their property. Council Member Jensen mentioned that there had already been discussions about used car lots at other times, and how car lots would affect the City, and Mayor Call agreed. Administrator Darrington reiterated that they would continue to communicate with doTerra about zoning. Council Member Jensen commented that used car lots are unattractive, but could be good sources of revenue and Administrator Darrington stated that the property area in discussion was becoming valuable enough that a used car lot would be impractical there. There was some general discussion about zoning.

Administrator Darrington then began discussion about the GFOA Distinguished Budget Award that the City will pursue for 2013-2014. The budget outline handouts include information on it. Administrator Darrington stated that only about 20 communities in Utah get it in a given year because it takes a lot of effort, and that pursuing it would be a good step toward the goal of being the best run city. Director Lundell noted that the budget and report can be adjusted—there is some flexibility. If there is anything that the council members would like to see in the budget, it can be added.

Administrator Darrington then talked about how the executive staff members are reading *Good to Great*. The book is geared toward the private sector, but the principles are applicable to the public sector. It has research on which companies take off and have above-average performance, as opposed to those which stay average. The businesses' success was gauged by the stock price, but the principles behind how the companies went from good to great are applicable to the public sector. Every month, executive staff members will discuss one of the 9 chapters. Mayor Call

commented that something Director Walker said the previous day ties into the concept in the book that good is the enemy to great, meaning that if things are going ok, one is not prompted to do more. Mayor Call also pointed out that the book was written at least 10 years ago, and two of the examples of great businesses (Circuit City and Fannie Mae) are not great performers now, which shows that even the experts in the field aren't always the best predictors; but the principles are valid (for example, the hedgehog principle). Administrator Darrington said the City would also like to talk to the employees about how the City can achieve greatness and become the best run city, and not settle for just being good. Through the City vision, there is the mechanism to achieve greatness if the principles are applied.

Administrator Darrington then began discussing the concept of being Leaders Amongst Peers. Some employees have meetings with peers where they share information about what the City is doing and how well it's working, which is a good opportunity. However, many employees, for example Scott Wells in utilities and Cindy Bean in accounts payable, don't get together with employees from other cities to talk about better ways to run utilities or accounts payable. Pleasant Grove would like to become leaders by organizing (hosting and providing food) and promoting (by letting City managers know) a luncheon for the utility billing clerks in Utah County. Administrator Darrington said he would like the City employees to be leaders amongst peers, so people look at Pleasant Grove as a leader. Another facet is having employees involved in professional associations; most of the department heads are involved in their association on the state, county, or even national level. City employees should be a part of those discussions, be visible, both in learning from others and sharing what they know so other cities can learn from what Pleasant Grove is doing. Administrator Darrington said that he would like to make it possible for employees from each discipline to rub shoulders with some of their colleagues throughout the county; for that, Pleasant Grove will host and pay for lunch, in the hopes that such organizations will take off and run themselves, with other cities hosting in later months. He asked for any questions on the topic. Mayor Call said he thinks the luncheon is a fantastic idea and hopes every department looks at what it is missing and makes an effort to become the leaders.

Council Member Jensen talked about how when he worked in school administration, he encountered an area where none of the Vice Principals ever got together. They started having them get together at the district level, and it eventually went state wide; there was an incredible amount of experience and ideas shared, then implemented, to tremendous impact. He said he thinks it's a wonderful idea to open up communication across departments. Administrator Darrington said that the point of organizing this was to make it open, so that if someone has a good idea, they can share it (except with economic development), just like how he learned how other cities do employee evaluations and would like to implement some of those ideas in Pleasant Grove. Such meetings are a great resource, with a lot to learn, and a lot to train others on. Council Member Jensen shared a story about the famous Vanderbilt and Rothschild families. In the 70s, there was a Vanderbilt reunion and over 300 individuals showed up, but not one of them was a millionaire. Rothschild had four or five sons who all went into banking, in different large cities, and once a year on their father's birthday, they got together and shared what they'd learned in their respective areas. So the Vanderbilts lost the knowledge and wealth they had acquired in that first generation, while the Rothschilds built on their experience and understanding. The same basic concept is applicable in Pleasant Grove—build on the collected knowledge and wisdom that has been gained by each individual, and bring it into a group setting to share it.

Administrator Darrington talked about formalizing plans for New Employee Orientation. When a new employee begins, the City needs to make sure they have access to the policy manual, get

some training on the PROUD program, and get to see each department in the city, so from the beginning, they can get a feel for what's going on in the city. The current orientation entails speaking to Karen Bezzant to get set up for paychecks and health insurance, but with orientation from only the department head. The new orientation will include a packet for new employees, which will have information in order to get the HR side of things done, but also will be a little broader so employees can get integrated more quickly. Administrator Darrington said that if the PROUD program is going to be the standard, employees need to know from the beginning what the expectations are, so they don't need to be retrained later on customer service. Another part of getting employees integrated is to bring new employees to council meetings, so the council members can meet them and they can see the elected body. Council Member LeMone said that no matter the position (for example, high school students beginning work at the library), it would be good to be introduced to the City, possibly in the form of groups being introduced at the beginning of a season. Administrator Darrington said the goal is to have the orientation plans in place before the seasonal employees start in the summer. He also said he will speak to new employees about the city, so they feel they are part of the larger organization, and not just part of the department. Council Member Robinson commented that in a lot of organizations, the CEO is introduced to new employees personally.

Administrator Darrington talked about how the PROUD program will be an ongoing discussion, and become part of the City's identity. There will be ongoing training, probably monthly for years to come. The department representatives for the PROUD training will be rotated, so many employees have a chance to participate, and the program should continue even when elected officials, city administrators, or department heads change. That's why it is on the list of items to be discussed. Assistant Larson said that based on discussion in the customer service committee, the slogan will be adjusted slightly, from "Our New Customer Service Standard" to "Our Service Standard," and the adjusted slogan will appear on new posters. That change is meant to make the meaning of PROUD a little bit deeper and farther reaching as far as what it is applied to in the city, so citizens don't feel like there is an exchange with the City on one side and citizens on the other, but that citizens can be involved with the service standard in the city. Council Member Robinson said they had discussed putting a parameter for color on the logo or the city shirts, to make them stand out. For example, she said that the color red means American Fork to her, and she'd like to have the PROUD shirts be a single color, or up to three colors as a consistent range, to make them stand out. Administrator Darrington and Mayor Call said they'd make sure that topic was discussed further. Recorder Kresser said that when she did interviews for a part-time position, one of the questions was about PROUD and what the "U" meant to the interviewee, and that it was interesting to hear the responses.

Administrator Darrington talked about Re-Recruiting Hammons, and how it may be a good time to do so, since there is good momentum in the Grove currently. He also said he had talked with doTerra about possibly making a trip to Springfield to talk to the Hammons corporation and Jacquie Dowdy who is now essentially CEO. He would like to have the City put together a presentation to take, and bring along a doTerra rep to talk about how their company would like to have a nearby hotel. Mayor Call said that other companies may also want a new hotel, such as Synergy, or Adobe, and council Member Robinson also suggested contacting outdoor retailers for their support. Administrator Darrington said they could talk more about which individuals should go. There was some general discussion about individuals in the Hammons organization, and about local families in Pleasant Grove that might show their support for the Hammons project. Administrator Darrington summarized that the group that will fly to Springfield will probably consist of one elected official and a couple of staff members, possibly with individuals from local businesses.

Administrator Darrington then discussed how the City is putting together a Volunteer Plan. A UVU computer science class has volunteered to write the computer code, so citizens can go on the city website to see a volunteer section. It will have lists of projects for those doing Eagle Scout projects, volunteering as individuals (where they can volunteer to be on boards or commissions), or donating money to the city or to a specific cause like a book for the library or a gun for the police department. It will be wide-ranging and accessible, so when people want to volunteer, they can go to the website and there will be a list of a couple hundred things they could do. Volunteers can then click on a project, fill out their contact information, and sign-up (and then the activity gets taken off the list of available projects). The UVU class needs to have their project done by April, so the website will hopefully be ready for a spring launch, after which the City will also send out a follow-up letter to the LDS stakes or wards to let youth groups know about volunteer opportunities. Director Giles said it will be key to get lots of ideas from each department, because he frequently has to tell people there are no current volunteer opportunities. Key people in each department will be able to submit ideas with a brief description of the project. Mayor Call said it's a great idea, because it doesn't all reside with one individual, but involves everybody's input, with an easy access point for the volunteers. Council Member Boyd said it would be good to keep track of the number of volunteers and volunteer hours and Administrator Darrington commented it might also be great to have a graph on the website that shows the number of volunteer hours from every year. Council Member Boyd said that, after working with the police department (where employee's volunteer time for concealed weapons classes, etc.), it was clear how much the employees also volunteer and asked whether there was an opportunity to make that measurable. Mayor Call agreed, and said he'd like to see that on the website as well, so the citizens can see volunteer hours by employees. Council Member Robinson also brought up the fact that a lot of websites have job applications as well, to pull from when there are job openings. There are also families that are looking for volunteer opportunities to do to instill a good work ethic in their kids. If each director came up with a project (liability would be a limiting factor), it would be good both long term and short term. Director Giles said that the fire hydrants are a good example. Eagle Scouts use to come do that, but the district said that hydrants fell under maintenance, and stopped having Scouts deal with them. Now, there are a lot of groups and families that adopt a park, trail, or facility, but it's important now to get the information on the website; he hopes to get 200 projects up for the launch. Council Member Boyd pointed out that volunteers would be a good way to pick the citizen of the year. Assistant Larson said that one of the planned features is a priority indicator, so in some ways the list is a wish list for the city. Mayor Call said it would be nice to have a simple "at a glance" requirement indicator, based on length of time required, duration of the project, etc., so people can glance at those to make a decision about what project to volunteer for. Council Member Robinson said that it might also be good to have a colored vest to identify volunteers; when they get their packet about the project, they could get vests and so their volunteering is really acknowledged. Council Member Jensen said it might also be a good opportunity to have citizens work shoulder-to-shoulder with and converse with city officials during the citywide clean-up. He also suggested Fox Hollow would like to get some volunteers.

Administrator Darrington said that with regards to the last two projects (Welcome Plan, Business, and Welcome Plan, Residents), the new residents' packets are prepared and are handed out to people who come in to sign up for utilities. Council Member Boyd asked how the packets are applicable to the multi-family situation, when there aren't new utilities sign-ups, and how to best get the information to those households. Intern Bird said it might be an option to have HOAs hand out packets with the lease agreements for new owners/residents.

Administrator Darrington said that he hopes the city vision and key strategies can help Pleasant Grove become the best run city in the state. Mayor Call said he likes the new plan and the structure it provides and how projects fit together. He said he'd like to see how that could apply to the business plan and the economic plan. Administrator Darrington said that the economic plan will be with everybody, then after that, there will be a task list for it. Mayor Call commented that his concern was that there is not enough info now about the business plan. He also said that the vision and strategies should provide to the department heads not only a task list, but a form of accountability to each other. Everyone understands that they need to help get things done, and are accountable to each other. He also said that since there are 19 items, which is a lot, the council might have to prioritize quarter by quarter what should get done, so there is not a feeling of failure when only 7 of the 19 get done, but would instead be a success to have 7 out of 8 done in a quarter.

4. RECREATION CENTER BUSINESS PLAN

Administrator Darrington then moved on to the discussion of the Recreation Business Center Plan. In the spring, Assistant Larson and Council Member Robinson took on the project of creating a business plan to cover updates to equipment and revenue from the rec center, and other employees and directors sat in on some meetings. They were asked to visit other rec centers to see what they charge and how they operate, to determine how the PG rec center compares and whether they would be justified in charging more. He explained it would be a brief overview, with the main questions being whether to increase the fee structure (and if so, by how much) and where any revenue from the rec center would be used.

The group adjourned for a break from 10:00 to 10:10 am.

Attendees were given a handout about the agenda item. Intern Bird said the purpose was to look at raising costs in terms of amenities and value, creating a business plan so the Pleasant Grove Recreation Center remains competitive. The first step was to look at other rec centers to see how much of an increase could be justified for the Pleasant Grove Recreation Center to remain competitive. Then the next step was to see the actual increase needed based on cost. He explained that the report handed out primarily deals with the first step. The process involved identifying the important elements of a rec center, creating a list of rec centers to compare the PG rec center to, and generating a spreadsheet to compare the centers (using data from rec center websites, which each rec center then checked for accuracy). Finally, there were also visits to the each rec center.

The number of amenities offered was compared to the pricing (for an individual pass). The Pleasant Grove Recreation Center is actually lowest in both price and amenities, and is a challenge to analyze, because it is the only rec center without an attached pool. The comparison method was price per amenity (how much a patron is paying for each amenity at the rec center), but since the Pleasant Grove Recreation Center doesn't have a pool (and the value of pools varies greatly), the cost of an average pool was inserted, to make it easier to compare. Then the disparity or gap between what the Pleasant Grove Recreation Center charges patrons and what other cities charge recreation center patrons represents a feasible increase (after which the value of the fictitious pool is then factored out). There was a general discussion and examination of what amenities fell under the category of a pool (slides, leisure pool, competition pool, play structures, etc.). Administrator Darrington said that it was not perfect comparison, but was the best way of looking at whether the rec center can charge a bit more, and shows that even if the Pleasant Grove Recreation Center had a pool, their rates would still be comparatively cheap. Council Member LeMone asked whether "amenities offered" also included sports centers, etc.

Mr. Bird said they had done an analysis of the rec center itself, including amenities like the weight room, cardio room, basketball court, track, etc., but the possible amenities connected to a pool still had to be taken into account. Based on that analysis, the recommendation for a possible increase for daily passes would be 24% and for membership would be 22%. He also showed the amounts for the additional revenue that would be generated for those increases, which generated the end goal of \$65,000.

Administrator Darrington then asked Mr. Bird to show the spreadsheet which shows how many memberships and daily passes there are currently, and can compare the current price and the “adjustable” to see how different percentage increases change projected additional revenue. Council Member LeMone asked why the price raise was being considered: whether it is because in the past five and a half years of operation, there had been no increase, or because the rec center is losing money, etc. Administrator Darrington explained it was because they wanted to examine the rec center as a business. If the rec center is going to provide new equipment, there has to be an examination of the revenues generated, to see how much fees must be raised to provide new amenities. He said that what other rec centers are charging is not a reason to increase rates, but that it is essential to recognize there won't be any additional amenities without additional revenue. Council Member Boyd asked if the course of action would be to provide the amenity and then raise the rate, or raise the rate and then provide the amenity. Mayor Call said that additional amenities and rate raises might be simultaneous, and that if the recreation center is looked at as a business, it must be examined with the hope to maximize profits and give people a reason to keep attending. Administrator Darrington explained that the purpose of the examination was not to say that the City needed to raise rates, but to analyze whether a rate increase is reasonable. In order to make the Pleasant Grove Recreation Center better, there has to be a way to pay for improvements. He asked whether it is fair to have the citizens of Pleasant Grove pay for the rec center if they are not using it (in which case it would be subsidized from the general fund), or be paid for by the people that are using it (in which case it would have to come from raising rates). So the question is whether it is the users who will pay for additional amenities, or the entire city. It is already a combination of the two, since some of the community center employees are paid out of the general fund budget, but the analysis is focused on the rec center usage. The Mayor commented it is not a foregone conclusion to raise rates, but that it's necessary to examine the possibility. Council Member Robinson asked whether the original plan was to compete against commercial gyms. Administrator Darrington replied that in order to compare to the private sector, the rec center rates would have to be \$15 a day. Engineer Lewis asked for confirmation that the analysis ignores the cost of the structure itself. Administrator Darrington confirmed that the cost of the structure and the cost of most of the employees were not included.

Mr. Bird showed that in the spread sheet, it was also an option to analyze a rate on a specific item (like coat hangers) to see how that affected the numbers. Administrator Darrington said it would be possible to just set a fee, or a certain percentage, or to base the fee or percentage on what is needed on the expenditure side, and that he'd like feedback on how to continue with the analysis. Mayor Call said the spreadsheet was a useful tool and that he'd like to find out what the patrons want, because it would make it easier for them to accept a daily fee increase of \$0.50 if they knew what they'd get in return; it would be hard for patrons to hear that their annual rate is going up \$75 per family per year for amenities they don't use.

Administrator Darrington commented he wanted to clarify that when the City set up the lease program for the equipment, it was with the idea that it would continue for three years; it cost \$24,000 last year, and to buy 1/3 of the equipment, it would require another \$24,000 this year, and the same for the year after (and that is not built into the budget). He then discussed the

numbers in more detail, and explained that keeping the equipment lease in place may require raising rates. Mayor Call asked how quickly they could get a survey from the annual pass holders and regular attendees, to a degree that the results would be statistically significant. There was a brief discussion about how it would be easier to get a response from the pass holders than from the daily pass users, and how it could be a possibility to offer a discount for filling out the survey. Council Member Boyd said it might be useful to put the survey on the social media, while the Mayor was concerned that might make the survey self-selecting. Director Giles said that the list came from responses from residents and some from staff, and that there have also recently been requests for a ping pong table, so the desired amenities change as different things come up. Administrator Darrington said that the annual pass holders pay 80% of the cost, so the survey should probably focus on them. Council Member Jensen said it might be helpful to have the annual pass holders see what it actually costs to run the rec center versus what membership costs, to see that the difference between the two is the part that they are receiving as an amenity; that would show users that if there is a little rise in cost to maintain the level of service and improve, the cost is still subsidized X percent (so that while the true cost may be \$11 a visit, they only pay \$3.50 a visit).

Director Lundell said there are long-term costs associated with the rec center (repairs to the building, etc.), and asked if those would be accounted for from the rec center budget or the general fund. There is not much maintenance cost up front for a new building, but will be in years to come. Mayor Call said he thought the philosophy was that there is a general obligation on the part of the community as a whole. He also said it might be easier to accept an increase with a visible improvement instead of a vaguer goal (like saving for a new roof). The City can educate the users by letting them know what the actual costs are, but emphasize that to encourage people to be active, the rec center is subsidized X dollars per year. Council Member Jensen said that three years ago, some citizens said they didn't need a golf course, library, senior citizen center, or rec center, and wanted to eliminate all the amenities to bring down the fees; he feels it's important that citizens that don't use the rec center can see that the rec center users are paying their fair share. Mayor Call said he'd like to have everyone agree on the philosophy that when the rec center wants new additions (ping pong tables, TV sets, cardio equipment, etc.), they will first look to the users for funding. Council Member Robinson said it might even be possible to ask citizens to donate items, like ping pong tables or weight sets. Administrator Darrington said the City will proceed by conducting a user survey and analyzing the costs to the amenities before bringing information back to the Council to see how much, if, and what the City should do about raising rates.

Mayor Call said he loves the idea of viewing the rec center as a business or livelihood, and looking at how to keep the clientele growing and basing expenditures on the clientele. Council Member Jensen said Fox Hollow Golf Course has also operated by looking at costs, and passing some of them onto the users. Engineer Lewis said that would also make it easier to answer the question of why the City is not doing/providing a certain thing; they would be able to say, "This is what it costs to do that" and explain how much of an increase it would mean in user fees. Council Member LeMone asked if it would be possible to make the survey more specific, like asking about whether they need more televisions, or coat hangers. Mayor Call said he doesn't think the survey has to be more detailed, but that he'd like to make it more qualitative. Council Member LeMone said she'd like to see clarification on what amenity categories mean: for example, whether "televisions" means replacing current ones, or adding more. Administrator Darrington said the survey wouldn't have an exact list of amenities, but would have respondents make suggestions for what they want to see. Mayor Call said he'd rather get a general response

than to lead respondents into what choices they can make. Administrator Darrington said he guessed the survey would show a desire for more cardio equipment.

Chief Sanderson said that perhaps funding by users should be a philosophy of the entire city with regards to amenities (as opposed to essential services). The library, pool, and recreation center could expand funded by user fees without affecting the general budget. Mayor Call said he didn't disagree with the idea, but that there has to be a decision on the initial investment of the entire community, and then have the cost of most of the improvements after that be borne by the users. He compared it to utilities billing, where residents are charged a "base price" (to help cover infrastructure) and then individual usage. Administrator Darrington said that the main difference is that utilities are really fee-based, and require little general fund money, while the library and rec center use some general fund money, and then pick what users pay for. Council Member Jensen asked whether there was an association between membership at the rec center and the city's outdoor pool and whether there was a reason to look at adding a rec center membership option that includes pool coverage. There was some general discussion about that possibility, and Director Giles said it would be easy to arrange.

Mr. Bird commented that the timing of when most cities changed the prices seemed arbitrary, and was based on their looking at other cities' rates, except for Lehi, which has a 1.5% annual increase that kicks in whenever the increase would mean an increase of more than \$0.25; there is no need to decide how often to do an increase. Mayor Call commented that it seems like most of the cities are acting like cities rather than businesses, with no business plan, so having a business plan would put Pleasant Grove in the lead.

Assistant Larson said that the philosophy with the utility rates is to build in the fact that rates do go up to keep up with rising costs. He said that when they asked other recreation centers whether increases create a push back from residents, they said that it didn't, because each category increase kicks in at a different time. There was a brief discussion about Lehi Recreation Center's rate increases. Council Member LeMone said she thought that strategy worked well in Lehi because the rec center has a lot of amenities, so people don't mind the increase, but might not work as well in Pleasant Grove, which has fewer amenities. Assistant Larson said that the analysis doesn't take into account amenities which are not covered by the pass, but are paid for additionally (like the rock climbing wall). Council Member LeMone said it still seems like they are getting more for their money in Lehi. Council Member Jensen said it also costs more to run the facility itself, and that has to be built in. Director Lundell said that looking at the total cost of the rec center, 2/3 is related to employees, so in normal years, that cost may go up. Engineer Lewis said that minor increment increases could be staggered across all of the rec fees. Administrator Darrington commented that the analysis doesn't account for the outdoor pool, which is already largely subsidized (even more than the rec center), so there would have to be serious discussion about making a combined fee for the rec center and pool. He said it would be a good idea to start by taking a survey and work from there. Engineer Lewis asked whether the name "Recreation Center Analysis" meant changing the name of the building, and Administrator Darrington answered that that topic would be covered under another agenda item.

Council Member LeMone then asked about key fobs for the pool. She explained that currently, it is difficult to know how many people are using the pool; pool employees keep paper records, but it would be better to have a more professional system to track usage of the pool. Council Member LeMone said she had been told there was already a fob system the pool could use, if they provided computers, but that had turned out to be misinformation. Director Giles said that to have the pool passes added to the rec center fobs would require at least four more licenses from the Sportsmen Licenses program. Council Member LeMone asked about the possibility of fobs

just for the pool, and Director Giles said that while it was possible, it would cost the same as tying a rec center fob to pool admission. Administrator Darrington said the question is whether to pursue it, and if so, they could talk about the cost. Director Giles clarified that to use a pool pass on the rec center fob would require more program licenses as well as wireless internet capability at the pool (which it does not currently have). Mayor Call asked to have more information compiled about what the cost would be. Engineer Lewis asked whether there was any way to use the fob for daily admissions, and then use the information to try to persuade daily pass users to become annual pass holders by showing them how much they spent on daily passes, and comparing that to the price of an annual pass. He also wondered whether it would be possible to make a prepaid fob. Mayor Call said that would be good information know whether the software allows for loading a fob with a certain number of passes. Director Giles mentioned that he keeps a stack of pool tickets on hand, because it's cheaper to buy them beforehand.

5. BUDGET

Administrator Darrington then turned the time over to Director Lundell to discuss the budget. Director Lundell said he'd start with the information from the previous year, and commented that before the upcoming council meeting with a budget review agenda item, he wanted to discuss the budget with the City Council. He started by reviewing page 28 from the handouts, and stated that the current general fund balance compares fairly well with other cities. Then he explained that page 35 has information about all utility funds, and the actual numbers are close to what was originally planned. The utility fund is probably not yet fully paying for replacing the old lines, but is headed toward that. Director Lundell said that funding the roads is more difficult since there is no utility budget for roads.

He asked to review the document called "Communication with those charged with governance." The document discusses how some referees and other sports officiators are being compensated as contract workers rather than employees, and that needs to change; most of Pleasant Grove City's referees are already compensated as employees, except the soft ball officials, who will now be compensated as employees. Director Lundell reviewed the three compliance issues, which are the areas where the City spent more than budgeted. The community center spent more than budgeted, but also brought in money for additional revenue, and Director Lundell and Director Giles will work on adjusting future budgets. There is a specific fund for library grants, which is not spent as an even number every year; many years, not all the money budgeted from that fund is spent, but last year the library spent more than budgeted, and Director Lundell said he would coordinate solving the issue with Director Harrison. The third area was dispatch, where the City spent more in total last year when other costs offset the overage, while there was no offset for overspending this year. Director Lundell said the overage may have been because the category wasn't as carefully budgeted. He asked for any questions, but there were none.

Director Lundell then moved on to discuss page 27 (which is a repeat from a previous report) which examines the current revenue situation and also the upcoming year. There is a \$200,000 projected surplus, from savings from expenses as well as some additional revenue; the projected amount is a conservative number, and the actual may be higher. The surplus will first go toward paying back the bond for money used to improve PG Boulevard, which the impact fees haven't paid all of (the road impact portion is approximately \$350,000 this year). The remainder could go to another fund for next year. Administrator Darrington explained that some of the development money from the Grove goes toward the county, rather than Pleasant Grove City. Attorney Petersen asked whether the \$249,000 anticipated to go to the fund balance may be less and Director Lundell confirmed that if \$200,000 is needed to pay the bond, the amount put into the capital fund balance would be only around \$50,000.

Director Lundell then reviewed page 28 of the handout. He said that property tax grows pretty steadily, and sales tax state wide revenues are at 7%, which is pretty good; franchise fees can fluctuate (since they're based on energy use). Under "Other adjustments," dispatch does have money set aside for it, but requires some general fund money, in the amount of \$125,000 (which will help with potential equipment problems, or go toward a potential new position in dispatch).

Director Lundell then discussed estimated employment costs. The difference between the URS (Utah Retirement System) rate and 18% is the amount Pleasant Grove contributes to each employee 401K, but the URS rate is so close to 18% this year that the City probably won't be contributing to the 401K accounts. He then discussed potential COLA increases and how they would affect the revenue, and discussed the option for matching up to 50% in a 401K at a certain amount; for example, at the amount of 2%, if the employer puts in 4%, the City would match it up to 2%. The planned revenue uses also include an allocation for computer replacement and upgrades, as well as department increases. The unallocated amount is currently projected at \$249,663 (though it is early in the year for revenue forecast) and Director Lundell said there will be a budget meeting every month until the budget is caught up. Administrator Darrington said that since it is close to the beginning of the year, he is confident it will not be too difficult to adjust for \$249,000, even though there are still decisions to be made about health insurance and costs.

Director Lundell then led a discussion about the City's Health Care Philosophy and how the Affordable Health Care Act will affect the City (with information found on multiple pages of the handout). There will be an additional tax for each full-time employee, separate from adjustments related to premiums, which will be approximately \$38,000 for Pleasant Grove. Administrator Darrington said he would confirm with other cities that they are also being told the same information about the additional fee or tax. Director Lundell said some of the regulations are still being written, so there are many aspects that are not yet established. However, one established change is that since part-time employees who work over 30 hours per week (on average) need to be provided health insurance, Pleasant Grove City will require that part-time employees work less than 30 hours per week. Council Member Jensen asked whether that also applied to seasonal employees. Director Lundell said seasonal employees are not specifically exempt, but the calculation of 30 hours per week is an average. The new law goes into effect January 1, 2014, but there is still a question about what time period will be used to establish average weekly hours; Director Lundell said he would like to have all part-time employees on their new schedule by May 1. Attorney Petersen asked whether the part-time employee wage increase is part of the calculation. Director Lundell said it was not, but that it is important to recognize that there are a lot of part-time employees. Attorney Petersen said discussion over part-time employees and the new regulations has been ongoing.

Administrator Darrington said that 24 part-time employees will have their hours cut, so some departments might need to hire another part-time employee to make up the difference. Council Member Jensen asked whether employees might leave if their hours are cut, and whether the City might encourage them to stay by increasing their hourly pay. Administrator Darrington said that that possibility had been discussed, but the deficit of employee hours would still make it harder to get work completed. He also said that some situations are still in flux, which makes decisions difficult, but that the City would come up with recommendations to bring back to the Council, and each department would monitor hours carefully. Council Member Boyd said that some companies have threatened to fire part-time employees for working just 1 hour over their allotted 29, which is extreme, but there must be responsibility on the part of the employee. Council Member Jensen asked whether any industries or companies are exempt from the requirements, to which Administrator Darrington replied that he had not heard of any (including police and fire

departments, which frequently have exemptions). Director Harrison asked whether it was a recommendation to have hours reduced by May 1, or a requirement, and Director Lundell replied that it should be no later than May 1 (though with the understanding that overage on one week can be averaged with lower hours another week). Attorney Petersen commented that she is reducing her assistant's hours from 30 to 29 hours a week by May 1 and Administrator Darrington said the departments can manage the hours, as long as they make sure part-time employees don't work over 30 hours consistently. Attorney Petersen commented that employee overtime is 40 hours actually worked, and an employee may work 25 hours one week, and the next 35, but have part of that be comp-time (like for holidays), they would not be eligible for over-time, you only get over-time when you have 40 hours actually worked in a week. Holiday, vacation, sick days or comp-time doesn't get you to the 40 hours actually worked, though that situation wouldn't apply to part-time employees. Council Member Jensen asked for confirmation that the requirements are per individual (not class or department), which was answered in the affirmative. Administrator Darrington reiterated that the law is in place but the directives are still being developed, so new information keeps coming up. Director Lundell said he believes the requirement will start with the planned year, and that if it is the calendar year instead, the budget will have to be adjusted.

With regards to health insurance claims, Director Lundell said there was a lot paid in claims last year, and since there will be changes to the plan (which has aspects which are currently grandfathered in), there may be more benefits that need to be paid for. He discussed the current rates, claims, and premiums paid. The City has some different options, and can decide what to do and what insurance company to use after the bid period. He said there may also be an increase to the HSA Premiums. Council Member Robinson talked about how important an HSA is, and suggested that the City be proactive toward educating citizens about health care, and she also discussed how COLA doesn't reflect the real cost of living. Administrator Darrington said that after the City receives information on the new premiums, there will be a lot to discuss, including determining how much to account for on the city's end, and how much to require from the employees. Engineer Lewis commented that the biggest problem with switching to the HSA is the double deductible penalty, and questioned whether there was a way to change it so it matches the calendar year, or bid out an 18 month plan (with a higher deductible), to give more of a buffer for the transition. Administrator Darrington discussed how some cities are requiring employees to participate in a wellness program to avoid paying as much in insurance, which may be an option for Pleasant Grove. There was a general discussion about maximum out of pocket prices, health incentives, HSA comparisons, deductibles, etc.

Administrator Darrington then asked the council to consider whether the City would be willing to make a contribution of one or two thousand dollars directly to the Pleasant Grove City Chamber to use at their discretion. The chamber used to have its own tax id number and accounts, but will now be moved into the city budget as a line item instead (with a budget that will roll over). He asked whether there were any concerns, and Council Member Jensen said that if it is a few hundred dollars a month, it would be fair, and Administrator Darrington said it would be a lump sum as a budget line item. Mayor Call asked if any council members objected, and no objections were voiced.

Council Member Robinson talked about the possibility of having Pleasant Grove City participate in a program similar to Orem City's "care tax;" the tax is 1/10 of 1% of the sales tax, and the money is allotted to non-profit portions of the city (in Orem it is for Cultural Arts and Enrichment, while in Salt Lake County, it is for the Zoo, Arts, and Parks). She said she feels it would be appropriate to put it on the ballot in Pleasant Grove. In addition to creating revenue for the arts and recreation, it would make the city eligible to apply for additional grants. Council

Member Jensen asked to confirm that it is 1/10 of 1% of the property tax, to which Administrator Darrington replied that it is 1/10 of 1% of the sales tax, and would generate revenue of approximately \$200,000 a year. Council Member Jensen commented that there would probably not be a way to track whether that revenue is from residents or non-residents, and Mayor Call asked Council Member Robinson what kind of things might be funded with that revenue. Council Member Robinson said it could go toward any kind of arts, parks, and recreation needs, or health and wellness education. Council Member Jensen asked if there is discretion to allocate the revenue on an ongoing basis, and Mayor Call said that there is, and that while it is not necessary to specify up front where it will be allocated, it might be useful to specify, in order to persuade citizens that it is worth doing. Council Member Robinson said it would be useful with regards to “branding,” but that the money could go to various areas the City would like to see enhanced, like the master plan for trails, etc. Mayor Call said such recommendations usually pass, but it would be best to have the citizens know what the money would go toward, and Council Member Robinson agreed. Administrator Darrington said there are certain non-profit organizations in the city that could request part of that funding, and Attorney Petersen gave the example of the Hale Center Theater (which receives some money from this type of fund from Orem City). Council Member Jensen asked whether it would be a similar situation to that discussed with regards to the Hammons hotel, where part of the tax for each room rental would go back to the city for a project and Administrator Darrington said it would be from any sort of sales, and that amount would be restricted as to where money would go. He explained that Weber County had a similar tax, but countywide, and the revenue went toward certain projects (recreation, arts, museums and parks) that they told the public about, and the citizens were actually the ones that asked for it and got support from other citizens in the community. Administrator Darrington said he would figure out the timeline to get it on the ballot, determine how the money would be used (perhaps by examining Orem) and then continue the discussion with the Council. There was a general discussion of how the money would be allocated (many cities have a board established to determine allocation) and Mayor Call agreed it would be a good step to find out the information Administrator Darrington had discussed. Council Member Jensen asked whether 1/10 of 1% was the only possible amount, which Mayor Call confirmed.

Director Giles requested to have information sent out to warn part-time employees that some of them will have hours cut by May 1. Mayor Call asked whether there was any reason department heads would not plan on getting part-time employees down to 29 hours by May 1, and Administrator Darrington said there was not (with the possible exception of seasonal employees).

There was a break for lunch (approximately 18 minutes)

6. CAPITAL PROJECTS

Administrator Darrington began the discussion of Capital Projects (covered on page 36). On some of them, the money is already spent, while others are ongoing. If they are not done by June 30, the money carries over and is still used on the project. There is about \$100,000 remaining, and the anticipated amount for the end of the year for the capital fund is \$170,000. The proposed projects include installing a new lining for the swimming pool (in spring of 2014) and doing road improvements for 1650 West (about \$120,000). Administrator Darrington said that there is currently more money allocated than anticipated incoming to funds, but there might be more coming in from the traffic impact fees, which would mean less to transfer out to pay for the bond. The City uses the general fund reserves only when necessary, and then only for one-time projects and not ongoing expenses. He asked for any questions and whether there was any concern about including a lining for the swimming pool in the budget. Council Member Jensen

asked whether it is ok to wait till 2014 to line the pool and Administrator Darrington said it could be put off till 2014, but no later. Director Giles talked more specifically about the cost for the lining, and Administrator Darrington said they would check the numbers and adjust if necessary.

Director Harrison asked to include carpet and new paint for the library in future expense planning, and Administrator Darrington said he would. Administrator Darrington said that as he began looking at the possibility of the civic center project, he reviewed the city survey again (summarized in handout pages 37-41), looking at how residents responded to the plans for a new civic center. The library and fire station were the main concerns from citizens, and an indoor swim pool and bike walking paths were also concerns. Repairing roads was also important, along with improving sidewalks. Citizens also responded that they would be most willing to pay more taxes for (in order of concern) an indoor pool, road improvements, and the library.

Administrator Darrington began discussing road improvements (covered on page 44), and reviewed the numbers with regards to how much is provided by the state. He explained that Pleasant Grove City bonded for a large rebuilding project on the roads, which will still be repaid for another 5 years. There is currently about \$1 million in the Class C road fund balance, and the handout breaks out the remaining balance after bonds repayments and snow removal salt, which is about \$100,000. If that \$1 million balance is broken out over the next four years (with perhaps \$250,000 per year plus the \$100,000 left over), there would be approximately \$350,000 in a given year to do projects. That money could be focused on road treatments (micro-surface), rather than street overlays; the micro-surface treatment is to help extend the life of the roads that are in good condition and delay the need for reconstruction. Administrator Darrington reviewed the sheet and discussed what each treatment type entails and how much each costs (with HDMB treatment being the least expensive and reconstruction being the most expensive). The current franchise fees (for natural gas and electric) for the City are 5%, but the City can charge up to 6% according to state law. The proposal is to raise the franchise fees to 6%, which would generate \$190,000 a year, which could be earmarked for road improvements. Administrator Darrington said that for the next few years, it would make sense to put that money toward additional treatments, so when the bond expires in 2018, the City could put a lot of money toward overlays and reconstructions. From the road survey, the City knows the condition of each of the roads, so the council could allocate the money and then the streets department could determine where to do the treatments. Administrator Darrington said that there are roads now that need to be overlaid or reconstructed, but the City could treat many roads to keep them from getting to the failure state. On Pleasant Grove Boulevard, there will probably have to be a mill and an overlay, which will cost approximately \$1 million. Director Walker explained milling is required because the material on the surface of the road is made to let water pass through, so it has to be removed before an overlay is begun. Administrator Darrington said that that mill and overlay for Pleasant Grove Boulevard is not accounted for in the budget currently, and the City might consider doing a four or five year bond for \$1 million to cover that treatment. He asked for the council members' responses about whether to put more money towards the roads, and whether they were ok with the funding options and keeping up with the treatments till the bond is paid off.

Director Walker added that just to maintain the roads; it would cost just over \$18 million. He said that the current plan works for the long-term and the budget is a good way to start, although the roads will require more money because the preventative treatments themselves only last five to seven years. Mayor Call asked the Council Members whether they disagreed with moving forward with the plan to increase the franchise tax to 6%, and put the revenue toward roads. Administrator Darrington clarified that the City could use that revenue for anything, but he would like to recommend it be dedicated to the roads. Director Harrison asked whether the increase would be up to a vote, and Administrator Darrington clarified it would be decided by

the Council. Council Member Jensen asked whether the road situation might progress to the point where the City would need 30 or 40 million dollars, said that the current plan seemed to be a “Band-Aid,” and asked how long the treatment plan would work. Director Walker said a road might last 50 more years with treatment, but the treatment has to be applied at least every seven years. Council Member Jensen asked whether the treatments would help smooth out roads, since most complaints from citizens were regarding road bumpiness. There was a brief discussion about the difficulty and expense of smoothing roads, since the process requires multiple treatments. Council Member Jensen said he’d like to make sure whatever is put into place also at least addresses citizen concerns about bumpy roads, and Director Walker said they’d address it where possible. Administrator Darrington said there are some roads citizens complained about, but that most were not a major concern. There was a general discussion about which roads and city parking lots are in the worst condition. Administrator Darrington said the main concern is that if the public is told the franchise fees are going up to help improve roads, they might expect overlays, so the City should make sure citizens understand that it will not mean drastic improvements or reconstruction of roads immediately.

Administrator Darrington then continued discussing large capital expenditures (page 42). The handout has estimates for construction costs (not including land) for an indoor pool or civic center (though actual costs are usually much higher). Administrator Darrington discussed the phases and costs for each: phase 1 (police, parking, fire station), phase 2 (library, city hall, parking), and phase 3 (retail, parking, performing, city park). He said he’d like to focus on the library and public safety buildings (which might be a joint police and fire building, or separate buildings). A 20 year bond for \$10 million would cost the average resident approximately \$6.44 per month (estimate on page 43).

Council Member Robinson discussed the possibility of an indoor pool (which is still in the concept phase) that could provide a good opportunity for the senior community, swim team, etc. She asked whether the art tax could provide seed money for the project, to go to a general obligation vote in 2014. Administrator Darrington said he did not have a good estimate for what an indoor pool would cost in full, and Council Member Robinson said the estimate was \$9 or \$10 million. Administrator Darrington said his concern is the yearly cost of an indoor pool. Council Member Robinson said her proposal would be the “Have a heart” or “HEART tax,” which would stand for “Help Enhance the Arts and Recreation in our Town.” The lack of an indoor pool is of particular concern for the older citizens, and also for the high school swim team. Administrator Darrington said that the tax revenue wouldn’t carry the indoor pool project very far, and that any of the capital projects would probably require a property tax, because there aren’t many other options for funding the capital accounts.

Council Member LeMone talked about the possibility of a “pool bubble” which could help meet needs if the indoor pool will not be built in the next 5 or 10 years. A pool bubble for the existing pool would cost approximately \$1 million (the pool was built with a pool bubble option in mind). It would be great for the swim team, who are currently paying to use the American Fork pool for practice. Administrator Darrington asked whether the swim team was school sanctioned or a club, to confirm whether, if the indoor pool were built, there would be a reason to ask the High School to contribute; Council Member LeMone said it is school sanctioned. She said that although many citizens would like an indoor pool, a pool bubble would help meet their needs. Council Member LeMone acknowledged that the other proposed capital projects are important, but she would rather see a pool bubble than nothing at all (if the indoor pool is still years in the future). Administrator Darrington asked whether \$1 million was still the approximate cost for a pool bubble, and Director Giles said it would depend on the type of base, the cover, the size, etc. Administrator Darrington said it would be good to get a ballpark range for the cost of an indoor

swimming pool (perhaps by looking at to Lehi City's pool) and for a pool bubble, so there could be further discussion on whether the pool bubble is a good option. Director Giles said that there also might be some other options, and used the example of the Kearns pool, which has a permanent fabric structure covering the outdoor pool, which would be a little more expensive than a bubble, but stays up year round (similar to the pool at Snow Canyon). Council Member Robinson mentioned that there are potential scheduling issues for installing and uninstalling the bubble (when it may be out too early or too late for the actual weather conditions). Director Giles said putting up the bubble and taking it down is labor-intensive, and that there would be a lot of considerations. Administrator Darrington said he would start pulling costs to examine it.

Council Member Jensen asked about the bond options and timeline, and said that it's not reasonable for the City to put in a \$12 million indoor pool, then wait 20 years and put in a police station, then wait 20 years to upgrade the fire station, then wait 20 years to build a new library. So the actual cost wouldn't be a \$20 million bond, but an \$80 million bond to do all of the capital projects. He said the question is when to go to the citizens about what to do, because a discussion only about one project over 20 years gets the discussion nowhere. He suggested talking about all of the facilities and a bond to cover all of them. Mayor Call said the buildings would not have to be completely spaced out, but could overlap—for example, every five years, the City could ask the citizens for a bond vote. Administrator Darrington said that a general obligation bond (that gets put to the vote) has the best interest rate, but if there is something the City Council wants to do that the citizens might not vote for, it would require a sales tax revenue bond, or another type. He said that he'd guess the only thing it would be possible to get a general obligation bond for would be a pool, and possibly a library, but not public safety or city hall, because the citizens don't use those buildings. Council Member Jensen said his point was that it's essential to look at the whole deal and how it needs to be solved, also taking into consideration how the costs may increase over the years; if the 3rd phase doesn't start for 15 years, it might be as much as the first two phases put together. Administrator Darrington said that that discussion is the point of the current meeting; if the City wants to bond for more than \$10 million, it would be easy to calculate what the impact to citizens would be for larger bond amounts. Director Harrison asked whether the council had considered letting the citizens choose which projects to bond for. She said American Fork had put on the ballot bond options for land, a new library building, and a new public works building and all had passed. Administrator Darrington wondered whether each of the buildings was voted on separately. Chief Smith said he had also wondered whether it would be possible to do a "bundle" with wants as well as needs. Council Member Jensen suggested the City tell the citizens the new projects would cost \$60 million and let them vote for or against the projects, rather than to keep going back to the issue with seemingly no resolution. Mayor Call said that if a citizen is only presented with one bond question, "Pass a bond for \$12 million for an indoor pool," the chances of it passing might be like flipping a coin, but if there are four or five options, one will probably pass. Council Member Robinson asked whether he meant each project would be a separate item, with the option to pass one, all, or none. Mayor Call said it would be four different items, each voted on separately. Director Harrison commented that in American Fork, the vote was during either 1998 or 1999, so the better economic conditions at that time might have affected the vote. Administrator Darrington said he'd like to hear from Council Member Boyd about the facilities, and then there could be a more complete discussion of how to proceed.

Council Member Boyd said that she asked Director Harrison, and Chiefs Smith and Sanderson, to each put together a humorous presentation, to get across the point that the facilities situation is "humorous, but no longer funny" and the City needs to do something. She said that since it is an election year, it would be good to get something about the civic center on the ballot. All of the

directors are ready to move forward and get the buildings built, through bonds, grants, foundations, etc. (since the city already has the land). Council Member Boyd said that this is the year to make it happen.

Director Harrison presented her “humorous but no longer funny” information about the city library (page 47): If we lined up all the children who participated in the children’s programs shoulder-to-shoulder, the last child could order a dessert shooter from Applebee’s in American Fork. If all of the registered patrons came into the library at the same time, they would be allotted five square inches of space (kids would need to be left home). The library has a kitchen, but the oven is a copier, the sink is a CD finisher, the pantry houses a year’s supply of paper, and the cupboards are filled with games and activities. The office is occupied by stuffed animals who “work” at the library. If it’s adventure you seek, try going to the library’s restroom, where you must navigate 30 narrow stairs to the subterranean level. If you can’t handle stairs, you must exit the building and go through the parking lot the distance of a football field. In today’s world, you can drive through to get almost anything, but Pleasant Grove citizens cannot drive up to deposit a book. Every summer, we travel with our patrons to exotic places (into space, under the sea, through the nighttime forest, and around the world). If you checked out the library’s entire DVD stock from Redbox, it would cost you \$5483.79. If you listened to all of the audio books just in the building, you would have to listen non-stop for 86 weeks. When first built in 1988, the building had a shelving capacity of 40,000. Currently, it houses over 100,000. Before becoming librarians, staff members held many types of jobs, including book author, journalist, piano teacher, genealogist, life skills coach, archaeologist, medical assistant, school teacher, and even in forestry. We aren’t just library clerks—we build shelves, we paint murals, and we solve computer problems. We teach computer classes, we know every e-reader, how it works and how to load books on it. We’re event and party planners, teachers, puppeteers, and we know a book by its characters, favorite phrase, or part of its title; and if there’s something we don’t know, we search until we do. Our literacy center currently serves 50 students with about 60 tutors, averaging 200 volunteer hours a month. The tutors work with students one-on-one, serving mostly elementary and junior high students, but some adult students learning English as a second language, or learning how to read again after suffering a stroke. Director Harrison also explained that the new Springville library is almost the exact square footage that is recommended by the American Library Association for a community the size of Pleasant Grove.

Chief Smith presented a “Nice to meet you” message from the police department (page 46): I am nearing 40 years old, and am in better shape than most 40-year-olds I know. I provide rust-colored water from every faucet. I send brown, unholy water into the control room during frequent sewer backups, and ensure it runs down the walls of Sargent Nielson’s office from a source you don’t want to know. The team hopes this water is not connected to the rust-colored water in the faucets, but I’m not telling. I like hot water, but hot water doesn’t like me or my 1975 hot water heater. The PD uses portable heaters in the restrooms and basement, because I don’t provide heat down there, mostly to provide a true outhouse experience for my loved ones. I make them divide their evidence room into a boiler room and the elevator shaft. I’ve also forced them to retro-fit closets for the dispatch supervisor’s and lead dispatcher’s offices—brilliant work if I do say so myself. That’s nothing to how I make them process evidence in the storage closet, which makes me giggle, because now they have to put storage in the women’s restroom. Of course, it’s all in good fun because I love my PD. Don’t take them away from me. Chief Smith pointed out that the handout has pictures of some nice police department buildings in other cities (Post Falls and Clearfield).

Chief Sanderson presented some facts about the fire department, most of which are also shown on a handout (no number). The handout has a photo of the original 1906 fire house storage and

of the current building, noting the 1906 population compared to the 2012 population. Some funny facts about the fire station: picture yourself at 2am. You get to pass 147 windows as you make your way to the bathroom. Mums the word on Tuesday nights because of the council meeting, and you've seen the hobbit sized man-cave, and the protection for safety equipment is provided by Hefty sacks. We teach math, English, and woodshop within the walls. How many firefighters can sleep in one room? We call it big bed Tuesday. Hell's Kitchen has nothing on us. We have shared male/female facilities, so make sure you lock the door. The tunnel is our underground storage facility, we were built in 19 "something," and we mostly live in one giant hallway. We do have a state-of-the-art fire pole, and seem to almost have one fridge per person, and a concrete floor that actually drains.

Council Member Boyd summarized by saying that there is a time and season for everything, and this year is the time and the season to get this figured out. Let's figure out the money, how it can be done, and get it ready for the election in November.

Director Giles commented that arts and library are most notorious for donations and grants and could look into using those sources to try to raise some of the money. Council Member Boyd said there are some good community partners, and that there will be a domino effect, as the City provides improvements, there will be other avenues to then create a whole city that will be new and improved. Council Member LeMone asked whether there are things that can be done immediately to fix some issues (like the faulty water heater). Administrator Darrington said there might be certain things the City can do to help, but part of the discussion is over how much more to put into existing buildings versus putting money toward a new facility; many of the issues would only be addressed by major reconstruction. Administrator Giles pointed out that the community development building needs a new roof this year, and the police department will probably need a new roof next year, and with the older buildings, it would be sinking money into them. Council Member LeMone said the issues with the police, fire, and library buildings seem more important than the pool bubble, and perhaps there's a way to convince citizens they need to focus on infrastructure. She said she'd like to fix immediate temporary needs, and then focus on infrastructure for essential services, and make things better for employees.

Administrator Darrington said the questions are whether to bundle and do more than one facility, and how to fund the project (whether to go to a vote or find another type of bond). He asked for suggestions on which facilities should be bundled and what facilities the City would like to build, with the hope of getting the new facilities up and running within the next two or three years. Council Member Boyd said the police and fire seem like they could be considered one building. Administrator Darrington said that during the discussion of the civic center, police and fire were separate, but they could be in one building or connected buildings, and there could be a cost savings if they were in the same building. Council Member Jensen suggested the library might share a building with city hall or the police department. Chief Smith said that the police department needs to be with the court room (which is currently undersized). Administrator Darrington said it would be an option to pursue a public safety building to house both departments, and asked for other input on bundling projects. Council Member Jensen said he would like to find out what the citizens are willing to pay for. Council Member LeMone voiced her concern that if the projects are all on the ballot, the citizens may continue for years to not vote for infrastructure projects; at what point would the City decide to make a change regardless of what the public votes for, because they are essential services? Council Member Robinson pointed out that the funding for different projects could come from different types of bonds. She said perhaps the administration should figure out all of the options and bring it back to the Council. Administrator Darrington said they could already provide that information; the key factor is that the general obligation bonds go to a vote while other bonds are through decisions

by the Council. The interest rate is lower on a general obligation bond, but the specific project needs to be a consideration in deciding what bond type to use, since citizens might not vote for essential services improvements. A general obligation might make sense for a swimming pool, but not an essential service. Mayor Call said perhaps the Council should discuss what projects are less likely to be approved in a general obligation bond and handle them in a different way, then put the ones that are likely to pass up for a general obligation bond (through a general election). Administrator Darrington said he was not sure where the library would fit, and Mayor Call suggested it might be with the pool. Council Member Boyd pointed out that in the survey, the pool is recreational, while the library is for the whole city. Mayor Call pointed out that respondents considered the library important under both recreation and over the whole city, and was one of the most popular answers for areas for improvement. Administrator Darrington said they'd start putting things together information for a new public safety building (one or two buildings) for the council to vote on, and then possibly prepare the library and swimming pool for a general obligation bond (either bundled or separate) to be on the ballot in November. Council Member Jensen said he'd like to make sure it would be done in time to get it on the ballot in November. There was some general discussion to clarify that projects presented for a vote (for a general election bond) would not be those that were considered essential services.

Administrator Darrington said a public safety building would cost \$15 million, which would be about \$10 per household. If the City goes through truth in taxation in August and works through that process, it will be in place before the ballot decision in November—then the voting for a general obligation bond for a pool or library building would be for additional cost beyond the cost for the public safety building. Mayor Call commented that there is also a political consideration, with regards to how many voters will show up. He said if you want to pass a bond and there is a sizable minority that would vote for it, then you want it in an off-election year. But if you think you have widespread support for a particular project, then do it in an election year when people show up to the polls. Administrator Darrington said that if everyone is aware of the upcoming decision, that it will become a battleground for the election. If the City does the public safety building as a decision of the council, it is less political and a different discussion, but there may be ramifications as well. Mayor Call said the next possibility for the general obligation bond election would be June of 2014. Director Young asked whether the council could hold off on making the decision about the public safety building until after the general obligation bond decision, and Mayor Call agreed that is an option. Council Member Jensen said that if the general obligation bond vote occurred soon after the approval of the public safety bond, it would be less likely to get approval. From a strategic standpoint, if the object is to get as much as possible, the City should do the general obligation bond first, for the library, pool, and arts center (or just library and pool). Director Lundell said the City could speak to one of the companies that consult on general obligation bonds and the process for approving them. Council Member Boyd said she is concerned about combining the library and arts center vote, and that it would be better to focus on the top three or four projects; the arts center is not a priority, so including it might drive down the support for the library. Director Harrison said it would be asking for a lot of taxes. Attorney Petersen agreed, saying there would be an increase on property taxes of \$30 or \$40 each month, plus more for health insurance for employees and more franchise taxes. There was a brief discussion about the schedule for the special elections. Mayor Call said if the vote for general obligation bonds for the library and pool is in June, from a political standpoint, there's a separation for those who are thinking about election or re-election in November.

Administrator Darrington said his concern is that if the general obligation bond vote is first and both bonds get passed, politically, it would be tough to do the public safety bond after that. Council Member Robinson said she likes the idea of having the general obligation bond vote

during the general election, to drive voters to the booths. Council Member Jensen said the concern there would be that the issue would become political, with voting on a candidate instead of the issue. Administrator Darrington said his gut recommendation would be to proceed with the public safety building and put everything in place to go through truth and taxation in August to get it funded, and then handle the library and pool on the ballot either in November or in June 2014. Then the public knows up front they will be paying \$10 more a month for public safety, so that is part of their thought process when they go to the ballot. Director Giles said the City will need time to inform the public, rather than hurrying it through and having no support, and Mayor Call agreed. Chief Smith said all that is necessary is to have the general public have a short tour of the public safety buildings and they would be able to tell. It is a decision whether to do it even though it's not popular, or do nothing and let everything continue to fail.

Mayor Call asked for the council members' thoughts on Administrator Darrington's recommendation to move forward on public safety, through a sales tax revenue bond, and hold the public meeting hearings in August. Council Member LeMone confirmed the numbers for the bond amount and the average cost to citizens. Administrator Darrington said it is important to be careful with the message, since some homes would be paying \$20 more a month rather than \$10, and maybe it would work to give cost ranges to people. The City would also need to work with VCBO to tighten up costs, and might need to spend a little more money to get further in the design process, to get more accurate cost estimates. Council Member LeMone said that with doTerra coming in and movement with businesses, it would be a good time to focus on infrastructure; the buildings are outdated and the City should move forward with innovative, new, improved ways of showing employees that the City values them over amenities. Mayor Call said it is simple to ask: does the City believe in cascading values, and is safety the top priority or not? There was a general agreement that safety is the top priority. Council Member Jensen said it would be disingenuous and contrary to the City's attempts at transparency to do the general obligation bonds and then the other. He said the City needs to be honest and open with the public and let the chips fall where they may on the general obligation bond vote. Mayor Call asked whether to proceed with going down the road and tighten up understanding of the costs. Administrator Darrington said it would have to happen quickly because there's a process, particularly because truth in taxation is subject to referendum, and in Orem and Highland, the council passed the tax increase, but residents got enough votes to force it on the ballot. Council Member Boyd said that it was a good point and mentioned that Orem is trying to build a second fire station as soon as 2014, and they have a similar number of citizens.

Administrator Darrington discussed the dates for truth in taxation hearings. Council Member Boyd said it is a balancing act, but she is concerned about eliminating the library from the plan, and that the City should at least start to move forward to getting that on the ballot. She said she's afraid proceeding with the public safety building would ruin the library's chances. Mayor Call said his personal feeling is that because the library and pool rank highly on the "wants," they would have a higher probability of passing. Council Member Boyd said that doTerra and other companies will contribute to a library, but not a police station. The library is set up with a 501(c)3 and can start collecting money and writing grants now if the City determines what land is for the library. Director Young said that with regards to land, the Council will decide which option to go with, and it will be coming in as part of the General Plan, so when the Council approves the general plan, it will be an official plan and the City can identify the specific properties for each building.

Mayor Call confirmed that the overall intent is to do a sales tax revenue bond for a public safety building this year, with a public hearing by August, and then wait to June 2014 to do a general obligation bond for the pool and library, to give the general obligation bond the greatest possible

chance of passing. Administrator Darrington said the truth in taxation process is that the City announces they will raise property taxes (as outlined in the state code, through an ad in the newspaper, specific notices, etc.) and then holds a public hearing. The public will show up and say whether they are ok with it, but there's no vote taken from the public; after the hearing, the Council votes whether to implement the tax. Council Member LeMone asked what the best way would be to get information out to get support. Mayor Call said to treat it like a public hearing, and educate and persuade as much as possible. Administrator Darrington said a tour of the facilities might be good, and that because of a public facilities tour South Ogden and it was obvious to the public that the City needed a new building. Only about 20 people came, but those people could tell others. Administrator Darrington said that on the administrative end, they would start figuring out soon how to start the education of the public.

Council Member LeMone asked whether the City should move more towards a technology center rather than a library, or intermix the two, rather than just a brick-and-mortar library. Director Harrison asked what her definition of a technology center was, and Council Member LeMone said she wasn't sure, but the word "library" seemed outdated. Director Young said it might be a matter of changing the vision or concept of what a library is. Director Harrison used the example of Springville Library, where the books don't go away, so the library building is still necessary; it is surrounded by technology, but based on knowledge. Everyone can participate—not just those that have the ability to pay for internet and a computer at home. It is a modified version of the libraries of old, but is still a public service and an equalizer (to her, knowledge and the ability to get knowledge is the "great equalizer"). Chief Sanderson said that by changing the name to "technology center" rather than "library," it changes the mind of people who might not support a library. Mayor Call said that UVU is redoing the library, and not calling it a library. Director Young said the term "library" is most familiar to those that use it, and it might be necessary to use both terms. Mayor Call said he thinks there would be an advantage to getting approval from the public by positioning it as something more than a library. Administrator Darrington said they would discuss the issue more later.

Council Member Robinson talked about the possibility of a city bike park. She has discussed the topic with Paul Olpin on numerous occasions, and the bicycle/pedestrian master plan will address the issue of a bike park. The group will go on a field review this week to different possible bike park sites around the city. However, the Wasatch Area Free Rights Trail Association (WAFTA) and the overseers of Eagle Mountain (Garret and Hall), who have showed support and overseen volunteer efforts, feel like the support from the City had waned. Council Member Robinson has met with different groups that want to be involved, and there's still a lot of enthusiasm in the community, with varying preferences for leisure, skill, or family oriented paths. There is one group in Canada that could come in with the vision, design, documentation, and implementation for a bike park. She said the current master plan is very good, but she would like to know whether the City still supports it. Administrator Darrington asked what the next step would be, and Council Member Robinson said she was waiting for the master plan to define where the bike park would be, and confirmed she'd really like to have a different plan from Eagle Mountain's bike park, so it is representative of Pleasant Grove. She also said it's important to ensure there's connectivity to get from homes to the park without difficulty (which would be addressed by the trail plan).

Mayor Call discussed the possibility of using iPads or other tablets in council meetings; it would let everyone see things better, so when people are discussing a project, others can view the project information on the big screen (projected from a tablet) or on each individual tablet using the WiFi connection. Mayor Call said it's fairly low cost technology now, and that he'd have more precise cost estimates to present within the next month. Administrator Darrington asked

whether the current council packets are working well (Recorder Kresser puts them on DropBox), with no computers at the meeting. There was a general discussion about how using tablets would be simpler than packets, about how the technology would work with a projector, and about how other cities are using similar technology.

Administrator Darrington said that with regards to the pipe plant, he spoke to the man who is representing the company, and he will soon meet with Attorney Petersen and Engineer Lewis to talk about the counter-offer, which is within the \$6 million range, which is for the land (as-is); there are few other details to work out before bringing it before the Council. Director Lundell and Administrator Darrington met with a Zion's bank representative to start putting the storm drain bonds in place, and the goal is to have it all worked out by July 1. If it goes to bond, the cost is already built into the rate structure, so the City doesn't have to increase rates (although the last increase of the four year plan is in July 2013), and in future years, there will be a discussion for each year.

Engineer Lewis discussed the possibilities for more parking downtown (pages 48-52 in the packet). If the City removes the garage near the Beck home, they could expand the parking lot and add an additional 47 stalls (this also involves moving one emergency generator). If the police department parking lot is extended through 100 S, there could be another 10 stalls there (by getting rid of the curb, gutter, and sidewalk, and closing the connection from 100 S to 100 E). It would be a step toward the overall vision of a downtown civic area. A rough estimate would be a quarter of a million dollars to do that, and if the Beck home is removed, it could mean another 30 or 40 stalls there. There currently isn't enough parking to go around with the library and the police department, particularly during the summer reading program at the library. In the interim, the City could chose to move the employee parking into the gravel area to leave parking for residents. This new plan would also increase parking for the downtown area for events and restaurants. There was a general discussion of which areas to start with if all of the changes together would cost too much. Administrator Darrington said that the Beck home property makes the most sense to start with, even though it's expensive, and Engineer Lewis said it could be planned to start with some parking on that lot, with the addition of more parking later if the Beck house is moved. Mayor Call asked how soon the City would be acting on it, and Administrator Darrington suggested the possibility of putting in gravel first, rather than pavement. Council Member Jensen asked how parking lot plans would fit in with the city plan for a new public safety building, library, etc. Mayor Call said that it seems to connect closely with what the City wants to do for the public safety building and that those projects should be considered together. Mayor Call asked if there would be any repercussion to the public to close 100 S., since that project would be cheaper. Engineer Lewis said that the cost he had calculated for the parking lot change to 100 S. is to repave the road (which is in poor condition) and rebuild the curb and gutter area, etc., but there could be some parking adjustments without high cost. The Mayor asked if there is any downside to closing 100 S., and there was a brief discussion about what closing the street would entail (including changing the curbs and gutters) and which street would have the entrance to the parking lot. Mayor Call asked if it was a general consensus to move forward with closing 100 S. Council Member LeMone asked for the advantages of closing 100 S., and Mayor Call replied it would offer more parking and better pedestrian flow. There was a general discussion about how closing the street would affect businesses that back onto the current parking lot, the traffic on Main Street, and the fire station or police department, as well as how to effectively make it clear to the public that the road is closed, and how it would fit into the long-term plan (including whether to take into account the possibility of widening 100 E.). Mayor Call said it is time to set dates for the sale of the Beck home, and if those deadlines aren't met, the City could try for a short period to sell it to someone else; Administrator Darrington said the

issue with the current buyer is finding a lot to relocate the Beck home to that is close enough to not be cost prohibitive.

7. EMPLOYEE NEEDS

Administrator Darrington discussed staffing needs and cost estimates for entry level positions (covered on page 54) and reviewed the two options that Director Giles put together for possible changes to the parks crew (page 55), including eliminating some summer part-time positions in favor of permanent part-time positions (which is intended to improve the quality of work by employees). He reviewed the costs for each of the options and also mentioned that the parks staff had lost a few employees over the last few years. Director Giles said the new structure would be better because everyone can have a better focus on a specific area (cemetery, parks, etc.). One of the main goals is to get rid of the weeds, which are influenced by both nature and the city budget. The thought process behind the changes is to put all the full-time employees into their area every day, rather than once a week for a full day. Administrator Darrington also requested to simultaneously talk about the new parks program (page 60), which was created to build toward the goal of having the best parks in the state—that goal may require additional employees.

Director Giles said that the new plan would allow the full-time employees to spend more time in their individual areas, and would also take some custodial responsibilities away from Superintendent Rasmussen, which would allow him to focus on parks. Director Giles said there will be more training, with a focus on safety and overall operation of the parks, as well as specific training on job development (currently, there is not much training on individual tasks). Director Giles also said weed management is a major concern; in the past, when there is only one available day, the City has chosen to mow rather than spray for weeds, but now they will spray to help with weed management. Currently, there's a once-a-year weed application which can only be applied when various weather factors are right. Last year, the City tried a new product (One App) which has fewer limitations for application and lasts longer, but is a little more expensive. With regards to the mowing program, the department can use current part-time employees to mow using the riding mowers and push mowers, in order to free up the full time person for his individual areas. The department will also put specific operators on each machine (rather than a rotation), so each can keep track of maintenance for that machine. Some maintenance issues in the new parks program include safety, weed free grounds, completion of projects, and primping (detailed upkeep) of areas, and one particularly important area to work on is to make good use of volunteers.

Administrator Darrington said that the idea is to make the parks the best in the state. It involves having the department check out other parks and speak to employees about aspects of their parks that are nice. This process should let them take a step back from the day-to-day to do some visionary planning for what the parks should become, and then implement that into the day-to-day operations; this is a fundamental change from how the City has looked at the parks in the past. In order to create some time for employees to do that, they need some additional help. He then asked Director Giles to discuss the differences between the options with regards to price and level of service. Director Giles said that with Option One, there would be an increase in the wage of the first permanent part-time position to encourage longevity, and then the addition of a second permanent part-time position (both positions run from approximately March to November). The Diamond Crew was moved to the recreation center and will be overseen by the recreation center manager. The level of service as provided by high school students at the rec center was not high enough, so they will look to hire more mature employees. Two diamond crew coordinators would be ideal, but one would suffice, along with the summer diamond crew to help offset some hours (for example, March, when preparation for the softball season starts).

For facilities, the addition of a permanent part-time employee would enable the current supervisor to change some hours to accommodate for the new position and use that employee to help with safety requirements. The M/C (Mow Crew) takes a week to get through everything. The R/M (Riding Mower) crew could really benefit from having full-time staff, and more seasonal members. Lastly, the parks department could help with the economic development of the City if they had employees for the I-15 crew (who would take care of the area along Pleasant Grove Boulevard). The difference between the two options is reduction on some hourly pay and reduction of weight on the riding mower crew.

Administrator Darrington pointed out that any cost is additional to what the City has already looked at, with regards to the general fund budget, and would be an ongoing cost. Hopefully some growth in the city will be enough to do this plan, without leaving the city with a negative balance at the end of the year. It goes back to whether increasing the level of service is important enough to improve the parks department in this way. Mayor Call said he thinks it's a great step in the right direction, but he wants to make sure the City doesn't lose site of the volunteer efforts, but brings them together to improve the appearance of the parks. Director Giles agreed that the goal is to get more people into the areas, so the full-time person can make sure irrigation and such work properly, and make sure the volunteers can help with prepping, particularly when there are volunteer church groups who will come in to work for free. Volunteers just need to be supervised, educated, and tutored better. Council Member LeMone asked how the City would get the word out about it, especially the "Adopt a Park" program. Mayor Call said it would be part of the volunteer section on the new website. Director Giles said there are still tasks they don't want to have volunteers do, but there are many they can. Council Member Boyd mentioned that there's a kick-off for the citywide cleanup, and that that might be a good time to invite volunteers to come help. Mayor Call said it should be simple to get KSL or other programs to do news stories done on the new "Adopt a Park" strategy. Administrator Darrington said the hope was to have the website functional by April 1, which would give some time to get the website functional before promoting the program; once the website is running, he said the key will be to use the LDS church structure to get the word out to groups or families. Director Giles said it might be possible to get kids on the baseball teams to come out the week before the baseball opener to help clean up, which might encourage them to help keep the fields clean. He said they may also be able to do that with other sports teams, to get them to buy-in. Administrator Darrington suggested it might be a better idea to do Option 2, and wait to see how the volunteering works out, since it might bridge some gaps without doing Option 1. There was a general consensus that that would be a good idea.

Council Member Boyd briefly mentioned the idea of starting a community vegetable garden in front of the senior citizens' center, possibly utilizing scatter irrigation.

Administrator Darrington moved on to discuss the police department. With regards to the police dispatch situation: the City has been approached by Lone Peak to provide the dispatch services for their cities (Highlands, Alpine, and North Cedar Hills). Chief Smith and Heidi Johnson put together a staffing plan and Director Lundell examined what the City would need to charge for that service, and it seems like the City is in a good position to ask Lone Peak to pay Pleasant Grove what they had been paying the county, to get a better level of service. That would create for the City the possibility of four new full-time dispatchers and a possible wage increase for the part-time dispatchers to encourage them to stay. Things are still in flux, but there will probably be an interlocal agreement soon. Council Member Meacham asked if it would be long term, and Administrator Darrington said they would probably ask for a 10 year contract, since it would require the City to install one or two new work stations. He said they are currently looking at the numbers to see if it makes financial sense. Administrator Darrington asked for any questions on

the issue, and commented that the agreement ties in with situations with Cedar Hills and shared services, as a step toward working things out. He then discussed the possibility of a new full-time police officer (which would cost roughly \$73,000). The police department would like to have one, and while it is not yet in the budget, it could probably be worked in, so it is an issue to discuss with the Council. He asked Chief Smith to discuss his department's need, and Chief Smith said the biggest need is in investigations, which might be solved by moving someone up to investigations, then hiring a replacement for the vacant position, which Administrator Darrington confirmed would cost closer to \$79,000. Chief Smith said that the investigative crew tries to be proactive, but they have a constant case load, so they're struggling. Mayor Call asked if the Council was opposed to adding that position, at the cost of approximately \$80,000. Council Member Meacham asked what had been happening to the investigations, and if they were falling behind. Chief Smith said that when the department is asked to focus on public relations and all the other aspects, something will suffer because there's not enough man power to perform the level of service that they are being asked to do. For example, it's difficult because when someone steals a stereo, it is a major problem to that person, but when that case is against a case of child molestation or assault, the stereo doesn't get much attention. Mayor Call asked whether creating a new position would have an effect on overtime hours. Chief Smith said it probably would not, because most of the overtime hours come from patrol (which is also short-staffed). The police department has been utilizing reserves for patrol because it is cheaper to bring a reserve out to cover a shift than to pay an employee overtime. The department would like to reach out to a couple of officers from other cities and pay them a decent wage to come in and cover shifts, which would still be cheaper than paying overtime. Administrator Darrington said that for right now, maybe it would work to put it on the one page budget and make a decision possibly in April about whether to proceed with the new position, in relation to everything else on the budget. Mayor Call said it didn't seem to him there was an opposition to adding an officer, but it would be good to know how everything fits into the budget.

Administrator Darrington said he would follow-up also on the position for streets worker since many cities use their storm drain personnel for that. Engineer Lewis said the master plan will cover things like working personal into the fee structure, as departments are re-evaluated.

Administrator Darrington then discussed Promenade. He said he and Assistant Larson plan to find a summer volunteer who will be assigned to Promenade.

Administrator Darrington mentioned that the topic of health insurance had already been covered, so they would move to economic development updates.

8. DISCUSSION ITEMS/UPDATES

Administrator Darrington said that many of the status updates on economic development were covered during the "Year in Review" on Friday. Director Young said he would answer any questions, but had no specific additional information to present. Administrator Darrington said he felt everyone is updated on doTerra, McDonalds, and the Walmart neighborhood market (which is not a big store, so the City should make sure residents know it is not a super center).

There was a general discussion about the space center, their affiliation with Central School, their current location, whether they are open for field trips, etc. Attorney Petersen mentioned that because of the facility problems that the school district is having, they had to scale back their program, so now Stonegate is filling the gap and doing the extra that the school district isn't doing, although there's no official contract between the school district and Stonegate.

Assistant Larson pointed out that ROI Solutions would like to build a new 15000 square foot call center building just west of the Water Gardens Theater. Council Member Boyd asked for clarification on what the company was called, and Assistant Larson replied it is ROI Solutions, and they sell programs for data management for businesses. Council Member Jensen asked for and received clarification that they would keep the current parking lot and would build their own parking lot.

Administrator Darrington said that negotiations with Stan Smith and with the real estate agent for Wal-Mart are close and that once Stan signs, they can close on the property and move forward. The City has said they will use eminent domain to see the access put in (Stan doesn't like it because it doesn't give him leverage to charge more for his property). What Wal-Mart is offering is a fair price; they want an easement now, rather than buying the property outright. Council Member LeMone asked if the items were public knowledge yet, and Assistant Larson said he was waiting to put the information on the website until after Council had seen it, so it wasn't on the website yet. Mayor Call commented that it would be best to not proclaim information until the process is farther along. Administrator Darrington said that once the building permit is pulled, it's a better time to make information public. Attorney Petersen asked for clarification that Wal-Mart is only asking for access right now, which Administrator Darrington confirmed. Engineer Lewis said that that arrangement is the same as they are getting from Jay Robinson, too; it cancelled out the need to worry about Greenbelt (because easement has no impact on Greenbelt). Administrator Darrington said there might be a small environmental issue, but the engineers are already getting started on that.

Administrator Darrington said that Scott Wells told him that the City charges some churches commercial water rates and other residential water rates. The commercial rates are actually cheaper, and Administrator Darrington said he feels a church functions more as a commercial building than a residential building, so he would recommend the City charge all churches commercial water rates. It shouldn't be a large revenue loss, and many of the churches are already on the commercial rate, but there needs to be consistency. Mayor Call asked if there were any objections. Engineer Lewis said he had updated Scott Wells with some commercial areas for secondary water that were in the system incorrectly, so there will be some facility managers that would get some surprisingly different bills, but it would make it consistent across the board (they would be treated like anyone else), where they had been receiving a benefit previously.

Director Walker said the one thing to be aware of with churches is that they are some of the largest water wasters in the city, with regards to secondary water. Director Giles said that one of the focuses of the five year plan is to go ahead and educate the FM groups and custodial groups in the schools, etc.

Administrator Darrington said that Republic Services would like to enter into discussions for a contract extension (the contract expires in 2014). Other cities have gone out to bid recently and have seen a decrease in their price, whether they had a decrease from Republic or whether they switched to waste management. So he will do research to see what cities have had their garbage prices come down, because they've re-bid, and maybe get an idea for approaching Republic Services to say, "These cities all rebid in the last two years and their costs came down by 5%, so if you bring our cost down 5%, we will sign the contract." He said those were his thoughts and he wanted to see if there are any issues with the service Republic Services has been providing. Director Walker said there have been more complaints recently, just in the past few weeks. Administrator Darrington said the City would go ahead and move forward with looking at options.

Council Member Jensen asked Administrator Darrington to also speak to Republic Services about a proposal for green waste hauling, so the City could find out about the possibility, and what it would cost.

Administrator Darrington asked whether they should consider reducing the number of work sessions; to not meet every week, and make each meeting longer. He said there is a big benefit to having the work session the week before, so the Council can go over the agenda and everyone is up-to-date, so they would miss out on that. Mayor Call said he feels there has been a lot of progress in the last two years for making the works session really be work sessions, so there is not endless debate instead of action. The council is a lot more prepared and can assess things in a concise way and come to a conclusion. Council Member Jensen said he wouldn't like to lengthen the regular sessions, and would rather meet more often for a shorter amount of time. Mayor Call said he likes the current rhythm. Engineer Lewis said he thinks it's an economic advantage to meet that often; a lot of developers appreciate the fact that the council meets every two weeks, rather than just once a month. Administrator Darrington said that with meeting every week, the communications within the group are better than other cities he has worked in. Mayor Call said if they know that certain staff members don't need to be present for a work session, they should not be required to be there. Council Member LeMone said the only problem with not having everyone present is that sometimes unforeseen questions arise. Council Member Robinson said that the Council could put a time on work sessions (say, 6-8) on the agenda. Engineer Lewis said that it might be good to have something to remind the public on the time limitation, in all meetings that have public time.

Administrator Darrington said he had spoken to UTA about affront runner stop; there is one in American Fork and one in Orem and there is one that is planned for Vineyard (not in Pleasant Grove or Lindon). UTA essential said the Vineyard stop has more political push behind it, and that Pleasant Grove doesn't have enough high density housing to make putting in a stop worthwhile. They also talked about the Trax and the light rail, which is a ways out. Administrator Darrington said that if the hotel gets built in Pleasant Grove, and there is development in the next five years, and the Anderson project doesn't take off, the City could go back and show there's a lot of daytime population and people working in the community—otherwise, UTA won't move the stop. They have already invested some money on the Vineyard side. Director Young said the other factor is that Vineyard is on the other side of the freeway, and UTA is looking for transit-oriented development, which is not possible for Pleasant Grove to provide. Administrator Darrington said that Lindon controls the property there, so it might hinge on what Lindon installs in that area.

Administrator Darrington then talked about how there have been discussions about employee use of city equipment or tools. The actual policy manual states there's no allowance of city equipment for personal use, although the culture has been to allow it (possibly in all of the departments), so the decision is whether to clamp down and not allow it. There has been a response from some employees in public works, who feel if they want air in their tires, it isn't a big deal, but it's about the constraints, and deciding what is ok or not ok. Administrator Darrington said that even during the discussion over it with the executive staff, it was undecided as to the best way to handle it. He said it might be a discussion for another day, but asked for any input currently on employee use of city equipment. Director Walker said he took a black and white stance because there were complaints from the public, but he wishes there was a way to allow the crew to do it. Chief Sanderson said it's a huge perk for the Fire Department, and part of the department's culture; employees are there for 48 hours, and they want to be able to adjust their engine or wash their car off-hours. Unless there's a directive saying they cannot do it, it would be hard to tell them it's not ok. Mayor Call said perhaps there's a way to decide on a line

and then call it part of the benefits package. Director Walker said his department feels the same way, and they are upset at not having that perk any more. They were allowing even large tools to be borrowed, which he said should be stopped, but the minor use should not be a big deal. Administrator Darrington said he would prefer that the city stuff is not used by employees, and differentiating between what's ok and what's not might be difficult. It might be possible to come up with a list of 10 things that you're allowed to do with city equipment, and live by that and discipline off that, but there are also liability issues if employees are changing oil in the bay using the city equipment (while putting air in tires might not be a problem or danger). But the City needs to be able to explain it to the public when they ask. Council Member Jensen said a lot of it seems to be common sense—if employees are using city equipment on city property, that eliminates a lot of issues with things that could go off city property; borrowing a wrench or changing oil doesn't seem like a problem, but taking equipment to another location to use is a problem. Mayor Call said it is also a problem if employees are using consumables. Council Member Robinson said that there is a cost benefit to many of the employees to have a place they can change their own tires on a Saturday morning. Council Member Jensen said that if they're using equipment in order to have a second job on the weekend, that wouldn't be ok, but if they're doing something on city property, using city property, that doesn't seem like a problem. Consumables don't seem like much of an issue, and there's already tradition (in fire departments nationwide) that when they have down time on duty, they can do those kinds of things.

Attorney Petersen said she'd like to point out that in the policy manual, it does provide for personal use of types of business machines as long as you pay for the consumables (the paper or whatever). The policy manual already has that line drawn: for these types of things, it's ok to use them for personal use, as long as you're not costing the city any money (over and above electricity to run the machines). The other things, the City has said employees can't do it, but as a matter of culture, it's been happening, so there have been issues. Mayor Call said he thinks that's a good line, that it's ok as long as they're not costing the city any added expense by using it. Chief Sanderson said that the only difference citywide is that his employees are on duty, being paid, when they're doing that stuff. Council Member LeMone said she'd at least like to see it enforced that the city property stays on city property. Attorney Petersen asked whether there had ever been any problems with employees breaking the equipment, and Chief Sanderson said he had not seen any problems, and the wear and tear was negligible. Chief Smith said that the Police Department doesn't have to do the same issue with tools, but has seen the opposite situation, where the department hasn't been able to provide 70% of the officers with a gun, so they bought their own and are using it for the city. Administrator Darrington said they would craft a policy that would define it a little better and there will be time to adopt it and put it in the manual, so there's clear direction to tell the employees what they can do. Council Member Jensen pointed out that there might be an issue with city vehicles if the rule is not going off city property. Chief Sanderson agreed that it would be a problem, since if he took his wife in his vehicle to the gas station to get a drink (with his radio on, available to respond, and after hours), technically it would be against policy. Administrator Darrington said they'd start with the policy and then tackle vehicle use. Director Walker said he appreciates the consideration, because even though it's simple, it makes a huge difference to his department to be able to use city equipment. Mayor Call said he actually sees a benefit to Public Works employees using equipment on their own time, since it helps employees keep their skills sharp. He said that if he hires a designer, if they have down time, he'd like to have them work on other projects because they're keeping their skills sharp.

Director Young then handed out to the Council copies of the draft for the parks and rec master plan. He has been meeting for about a year with Director Giles and Intern Bird to create the draft,

and it shows the Council where the plan is at. The plan is a joint effort between Community Development and Parks and Recreation, and it will work in association with the trails master plan, so they come together as one document with two sections. He said if the council members have any comments or concerns to address before it is presented in public hearing (probably in April), he'd like to hear them.

Administrator Darrington said he would also like to discuss the fact that many people refer to the community center as the rec center, and whether the City should actually change the name on the building (which says Pleasant Grove Community Center). Council Member LeMone said it may not be necessary to change it on the signs, but that since everyone refers to it as the rec center, perhaps it should be changed where it's easy to do so (like on the website, and during discussions). Attorney Petersen pointed out that the reason for the distinction originally was that there was an old rec center, and they were trying to create a sense of something new, as a community gathering place, not just a rec center. Council Member Jensen said the name would have to change anyway, as they start expanding. Administrator Darrington said that they won't change anything physically on the building for now, but on materials or during discussions, start changing it to Recreation Center.

Administrator Darrington then asked if there was anything else that needed to be discussed immediately, or be put on agendas for future work sessions. Council Member Jensen said he'd like to have a promotion, "Buy in Pleasant Grove," or something along those lines, to encourage citizens, and the City, to buy in Pleasant Grove, and review whether there are purchases outside the city that they could keep inside the city instead. He used the example of how the City has been purchasing tires from outside the city rather than from the local Larkin Tires, and after being told that buying from Larkin Tires was cost prohibitive, said it might not be the best example, but buying locally is important. Mayor Call said it is a good idea to have a balance and examine everything, but still be wise stewards, and Council Member Jensen agreed.

Council Member Jensen then said he'd also like to have the idea of a skateboard park put on the agenda (to be installed in the detention basin). Engineer Lewis said there had been a discussion about installing one in Adams Grove.

Director Giles said that he'd like to hear recommendations about facilities.

Council Member Robinson said she'd like to know how much it costs to rent a billboard, and Council Member LeMone said it might be nice to use one to advertise city events. Engineer Lewis said it had come up with developers, and from public questions about what's being built on Pleasant Grove Boulevard. He said it would be nice to have something like a "Coming Soon" promotion, and maybe the City can remind businesses to provide that information. Council Member Robinson asked whether it would be an economic director or someone else who would pursue a public relations campaign, and whether the City has ever pursued any kind of GOED. Administrator Darrington said the City has participated with some advertising materials, endorsed by SCSC, and the City paid a couple thousand dollars to be involved. He said he would ask Mr. Sant whether there was an economic advantage to it. Council Member Robinson said she knows Eagle Mountain has felt theirs was worthwhile, and Administrator Darrington said he was not sure it would really be an advantage, but that it is something to discuss further.

9. ADJOURN

ACTION: At 3:10 p.m. Councilmember Jensen moved to adjourn. Council Member Robinson seconded and the motion passed unanimously with Council Members Boyd, Meacham, and LeMone voting "Aye."

This certifies that the City Council Budget Retreat minutes of February 15 and 16, 2013 are a true, full and correct copy as approved by the City Council on January 7, 2014.

Kathy T. Kresser, CMC
City Recorder