RIVERTON
U T A H

Vision Statement

While preserving our past, citizens, families, businesses and leaders unite in building a community where we can live, work and play.

Mission Statement:

Riverton City provides essential services that enhance the quality of life and sense of community for all citizens. We foster kind, open and responsive interactions, generating positive citizen involvement and innovative solutions. Leaders, citizens and employees hold each other accountable to meet the needs of the community.

Strategic Priorities:

1. Foster safe and healthy neighborhoods that provide a strong sense of community and balanced opportunities to live work and play.
2. Promote a thriving business climate that supports the needs of Riverton residents.
3. Create a revitalized, pedestrian-friendly downtown destination.
4. Establish vibrant parks, recreational opportunities, and events that build bridges within the community.
5. Create a well-connected community with properly maintained utilities and infrastructure.
6. Actively engage and inform residents.
7. Establish operational excellence.
8. Promote fiscally responsible governance.

Strategic Priority #1 – Objectives

Foster safe and healthy neighborhoods that provide a strong sense of community and balanced opportunities to live work and play.

Complete	☑
In Progress / Partially Complete	⇨
On Radar / Scheduled	🕐
No Action Taken	☒

Objective 1.1) Ensure our general plan provides for a proper balance of residential, commercial, open space, parks, etc.

Goals:

- Establish a community visioning process with creation of new general plan. ⇨
- Identify opportunities for connectivity in ordinances, site plans, etc. for both residential and commercial properties (i.e., fencing ordinances, paths, trails, etc.). ⇨
- Find ways to incentivize and promote affordable housing for seniors and families and identify specific areas for affordable housing. ☑ ⇨
- Potential Measures: updated general plan, unit count on affordable housing, state reporting on affordable housing, identify and master plan at least 2 areas for senior housing communities, maintain existing senior housing communities, have staff identify 5 ways to incentivize senior housing development, 5 acres of park space per thousand residents

Objective 1.2) Maintain a visible public safety presence, fostering a feeling of personal safety and security while promptly and effectively responding to calls for service.

Goals:

- Conduct evaluation of police services, including cost, appropriate staff levels, COP, dedicated traffic cars, etc. ☑
- Conduct evaluation of fire services, including response time, details on calls, etc. ☑ ⇨
- Establish communication plan with public for law enforcement and emergency services. ☑ ⇨
- Coordination of public appearances for police and fire personnel with Director of Communications. ☑ ⇨
- Add, and maintain, a dedicated School Resource Officer to Riverton middle schools and high school. ☑
- Identify ways for the Police Department to engage with the community.
- Develop and promote financial responsibility for public safety services in order to maintain the future viability of those services.
- Openly communicate and display traffic information and educate the public on traffic calming efforts and policies.
- Potential Measures: conduct budget forecasts for 10 years out for public safety services, report and continually improve response times, regular of reporting of crime types, statistical comparisons from year over year, surveying of public safety services, published traffic studies, establish specific traffic mitigation and calming policies and processes

Objective 1.3) Promote health and welfare of citizens.

Goals:

- Establish working relationships with community groups. ☑ ⇨
- Promote Push to Survive trainings. ☑ ⇨
- Establish/promote community-oriented policing (COP) initiatives. ☑ ⇨
- Update city emergency plan. ⇨
- Hold CERT trainings and provide emergency preparedness education. ☑ ⇨
- Conduct school safety meeting with local officials and school officials. ☑
- Effectively train and exercise staff, elected officials, residents and other parties on the functions of the Emergency Operations Center.

Potential Measures: install culinary water meter connection on 11800 S 4800 W to JVWCD to ensure the city meets chlorine residual standards throughout the city, look into representation on Riverton Hospital board

Strategic Priority #2 – Objectives

Promote a thriving business climate that supports the needs of Riverton residents.

Complete	☑
In Progress / Partially Complete	⇨
On Radar / Scheduled	🕐
No Action Taken	☒

Objective 2.1) Retain, expand, and attract a mix of high-quality employers and commercial businesses that contribute to the community's economic sustainability.

Goals:

- Develop a comprehensive economic development plan. ⇨
- Create a marketing brochure for prospective businesses. ☑
- Engage economic development consultants and/or statewide economic development organizations. ☑ ⇨
- Establish citizen economic development committee. ☑
- Explore solutions for a municipally backed fiber optic network. ☑ ⇨
- Create a promotional video highlighting Riverton as a great place to do business. 🕐
- Conduct satisfaction surveys with businesses and residents. 🕐
- Design city initiatives for select areas (ex: Wilmington, DE). ⇨
- Review business licensing fee schedule for competitiveness. ☑

Potential Measures: commercial space utilization, number of people employed in Riverton, employees by category/industry, amount of sales tax collected, amount of data "dark holes" in city, number of active businesses, satisfaction survey responses, business contact directory, create a welcome packet for new businesses, shop local campaign, custom business license, number of square feet of office/retail space

Objective 2.2) Create predictable, streamlined development processes that encourage business development and that foster collaboration with development community.

Goals:

- Review of Better Cities best practices and implementation. ☑ ⇨
- Review use of BlueBeam or other technology to increase efficiency or collaboration. ☑
- Establish outreach meetings with homebuilders or other associations. ☉
- Create developer/builder checklists and workflows and place on website. ☑ ⇨
- Redesign of planning room service counter. ☑
- Accept electronic payment in the Development Services Department. ☑
- Establish a system to allow for an online-only building and permitting development application process.

Potential Measures: survey responses from planning/building customers, net promoter score, attendance at outreach meetings, number of customers served by channel (online, in-person, over phone, email).

Objective 2.3) Find opportunities to develop, build, and strengthen relationships within the business community.

Goals:

- Engage business groups on a regular basis. ☑ ⇨
- Spotlight local businesses in newsletters and on social media. ☑
- Promote local businesses openings, ground breakings, etc. ☑ ⇨
- Promote Riverton as an inviting place to work and conduct business. ☑ ⇨
- Revise ordinances and fee schedule to stimulate business activity. ☑ ⇨
- Evaluate effectiveness of Southwest Valley Chamber of Commerce. ☑
- Establish small business and shop local proclamations. ☑ ⇨
- Conduct roundtable meetings with business leaders. ☉
- Launch the business directory feature of the Riverton Connect mobile app. ☑
- Find opportunities to develop, build and strengthen relationships in the business community. ☑ ⇨

Potential Measures: attendance at outreach meetings, city representation at various groups, business awards (i.e. Best of State), number of businesses participating on mobile app, number of volunteer hours by businesses in community, etc.)

Strategic Priority #3 – Objectives

Create a revitalized, pedestrian-friendly downtown destination.

Complete	☑
In Progress / Partially Complete	⇨
On Radar / Scheduled	☉
No Action Taken	☒

Objective 3.1) Identify, distinguish and brand downtown Riverton.

Goals:

- Define the boundary of the "downtown" area (i.e., 1300 W to 1830 W, 12600 S to 13200 S). ☑
- Evaluate the concept of skybridge (UDOT) over 1450 W to provide connectivity. ☑
- Establish a trail plan that ties in / distinguishes area between 1300W to 1830W, from 12600S to 13200S. ☉
- Establish and implement a signage and streetscape plan with monuments and unique signage. ⇨
- Identify historic locations and incorporate historical context in the downtown area.
- Identify trail opportunities to connect the downtown area to the west side of Riverton.

- Explore opportunities to keep unique landmarks (i.e., keep silos). ☑ ⇨
- Improve the connectivity with the Jordan River Trail. ◷
- Improve the parkway entrance of 12600 into Riverton.

Potential Measures: establishment of historical markers

Objective 3.2) Create an economic development plan and vision for the downtown area.

Goals:

- Build on Psomas designs with volunteer committee created for the area. ☑ ⇨
- Evaluate the relocation of skate park to behind the fire station. ⇨
- Identify and conduct outreach to potential developers. ☑ ⇨
- Identify best transportation options along the corridor. ◷
- Create a CRA for the downtown area. ⇨
- Revise ordinances that will promote desired retail/restaurant uses. ⇨
- Conduct a market study of the downtown area. ⇨
- Conduct a survey of business owners, residents, and stakeholders. ⇨

Potential Measures:

Strategic Priority #4 – Objectives

Establish vibrant parks, recreational opportunities, and events that build bridges within the community.

Complete	☑
In Progress / Partially Complete	⇨
On Radar / Scheduled	◷
No Action Taken	☒

Objective 4.1) Establish programming that results in broad-based community participation.

Goals:

- Establish programming that accounts for unique city and school boundaries. ☑
- Establish communication efforts that increase participation at events and recreational activities. ☑ ⇨
- Bridge city programs with community volunteer support (i.e., internships). ☑
- Implement uniform policy for League use of city facilities. ☑
- Establish a community events advisory committee. ☑
- Establish a uniform policy of financial support and recognition for schools in Riverton or that Riverton residents attend per district boundaries.
- Explore what it would take to construct a community recreation center (i.e., identify and purchase property, identify partnerships, identify funding sources). ◷

Potential Measures:

Objective 4.2) Increase and improve park and trail space for passive and active recreational use.

Goals:

- Establish a parks, recreation and trails advisory committee. ☑
- Inventory all park and trail spaces. ☑
- Identify recreation organization space and facility needs. ☑
- Complete a tree inventory. ☑
- Identify grants or other funding opportunities (i.e., TRCC, ZAP, JRC, etc.). ☑ ⇨
- Identify and implement water conservation measures. ☑

Potential Measures:

Objective 4.3) Support continued development of cultural arts.

Goals:

- Assist in development of a strong arts board. ⇨
- Curate art and cultural events. ☑ ⇨
- Find opportunities to partner with arts groups. ☑ ⇨
- Research feasibility of community center in the Western Commercial District. ☑
- Identify and bring in travelling exhibits. ☑ ⇨
- Renovations to the Community Arts Center in conjunction with the Riverton Arts Council.

Potential Measures:

Objective 4.4) Leverage opportunities for activities along the Jordan River.

Goals:

- Develop a sustainable water source for the wetlands. ☑
- Research feasibility for educational or wildlife center near Dr. O. Roi Hardy Park. ⇨
- Complete cooperative agreement between Riverton City and Tracy Aviary.
- Identify funding sources for the education center.
- Educate the public about the education center and promote the same.

Potential Measures:

Objective 4.5) Provide opportunities for Riverton residents to be buried in their own community.

Goals:

- Review opportunities for cemetery expansion. ☑
- Establish a cemetery committee. ☑

Potential Measures:

Strategic Priority #5 – Objectives

Create a well-connected community with properly maintained utilities and infrastructure.

Complete	☑
In Progress / Partially Complete	⇨
On Radar / Scheduled	🕐
No Action Taken	☒

Objective 5.1) Ensure long-term infrastructure needs are incorporated into growth plans.

Goals:

- Establish/update capital facilities plans. ☑
- Conduct an impact fee analysis. ☑
- Adopt updated impact fee schedule. ☑
- Maintain a stormwater MS4 program that meets all EPA and state regulatory permit requirements. ☑ ⇨
- Prepare, adopt, implement, and maintain a city-wide "water conservation plan" as required by the state. ☑ ⇨
- Adopt a 5-year Capital Improvement Plan that includes a project priorities list.

Potential Measures:

Objective 5.2) Plan, develop, build, and continuously enhance a well-designed and well-maintained infrastructure network.

Goals:

- Prioritize funding of construction maintenance projects (i.e., road ratings and schedule to complete). ☑ ⇨
- Execute civic infrastructure projects that enhance accessibility, safety and/or effective asset management. ☑ ⇨
- Identify possible financing solutions for street lighting or other public works improvements. ☑ ⇨

Potential Measures:

Objective 5.3) Identify innovative solutions in a continuous effort to reduce cost or provide enhanced services/quality to residents.

Goals:

- Explore emerging technologies that improve service and/or reduce cost (water, secondary water, roads). ☑ ⇨
- Review software and process mapping. ☑ ⇨
- Explore possibility of a municipally owned fiber optic network. ☑ ⇨
- Connect city assets via city-owned broadband that could facilitate future expansion.
- Conduct resident outreach about a possible broadband project once/if the City Council decides to move forward with a specific project.
- Explore where city can work with existing businesses to create public/private partnerships (PPP). ☑ ⇨

Potential Measures:

Strategic Priority #6 – Objectives

Actively engage and inform residents.

Objective 6.1) Provide opportunities to engage, educate, involve and inform the community.

Complete	☑
In Progress / Partially Complete	⇨
On Radar / Scheduled	🕐
No Action Taken	☒

Goals:

- Develop a mobile app that includes push notifications. ☑
- Improve the organization, content, and navigation of the website. ☑
- Establish an electronic newsletter. ☑
- Re-establish a print newsletter. ☑
- Create spotlights for businesses and residents. ☑ ⇨
- Solicit feedback from multiple channels. ☑ ⇨
- Establish consistent surveying to gauge public interest, need, and perception. 🕐
- Establish volunteer committees. ☑
- Provide opportunities for city officials to be seen and engage with community. ☑
- Research feasibility of texting service. ☑
- Educate the public more proactively about decisions the City Council will make and about action taken by the council.

Potential Measures: app downloads, email contacts, social media followers, website visits, event attendance, video views, email clicks, number of requests/complaints by channel (app, email, phone, etc.).

Objective 6.2) Respond to the needs and concerns of the community in a prompt, transparent, and professional manner.

Goals:

- Explore technologies or platforms to consolidate points of contact with residents (customer managed relations). ⇨
- Establish a new customer relationship manager (CRM) to replace PublicStuff. ☑
- Identify viability for online self-service for all city service offerings opportunities.

Potential Measures: survey of how people prefer to receive communication, time to respond to request by type (phone, email, app), number of employee complaints, number of online customers served, number of people who opt out of hard copy bill, number of sports, events or facilities reserved by channel (online, in-person, etc.)

Objective 6.3) Foster a feeling of community pride and sense of shared responsibility.

Goals:

- Provide opportunities for citizens to be involved in local government. ☑ ⇨
- Share community successes on social media, newsletters, and website. ☑ ⇨
- Establish a government training series for residents to learn about city government.
- Expand street light pole banners and decorations to more locations.

Potential Measures: satisfaction surveys, number of participants at events, community service hours, number of volunteer hours.

Strategic Priority #7 – Objectives

Establish operational excellence.

Complete	☑
In Progress / Partially Complete	⇨
On Radar / Scheduled	🕐
No Action Taken	☒

Objective 7.1) Create predictable and efficient processes and systems.

Goals:

- Review process maps for various departments. ☑ ⇨
- Adopt user-friendly technologies. ☑ ⇨
- Leverage technology to streamline processes. ☑ ⇨
- Establish service level agreements for items such as response time for calls, response time for emails, response time for online inquiries, etc. 🕐
- Evaluate phone system, ShorTel, to ensure city is being as responsive as possible. ☑ ⇨
- Provide self-serve opportunities online, such as business licensing, facility reservations, etc. ☑ ⇨

Key Measures:

Objective 7.2) Attract, motivate, develop, and retain a high-quality, engaged, and productive workforce.

Goals:

- Work to balance the experience level (years at the city) of various staff to ensure optimal performance and uninterrupted city operations when retirement or turnover occurs.
- Establish succession planning protocols.

Key Measures:

Objective 7.3) Protect, manage, optimize and invest in human, financial, physical, and technology resources and ensure they are aligned with planning and budget.

Goals:

- Review current facility space to ensure best use of a limited resource. ☑ ⇨
- Risk Management (EMOD) ☑ ⇨

Key Measures:

Strategic Priority #8 – Objectives

Promote fiscally responsible governance.

Complete	☑
In Progress / Partially Complete	⇨
On Radar / Scheduled	🕐
No Action Taken	☒

Objective 8.1) Support decision making with accurate, long-range analysis that aligns human, financial, physical and technological resources.

Goals:

- Conduct long-range financial analysis and planning. ⇨

Key Measures:

Objective 8.2) Sustain a diversified revenue stream with a reasonable tax and fee burden, while finding ways to reduce the financial burden when appropriate.

Goals:

- Establish appropriate fee levels that reflect only what is necessary to provide services. ⇨
    - Assess current unrestricted fund balances for all fee-based enterprises to determine appropriate fees necessary to provide the desired level of service. ⇨
    - Commission a utility rate study for all four enterprise funds. ⇨
    - Conduct internal audits on utility accounts to ensure current fees are being assessed correctly. ☑ ⇨
    - Quantify the findings of the utility audit. ☑ ⇨
    - Conduct an assessment ensure that overhead is correctly allocated to all enterprise funds on a reasonable and equitable basis. ☑ ⇨
- Align fees to measured outcomes. ⇨

Key Measures:

Objective 8.3) Foster transparency and ensure accountability, efficiency and innovation in all operations.

Goals:

- Research and improve budget document. ☑ ⇨
- Review GFOA budget award requirements and incorporate 3-5 best practices into FY 2018-2019 budget document. ☑
    - Include city's new vision, mission, and strategic priorities. ☑
    - Include council district map and organizational chart. ☑
    - Include strategic priority, objective and initiative reference in budget notes. ☑
- Openly communicate to the public. ☑
    - Produce a citizen-friendly budget document akin to the PAFR. ☑
    - Provide citizens with financial information in newsletters, social media, etc.

Key Measures:

Objective 8.4) Provides assurance of regulatory and policy compliance to minimize and mitigate risk.

Goals:

- Establish a fund balance reserve policy. ⇨
- Develop a 5-year self-sufficiency plan for the secondary water fund, including write-off loan from the culinary water fund while building unrestricted fund balance to the targeted reserve level. ⇨

- Develop a 5-year self-sufficiency plan for the sanitation fund working toward elimination of the subsidy while building unrestricted fund balance to the targeted reserve level. ☒
- Establish a debt policy, including under what conditions the city would be willing to issue debt (new assets, major capital projects, max years, NPV savings, etc.). ⇨
- Re-establish the audit committee, to include membership of: Mayor, 1 City Council Member, City Manager, City Attorney and Administrative Services Director. ☑ ⇨
- Establish a compensation committee. ☑

Key Measures: