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Mayor: Emily S. Niehaus  
Council: Tawny Knuteson-Boyd  
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Kalen Jones

## Memorandum

**To:** Councilmembers and Media  
**From:** Mayor Emily S. Niehaus  
**Date:** 3/4/2021  
**Re:** Special City Council Meeting

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The City of Moab will hold a Special City Council Meeting on Wednesday, March 10, 2021, at 6:00 p.m. The purpose of this meeting will be:

- **Moab City Council Strategic Planning 2021-2022**
  1. Introductions
  2. Review of Existing Department Materials (6:15-7:00)
  3. Overview of continuing and current City Council commitments for 2021-2022 (7:00-7:15)
  4. Development of City Council Priorities for 2021-2022 (7:15-9:00)
    - a. Visioning (7:15-7:30)
    - b. Planning (7:30-8:15)
      - i. Code update (Chapter 17)
      - ii. Overnight accommodations
      - iii. Noise issues
      - iv. Work priorities
    - c. OHV issues (8:15-9:00)
      - i. Noise impacts
      - ii. Enforcement, traffic enforcement

DocuSigned by:

A blue ink signature of Mayor Emily S. Niehaus, written over a blue DocuSign signature line.

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Mayor Emily S. Niehaus

Consistent with provisions of the Utah Open and Public Meetings Act, Utah Code Ann. § 54-2-207(4), the Moab City Council Chair has issued written determinations supporting the decision to convene electronic meetings of the Council without a physical anchor location. Due to the health and safety risks related to the ongoing COVID-19 pandemic and considering public health orders limiting in-person gatherings, Moab City Council will continue to hold meetings by electronic means. The public is invited and encouraged to view the Council's electronic meetings by viewing the City's YouTube channel: <https://www.youtube.com/MoabCityGovernment>

In compliance with the Americans with Disabilities Act, individuals needing special accommodations during this meeting should notify the Recorder's Office at 217 East Center Street, Moab, Utah 84532; or phone (435) 259-5121 at least three (3) working days prior to the meeting.

# Strategic Planning 2021



## Table of Contents

Building Inspection.....	3
Annual Report for 2020 .....	3
2021 and Beyond.....	4
Code Compliance.....	5
Annual Report for 2020 .....	5
2021 and Beyond.....	6
Communications & Engagement .....	7
Goals 2021-2022 .....	7
Goals 2022 -2025.....	8
2021 Plan Engineering .....	9
Moab to Monument Valley Film Commission .....	10
Strategic Plan for 2021 and Beyond .....	10
Finance Department.....	12
Annual Report for 2021.....	12
Human Resources .....	13
Strategic Plan 2021 .....	13
Accomplishments in 2020.....	13
Moab Arts and Recreation Center (MARC).....	14
2021 Strategic Planning .....	14
Moab Recreation and Aquatic Center (MRAC).....	15
Strategic Plan for 2021 and Beyond .....	15
Annual Report for 2019/2020.....	16
Parks Department .....	18
Annual Report for 2020 .....	18
2021 & Beyond.....	18
Planning Department .....	20

Annual Report for 2020 .....	20
Strategic Plan for 2021 and Beyond .....	21
Walnut Lane.....	22
2020 Annual Report .....	22
2021 and Beyond.....	22
Police Department .....	24
2021 Strategic Plan .....	24
2020 Annual Report .....	25
Public Works.....	26
Facilities Department .....	26
2021 and Beyond .....	26
Fleet Department .....	26
2021 & Beyond.....	26
Streets Department.....	27
2021 & Beyond.....	27
Water Department .....	27
2021 & Beyond.....	27
Recorder Department.....	29
Annual Report for 2020 .....	29
2021 and Beyond.....	29
Moab City Recreation .....	31
Strategic Plan for 2021 and Beyond .....	31
WRF Department.....	32
2021 and Beyond.....	32
Sewer Collection Department.....	33
2021 and beyond .....	33
Sustainability Goals for 2020-2021.....	34

# Building Inspection

## Annual Report for 2020

- Finished the process of digitizing all available paper files.
- Created a new permit application form, and a corresponding flowchart, to help simplify the building permit process.
- Helped educate contractors, developers, and homeowners about the permitting process.
- Developed a new plan review and permitting process because of the Covid-19 pandemic restrictions.
- Designed new inspection methods to ensure staff safety while dealing with the pandemic.
- Issued 134 residential building permits. An increase from the 120 permits issued in 2019. An increase of 12%.
- Issued 57 commercial permits. In 2019 we issued 59 commercial permits.
- Total construction value of \$16,657,572.78. A decrease of \$54,376,796.14 as compared to the last calendar year's value of \$71,034,368.92. A change of 76%.
- Collected a total of \$132,793.78 in permit fees. A decrease of 72% from last calendar years total of \$480,477,.82. This decrease is largely due to the reduced number of new overnight accommodations being built.
- Collected \$8,320 in plan review fees. A decrease of \$650
- There were \$22,873.93 of pass through third-party plan review fees.
- Conducted approximately 853 building inspections, compared to 769 last year.
- Conducted at 70 business license inspections.
- Oversaw the removal of unrentable trailers at Walnut Lane.
- Worked towards improving relations with the residents of Walnut Lane.
- Working with facilities and public works to ensure the homes at Walnut Ln are properly maintained.
- Work regularly with other departments to ensure that the Walnut Lane project is moving forward.
- Permit technician continued training for the building permit technician certificate with a completion date of 2021.
- Coordinating with other departments on the Lions Back utility project.

## 2021 and Beyond

### Departmental Goals for 2021

- Continue to ensure that all buildings in Moab City are meeting the minimum standards required.
- Provide support to the various City Departments regarding building maintenance, construction related issues and business licenses.
- Provide support to the Engineering Department as needed to ensure that construction in the various flood zones is being done properly.
- Work with the Public Works department regarding construction projects that will affect their area of expertise.
- Work closely with the Planning Department to ensure that local codes and standards are being met.
- Continue to streamline the building permit process.
- Make information more available to the public by creating a brochure and adding more pages to our space on the city's web site.
- Continue to work towards the goal of low-income housing at Walnut Ln.
- Maintain a positive relationship with the residents of Walnut Ln.

### Budgetary Priorities for 2021

- Maintain existing staff to provide the necessary services described above.
- Provide more training for staff in order to maintain a high level of performance.
- Allow more working hours in order to prevent the delay of plan reviews and the flow of information between staff and the public.

### General Goals for the next 3-5 years

- Maintain and expand expertise through training and experience.
- Provide local education opportunities for homeowners, contractors and design professionals.

### City Wide Goals

- Support the City Council in developing and implementing sustainability strategies that maintain quality of life for the citizenry.
- Support the City Council in developing policies during this time of accelerated growth.

# Code Compliance

## Annual Report for 2020

### 2020 Activity/Accomplishment Highlights

- Implemented work-from-home process that has been transparent and easily accessible to residents using tools provided by City including Google Voice, Zoom, and continued use of web-based applications
- Focused on more proactive approach to resolve violations
  - Revised violation process as educational tool to open communication with residents rather than disciplinary action
  - Contacted residents with first-time, minor violations by phone to discuss violations and compliance paths
- Managed numerous cases and developed teams, when necessary, to analyze and problem-solve the violation together, based on team members expertise and relevant code
- Drafted letters and email templates for complaint receipt confirmation and case closure/resolution to send to residents
- Created online complaint form for time-saving, easy method for residents including capability to upload photos
- Teamed up with City Treasurer to cultivate interaction between departments, discuss possible business licensing concerns, and establish efficient processes
- Worked together with Police Department/Code Enforcement on cases where the two departments overlap and support each other
- Improved efficiency of iWorQ with refined case fields resulting in more concise violation notification templates
- Facilitated meetings with various state and local agencies (Health, Fire, Building, Police) for united resolution of concerns
- Met biweekly with Carly to discuss possible high-profile cases
- Engaged in weekly status report meetings with Nora
- Participated in weekly meetings with Planning/Engineering departments
- Touched base with City Attorney and/or City Prosecutor for legal direction as needed

## 2021 and Beyond

### **Departmental Goals for 2020/2021**

- Establish and document Code Compliance processes
- Refine creation of effective letters and notices through iWorQ and DocuSign
- Continue to inform residents regarding common code violations with focused postcards, newspaper ads (in coordination with Communications Manager), and website information

### **Budgetary Priorities for 2020/2021**

- Add Development module and Code Compliance online complaint module to our iWorQ account
- Utah State Commerce subscription
- Training and certifications as needed

### **General Goals for Next Three – Five Years**

- Develop content to empower community by providing information and listening to our residents regarding Moab's City Code, requirements, and City processes

### **City-wide Goal Ideas**

- Thorough update/revision of current City code

# Communications & Engagement

## Strategic Planning – 2021 and Beyond

### Goals 2021-2022

- Meet quarterly with City staff about communications needs and desires.
- Discuss with Mayor and City Council members their needs, ideas, and goals for communications, outreach, and public engagement.
- Connect with departments to set overall goals for communications objectives and to increase community outreach for projects/policies/events before changes are implemented.
  - a. Develop timelines for outreach and communications.
  - b. Put those objectives and timelines into action.
- Cultivate community committees/focus groups/surveys/town halls and other gatherings to seek citizens' input and ideas and encourage community support for proposed projects and policies that could impact Moab's residents before decisions are made within the City.
- Highlight City departments and employees as a way of educating the community about specific departments and humanizing government.
- Film and post informational videos/updates with Mayor, Council members, staff discussing important issues and upcoming policies or changes.
- Create more educational news/spotlight items for website and social media, including videos, history features, City Council wrap-up reports, etc.
- Develop educational and entertaining social media campaigns designed to positively increase engagement with local residents. These could include:
  - a. Periodically posting historic photos of the City to encourage local residents to share their memories.
  - b. Periodically posting images or videos of goings-on throughout the city or of city employees at work doing various projects.
  - c. Posting "Fast Facts" periodically to provide residents with information about various City facilities, projects, etc.
- Create public service announcements for use on the website and social media. City of Moab Public Service Announcements will be educational and feature relevant topics that are helpful to residents.



## Goals 2022 -2025

- Organize and implement “City Walk” events in neighborhoods, downtown, etc., to bring residents and City officials together on the ground to discuss projects or policies that will impact those areas.
- Broaden the use of surveys, neighborhood meetings, town halls, and other outreach methods to gather input from residents and build bridges with the community.
- Develop and create an 8- to 10-week “Citizens Academy” during which citizen participants have the opportunity to learn from all the City departments about how they operate and how City government works. *(As funding is available)*
- Develop and create an 8- to 10-week “Youth Government Academy” for ninth-through 12<sup>th</sup>-grade students aimed at helping local high school students learn about municipal programs, services, and government operations and to inspire them to become the leaders of the future. *(As funding is available)*
- Develop a quarterly or biannual online community newsletter to update all residents/businesses about important City issues.
- Develop a regular internal newsletter to update City staff about changes, progress, projects, and activities in the City.
- Re-evaluate and update the Communications & Engagement Plan as needed.

# 2021 Plan Engineering

## Departmental Goals for 2021

- Manage existing and new engineering and construction contracts for approved infrastructure projects
- Provide support to the Public Works Department regarding engineering, maintenance and construction related issues
- Provide engineering and floodplain management support to the Planning Department regarding development and building applications
- Manage completion of the Well #12 and other Culinary Water Bond Projects design and the beginning of construction
- Coordinate with UDOT on completion of the HWY-191 widening project as well as the two Transportation Plans
- Manage design and construction of the 400 East bridge widening project
- Coordinate with UDOT on design of the 400 North

## Budgetary Priorities for 2020

- Maintain existing staff to provide the necessary services described above
- Maintain existing technological systems and obtain new systems as needed, in order to provide the necessary services described above

## General Goals for the next 3-5 years

- Maintain and expand internal technical expertise through training
- Support implementation of the 5-Year Capital Improvement Plan
- Continue to prioritize and develop a departmental succession plan

## City Wide Goals

- Support Council in developing and implementing strategies that maintain quality of life for the citizenry while balancing sustainable growth and the need for revenue from a tourist-based economy in order to provide City services.



# Moab to Monument Valley Film Commission

## Strategic Plan for 2021 and Beyond

- Main job priority - Liaison between film productions and the area the film commission represents as a regional film office - Grand County and San Juan County
  - Facilitate film, TV, photo shoots etc. (all types) of commercial productions in the area
  - Help production companies of any scale with initial location scouting, film permit information, accommodation information, local crew, vendor and support services.
  - Visit sets to deliver film commission promo to crew = marketing
- Maintain relationships with film production companies U.S and International via email, phone, Zoom, networking events etc.
- Ongoing relationships with film permitting agents at land use agencies in FC jurisdiction:
  - BLM - Moab and Monticello field offices
  - National Park Service - Arches, Canyonlands, Hovenweep National Parks
  - SITLA
  - Manti La Sal National Forest - Las Sal Mountains, Abajo Mountains, Bears Ears
  - Dead Horse Point, Goosenecks Edge of Cedars State Parks
  - Forestry Fire and State / Sovereign Lands
  - Monument Valley Tribal Park
  - Navajo Nation Reservation
  - UDOT / County Roads Dept.
  - UHP / Sheriff's Dept / Moab PD
- Complete AFCI University training towards becoming a CFC (Certified Film Commissioner) - 3 master classes left to complete
- Travel to necessary networking, marketing and educational events in the US and abroad:
  - Sundance Film Festival (Park City, Utah)
  - AFCI Week - Association of Film Commissioners International (Los Angeles)
  - AFCI Cineposium 2020 (Location TBD - changes every year)
  - ProducedBy (New York or LA)
  - AFM - American Film Market (Los Angeles)
  - FOCUS - The International Meeting Place for Production (London, UK)
  - SXSW Film Festival (Austin, TX)
- Maintain local community outreach and events for:
  - Media Hive Mix and Mingle (Monthly on Third Thursday - Virtual until safe to meet in person)
  - Free Movie Moab (May thru October x 15 movies) - Collab with Moab City Rec Dept

- Science Moab Collab - 3 science related films screened outdoors with speakers on different science topics
- Moab Indie Film Series (quarterly) in collaboration with NewFilmmakers LA bringing a filmmaker to Moab to do in person Q&A after screening their film
- SYFY Movie Nights (Science Fiction Movie series x 3 nights)
- Local youth outreach
  - Collab with Spyhop digital media arts center for an intensive youth filmmaking session /boot camp in Moab
  - Youth Filmmaking Mentor Program - continue to work with Grand County MS/HS students to prep them prior to Moab Showdown
  - Continue discussions with Amy Redford about future media center for youth
- Moab Showdown 49 hour short film competition becomes an annual event:
  - Hire a Moab Showdown Coordinator and find volunteers
  - Bring in filmmakers from outside of the area not just local filmmakers
  - Attempt to make Moab Showdown sustainable and potentially income producing
  - Approach past and potential funding / donor sources for Moab Showdown
- OR bring already existing 48 hour Film Project for similar but already established event
- MMVFC Reel Scout database updates and/or additions - Constant maintenance of:
  - Location Gallery
    - Private Properties
    - Local Businesses
    - Public land locations - BLM, NPS, Forest Service, DHP, SITLA etc.
  - Projects in database - Extremely important for tracking local revenue impact
    - TV, Commercial, Reality, Feature, Documentary etc.
  - Location Expenditure Survey (when clients respond) tracks:
    - Local spend
    - local crew and local talent hired
    - Hotel spend - e.g. 2020 hotel spend data reports gathered from 5 hotels and 1 condo - Total Room Nights 3,326 - Total Revenue Impact = \$769,386.00
- MMVFC Production Directory Updates:
  - Local Crew - Any person with one film credit and an address in Grand or San Juan County can sign up on the database
  - Local Vendors
  - Local Support Services
- Updates to Wix Website:
  - Projects (YouTube or direct video links)
  - Land use agency new film permit officer contacts
  - New regional film office contacts
  - Events Calendar
- Social Media (Instagram, Facebook, Twitter, LinkedIn) - Constant updates and posts
  - film anniversaries
  - events
  - casting calls

# Finance Department

## Annual Report for 2021

During 2020, the Finance Department experienced several turnovers in staff including Finance Director and Billing Clerk. We have and are working to assemble a great team that works well together, values open communications and above all offers excellent customer service. Here are the highlights of our accomplishments:

### Treasurer

- Audit of all Water Accounts - Resolved Billing Errors and Recovered Lost Revenue
- Streamlined and Improved Entire Utility Billing Process continues
- Digitization of Utility and Business Licensing Records continues
- New Online application process for:
  - Business licenses (all applications)
  - Termination of services
  - Open enrollment for trash and recycling
  - Property management change for nightly rentals
  - Shop and Hydrant applications
  - Septic application
- Lowered Utility Account Delinquency
- Took over rent process for walnut lane
- Surviving a pandemic and all the changes required to keep operations running.

### Finance Director

- Debt Management Policy
- Capital Projects Prioritization Matrix
- Revenue Analysis/Metrics
- Continued Digitization of Financial Documents for Online Records Archive
- Quarterly Budget Monitoring Meetings with all City Departments
- Sewer Rate Study - Sewer Consumption Analysis
- Financial Model for Fiscal Health and Long-Term Debt Capacity

### **Budget Priorities**

- Online Process Development
- Professional Development

### **Revenue**

**Sales Based Taxes:** Reports have been being made regularly regarding the sales tax status and budget.

**Utilities:** Water rate increase took place this last year. We are working on getting an updated sewer rate as the last project was done too low. This will help bring both our funds back to the black and work towards system updates.

# Human Resources

## Strategic Plan 2021

### Departmental Goals

- Complete financial software transition from Pelorus to Caselle – Including hands on employee training
- Pre-Employment testing locally (Drug, Psych)
- Update Employee Handbook Annually

### Budgetary Priorities

- Continue Wellness Program
- On-site Psych Evaluations (budget savings)
- Employee Engagement

### 3-5 Year Goals

- Keep health insurance rates low by education and wellness incentives
- Expand resources for employee needs

### City Wide Goals

- Work in collaboration with the City Manager and Finance Director to reduce cost without reducing services.

## Accomplishments in 2020

### Recruitment

- Interviewed 43 people for 5 positions
- Hired 5 full-time employees and 23 part-time employees

### New Hire/Existing Employees

- Streamlined the on-boarding process, including in-person trainings
- Set up Employee Navigator for open enrollment and new hires

### Benefits

- Conducted passive open enrollment for 78 employees
- Made a concerted effort to educate employees on city-provided benefits using one-on-one counseling and distribution of educational materials
- Coordinated with Interactive Health on our wellness program
- Negotiated health insurance renewal and received a 5% increase

### Certifications/Training

- HR Assistant began human resource certification, completion in 2021 (delayed due to COVID)

# Moab Arts and Recreation Center (MARC)



## 2021 Strategic Planning

### GOALS 2021

- Finish streamlining MARC rental process by adding all recently updated files to DocuSign, adding rental application to website, and overall simplifying rental policy for the ease of customers and staff.
- Continue increasing revenue due to evolving art programming, grant writing and meeting community rental needs.
- Diversify community participation in arts programming.
- Finalize our collaboration with Bruce Hucko's class for the 400 North crosswalk mural.
- Implement an artist's residency (reduce and reuse) project.

### BUDGETARY PRIORITIES

- Continue renovations of the MARC facility to better meet the needs of the community and MARC users by adding a more functional projection system for meetings and events. Update HVAC for patron comfort during hot summer months, workout classes, and efficiency. Paint and repair exterior windowsills (rotting wood) and add a barn door to studio space for more privacy during rentals.
- Renovate the former "pottery studio" and "art room" to offer the community a Makerspace that can be readily used for classes, creating art, studio space and/or be rented for MARC mission-aligned usage.
- Obtaining monitors with zoom capabilities.

### GENERAL GOALS 3-5 YEARS

- Design and implement a self-guided public art map that highlights public art projects, galleries, murals, sculptures and other art attractions for visitors and community members to explore.
- Rebrand administrative arm of the MARC as "Moab Arts" to provide clarity between the physical building, The MARC, and our administrative and arts programming activities, including public art in Moab. If Moab Arts receives the already-applied-for NEA grant, then we plan to work with City Planning & the City of Moab on a more cohesive downtown Moab art plan.
- Further evaluate the attendance, participation, and fees of Red Rock Arts Festival and build a more profitable event.
- The MARC is evaluating fundraising possibilities for the facility, adding events like paint n' sip, bartending for private parties, the scavenger hunt fundraiser, and assessing other revenue generating potential.



# Moab Recreation and Aquatic Center (MRAC)

## Strategic Plan for 2021 and Beyond

### **Top Goals for 2021**

- Accomplish repairs of natatorium interior walls and exterior panel cladding
- Prepare for rollover of cardio equipment in fitness center; explore financing and more-affordable equipment options (equipment is 10 years old)
- Upgrade or Replace BEC SYSTEM 5 - Automatic feeds for acid, chlorine, and water levels (10 years old and struggling to calibrate)
- Expand retail items to include bathing suits, hats, and swim toys, increasing revenue from tourism dollars
- Re-implement classes (Zumba, Yoga, Spin, Personal Training, Swim Classes)
- Implement fee increases and simpler fee structure
- Continue to provide a safe and clean environment for patrons during COVID-19 pandemic

### **Budgetary Priorities**

- Implement fee increases and financial aid plan for those who need assistance
- Continue to contribute to capital reserve fund to address aging facility and regular equipment replacement
- Purchase new lifeguard uniforms
- Continue to assess user fees to ensure visitor dollars factor significantly in supporting operational costs, keeping facility accessible for all locals



## Long-Term Goals

- Develop plan for construction of snack bar on outdoor pool deck to serve both MRAC patrons and park visitors; possible construction of outdoor equipment storage area to protect our equipment from the elements
- Explore installation of outdoor showers on pool deck to reduce locker room crowding
- Implement new and exciting programs for all age groups
- Continue to assess user fees to ensure visitor dollars factor significantly in supporting operational costs, keeping facility accessible for all locals
- Consider crowdfunding or seeking grant for poolside climbing wall
- Consider crowdfunding or seeking grant for “Lazy River Rapid Ride”
- Consider crowdfunding or seeking grant for outdoor ice-skating rink at Swanny Park

## Annual Report for 2019/2020

### Accomplishment of Departmental Goals

- More than 80,000 individual admissions for total revenues of approximately \$450,000. Forty percent of this was visitor revenue attributable to day passes, showers, retail, and pool rentals.
- Exceeded budgeted revenues by approximately \$85,000.
- Accomplished extensive indoor pool and outdoor slide repairs, keeping downtime to a minimum; installed facility-wide security system.
- Excellent annual Red Cross safety assessment.
- Increased enrollment and enthusiasm for MRAC Swim Club; enlisted six new volunteer coaches.
- Added new senior Medicare Supplement admissions program called Renew Active.
- Implemented in house concessions **(2020)**
- Updated Lifeguard, Janitorial and Front Desk wage structure **(2020)**
- Implemented a kayak rolling practice night as well as kayak rolling classes **(2020)**

### **Contributions to the Accomplishment of Citywide Goals**

- Provided discounted services for a wide range of local educational, cultural and other community nonprofit groups to whom the facility would not otherwise be readily accessible.
- Provided an aesthetically-pleasing, welcoming and educational environment for community members to enhance health and wellness while enjoying a safe, socially engaging atmosphere.
- Increased annual shower revenue to \$70,000.
- Kept maintenance and repair costs to a minimum by using in-house labor and expertise **(2020)**
- Slowly re-opened the facility, allowing for the community to begin socializing and exercising during the COVID-19 pandemic **(2020)**

# Parks Department

## Annual Report for 2020

### Areas of Responsibility

*Lions Park, Swanny Park, Ballpark, Rotary Park, Dixie Park, Dog Park, Old City Park, Cross Trails Area, Aggie Blvd, Millcreek Parkway, Circle Park, Frisbee Golf Trash, Christmas Box House, Mowing of City Springs, Banner/Flag installation on Main Street and Christmas Decorating.*

- Mowed/trimmed and swept all parks on a weekly basis between late March and into November.
- Performed startup and winterizing on all irrigation properties we are responsible for with the addition of Aggie Boulevard.
- Performed daily cleaning of restrooms.
- Performed cleanup of appropriate pavilions for park reservations.
- Helped with the coordination of setup with special events such as the arts festival.
- Performed maintenance and repair of all irrigation systems within our areas.
- Installed flags and banners on Main Street as required.
- Participated in safety meetings as well as training with the ULGT.
- Conducted twice-weekly clean-off of the Mill Creek Parkway from Rotary Park to the Lions Park.
- Conducted debris removal and cleanup on the Mill Creek Parkway after storms.
- Conducted weed control on the length of the Mill Creek Parkway.
- Conducted snow and ice removal on the Mill Creek Parkway and as well as sidewalks within parks.
- Conducted mowing of the enclosures of City wells as well as the site of the new water tank.
- Conducted weed control in the Dog Park.
- Conducted weed control in areas surrounding parks.
- Conducted an extensive tree risk assessment survey for all city parks as well as the trail system. We have worked with engineering to get all city trees located on their GIS system.

### 2021 & Beyond

- Renovate the Old City Park pond to address some leaking issues. This would also address the safety issues with the current fence surrounding the pond.

- Renovate the Old City Park restrooms which need updated. Replacing the concrete around the pond/restroom area which currently has some tripping hazards , would make those restrooms ADA compliant, which they are not currently.
- The Ball field club house is in desperate need of renovation. This facility is also not ADA compliant so the renovations would need to address those issues.
- The Ball field lighting needs to be retrofitted with LED lighting to reduce energy costs.
- Additional concrete work around the Swanny park restrooms should be undertaken. This would take care of ADA compliance issues there.
- Shade structures of some sort should be placed over the boulder park at Lions Park. This would alleviate the current burn risk to patrons from the extreme temperatures that the fall area at that facility reaches.
- Shade structures to be placed over playground equipment at all city playgrounds.
- The surface outside the Lions Park bathrooms needs to be addressed. Currently in winter this becomes a skating rink. Something needs to be done with the surface to provide traction to pedestrian traffic using this facility.
- We should look into replacing the fall material in playgrounds from wood chips to perhaps some rubber material along the lines of what is in the boulder park. This would alleviate the need for constant maintenance as well as the need for it to be replaced as often as it does.
- We need to look at replacing some of the aging playground equipment in both the Rotary and Swanny playgrounds.

# Planning Department

## Annual Report for 2020

With the emergence of COVID 19 and associated emergency protocols, 2020 was a challenging year for all of us. Yet, we persevere.

### Staffing

- Our “team” of planning, engineering, housing and building has coalesced and are working well together. We openly and frequently communicate
- We remained available to our customers consistently through the COVID-19 Emergency
- Cory Shurtleff, Assistant Planner, has expanded his responsibilities. He has a good working knowledge of the Development Code and has amazing customer service skills
- Laura Alred has increased her knowledge base in preparation for certification as a Permit Tech

### Zoning Initiatives

- Further researched and discussed Development Standards for Overnight Accommodations
- The Planning Commission has new members that have learned quickly. The current Planning Commission is competent and fully functional
- Developed regulations and application packet to allow seasonal outdoor dining in the City Right of Way.
- Coordinated discussions with the developer of Lionsback
- Worked with other department to find solutions to increased ATV noise
- Participated in the Mountain Towns 2030 Greenhouse Gas Inventory
- Worked with USU on the Community Wellness Initiative
- Served as staff support for the Hot Spot Committee

### Project Review

- Processed 8 new minor subdivisions and 4 plat amendments or condo plats
- Granted approval for 4 revised site plans
- Reviewed and permitted construction of 8 new developments
- Received and processed 3 rezone requests
- Issued 28 new sign permits

### Process and Customer Service

- Continued to provide prompt customer service throughout the COVID Emergency Protocols
- Easily incorporated Zoom as our preferred method of communication with applicants

### Walnut Lane

- Made significant progress toward the redevelopment of Walnut Lane

## Strategic Plan for 2021 and Beyond

### Departmental Goals for 2021

- Complete Master Planning for Walnut Lane (with other departments)
- Review and amend the PAD and Assured Workforce Housing Provisions of the Code to make them more effective
- Finalize Development Standards to allow for new overnight accommodations in Commercial Zones
- Clean-up of planning processes and development of better public information/engagement
- Continue to train department staff including certification of Laura Alred as a Permit Tech
- Make changes to the Development Code as directed by the Planning Commission and City Council

### Budgetary Priorities

- Additional funding for training and education of staff
- Funds for software (iWorqs Development Module and possibly Blue Beam)
- Funds to hire a consultant to assist with a major revamp of the Development Code
- Requesting another position to assist with administration of the Planning and Engineering Department

### General Goals for the next 3-5 years

- Become more efficient and responsive to the public
- Build on existing programs to encourage workforce housing
- Build on existing programs to promote sustainability
- Get Walnut Lane Done!!

# Walnut Lane

## 2020 Annual Report

### Project Management

City terminated its contract with Moab Property Management in May 2020, and various departments, including Planning, Public Works, Finance, and City Attorney, joined together to take over property management responsibilities. I cannot claim responsibility for all (or most) of this work and am thankful to have partners to improve the City's property management efforts.

- Created and signed new lease agreements under city management
- Worked with local agencies to get COVID-19 rent and utility relief for tenants
- Organized the removal of trees at 250 Walnut and 3 vacant trailers
- Since summer, Public Works employees dedicated time to fix trailers and redo the interior of one trailer to relocate a tenant from an old, unsafe trailer
- In fall, hired a full time Maintenance Technician for Walnut Lane, who has gone above and beyond to clean up park, fix problems when requested, and proactively work with tenants to make trailers safer and more habitable
- Working with Attorney and Police Depts to remove abandoned cars and one privately owned trailer

### Redevelopment

The City made great progress toward the redevelopment of Walnut Lane in 2020.

- Hired Architectural Squared to perform master planning and predevelopment services
  - Considered three iterations before selecting the current, final master plan
- Held workshops with Council regarding project priorities, pivotal moments in the process
- Established economic pro forma
- Published Invitation for Bids for Manufactured Housing Units
  - Awarded bid to indieDwell to build 4 stacked 2-bedroom duplex units, which will be phase one of the redevelopment
- Met with representatives of Zions to discuss a Sales Tax Revenue Bond (STRB) and a construction loan to finance majority of project
- Started PAD site plan application, continued into 2021
  - Hired SET Engineering for civil for phase 1

## 2021 and Beyond

### Current 2021 Progress

- PAD site plan application progress
  - Contracts with DHM design (landscape plan) and Trautner (geotechnical survey)
  - Working with RMP and other utility agencies to design required upgrades
  - Working through schematic design of indieDwell units
- Working with Zions to establish \$6.5M STRB
- Held public meeting at Walnut Lane for tenants and neighbors to the project to inform of current project and receive feedback on amenities and architectural design/materials
  - Distributed online survey to gather this feedback from general community (up to approx. 100 responses so far)
- Created Affordable Housing & Walnut Lane website

**2021 Strategic Plan**

- Submit site plan application, receive approvals for prelim site plan and final site plan for phase 1
- Select general contractor to facilitate infrastructure work
- Prepare Walnut Lane park for construction, including temporarily relocating one family living where phase 1 will be and moving one trailer for access
- Establish procedures to income qualify new tenants, sign new leases
- Construct phase 1 in late spring/early summer 2021
- Solicit bids to design phase 2 apartments
- Begin final site plan application for phase 2

**2022 and Beyond**

- Hire property management company to take over for City and/or assess City's capability to continue property management efforts
- Develop phase 2
- Design & develop phase 3
- Get construction loan for phase 3, find other funding sources for project
- Integrate solar and other renewable systems for project
- Assess other potential projects after Walnut Lane completion





# Police Department

## 2021 Strategic Plan

### 2021 Departmental Goals

- Achieve and maintain maximum capacity staffing
- Stabilize vehicle fleet
- Update interlocal agreements with other agencies for use of department facilities (i.e. firearms range) and city services, (i.e. Animal Control)
- Continue to develop employee/department capabilities through specialized training
- Overhaul police department website to improve functionality
- Complete implementation of Lexipol policy

### 2021 Budgetary Priorities

- Minimize overtime usage
- Minimize unplanned vehicle fleet and maintenance expenses
- Employee training
- Update Animal Shelter computer and records system
- Update and acquire critical equipment

### 3-5 Year Goals

- Increase staffing levels to support growth in community and tourism traffic
- Develop grant writing and management capabilities to supplement allocated budget
- Develop and fully implement Major Crimes Task Force with southeast Utah law enforcement agencies
- Complete firearms range lead mitigation and renovation to provide officers with safer and higher quality training opportunities
- Fully develop and implement department wellness program

## 2020 Annual Report

### Accomplishments

- Developed and implemented reserve officer program to supplement staffing
- Six staff members and one citizen recognized at annual awards ceremony
  - Officer of the Year
  - Civilian of the Year
  - Four Chief's Awards
  - Citizen Service Award
- One staff member recognized with Utah Chiefs of Police "Officer of the Year" Award
- Further developed quartermaster program
  - Conducted complete equipment inventory
  - Eliminated non-functional and expired equipment
  - PD armory cleaned and organized to improve efficiency
- Continued development of employee wellness program
  - Began working with other local public safety agencies to develop peer support network
  - Mandated counseling sessions for members involved in critical incidents
  - Implemented new patrol shifts and shift bid program to improve officer health
- Recognized by International Association of Chiefs of Police for innovative shift bid system
  - Member recommended shift bid system based on merit rather than just longevity
  - Implemented early 2020 and has been very successful
  - Program detailed in summer issue of IACP magazine
  - Other agencies have since implemented similar programs
- Began regular review & implementation of Lexipol policies
- Developed use of force policy community review group and began review process

### 2020 Police Department Statistics

- Responded to 3,717 calls for service
- Conducted 1,434 traffic stops & issued 483 traffic citations
- Produced 104 traffic accident reports
- Arrested 24 DUI drivers
- Contacted 203 illegal campers
- Handled 110 parking problems
- VAU served 172 victims, provided 360 information & referral services, conducted 96 personal advocacy/accompaniments, provided 12 emotional support/safety services, assisted w/ 3 emergency housings, provided assistance on 139 criminal/civil justice system issues & provided 83 "other services", i.e. food, travel, clothing

# Public Works

## Facilities Department 2021 and Beyond

### Looking Forward

- **City Center** - Landscape upgrades, tree planting
- **Sun Court** – Landscape upgrades, tree planting
- **MARC** - Landscape upgrades, remove vegetation supporting water conservation

### 2021-22 Budget Year Improvements

- **Center St. Gym** - HVAC, new exterior windows, ADA restrooms, suspended ceiling in Recreation office, keyless entry.
- **MARC** - HVAC, new side doors, exterior paint, storefront windows.
- **City Center** - ADA automatic doors.
- **Scout House** - new electrical panel, new exterior doors, new windows.
- **City Center** - New folding wall between the Council Chambers and Conference rooms.

## Fleet Department 2021 & Beyond

### Vehicle Maintenance

- Continue servicing all fleet vehicles including Police Department
  - Repairs as needed
- Continue servicing all equipment
  - Repairs as needed

### Servicing Program

- Track maintenance records for all fleet vehicles and equipment
  - Document routine services
  - Document pre check inspections

### Team Work

- Continue to assist all departments with
  - Welding and fabricating
  - Small engine repairs
  - Dirt road grading

## Streets Department 2021 & Beyond

### Roadways

- Moab City Roadway Evaluation
  - Address roadways with a Passer rating of 3 or less
- Dirt roads
  - Develop a crackseal program
- Dirt roads
  - Dust control

### Right-Of-Way

- On going
  - Tree trimming
  - Street sweeping
  - Patching

### Concrete

- Eliminate trip hazards
  - Concrete grinding and tree root damage

### Storm Drain

- Inspection & maintenance
- Sediment basin inspections and cleaning
- Storm rainwater mitigation
- Identify storm piping shared with Moab Irrigation

### Equipment Wish List

- Snow plow

## Water Department 2021 & Beyond

### Infrastructure

- Failing infrastructure
  - Abandon water main on 100 West
  -
- New infrastructure
  - Loop water main Shields to West Center (Capital Improvement)
  - Millcreek water line replacement (Capital Improvement)
- Ongoing fire hydrant replacements

- Ongoing water meter replacements

### **Springs & Wells**

- Improve redundancy
  - Verify Well #7 discharge line is operational and connected to transmission line, repair if needed
  - Well #12 construction
- Chlorine and well house maintenance & repair

### **Routine**

- Water sampling
- Meter reading
- Water storage and spring inspections
- Water main & service line repair
- Hydrant flushing & valve exercising
- Update GIS mapping

### **Equipment Wish List**

- Lease for Mini Excavator
- Vac trailer equipped with valve exerciser
  - Currently share vac truck with the Sewer Department

# Recorder Department

## Annual Report for 2020

### Accomplishments for 2020

#### Meetings:

- Recorder Department conquered electronic meeting challenges! Only four of the 22 regularly scheduled City Council meetings were held in-person. The remaining 18 regular meetings plus 18 special meetings were held virtually.

#### Certifications/Trainings:

- Recorder maintained Certified Records Officer certification.
- Recorder Department maintained Notary certification.
- Recorder Department completed online trainings through Utah Municipal Clerk's Association as well as Utah Division of Archives and Records Service.

#### Accounts Payable:

- Deputy Recorder continues to clean up vendors in our accounting program in preparation for our accounting software conversion to Caselle.

#### Contracts:

- Continued updating and organizing contract files for easier access and better tracking.

#### Other:

- Processed approximately forty records requests.
- Processed eight bids for various City departments.

## 2021 and Beyond

#### Departmental Goals:

- Increase department training and cross-training to improve department service and function
- Complete transition from Pelorus to Caselle for Accounts Payable
- Certified Records Officer Certificate for Deputy Recorder II
- Expand records repository

#### Budgetary Priorities

- Continuing education for all members of the department
- Potential increased digital storage for records

#### 3-5 Year Goals

- Complete records repository for all legal documents
- Complete Certified Municipal Clerk designation
- Begin Certified Municipal Clerk designation for Deputy Recorder II for succession planning

### City-wide Goals

- Improve accounts payable process by converting to digital purchase order processing
  - reduce paper consumption
- Expand digital record files for easier access and better tracking

# Moab City Recreation

## Strategic Plan for 2021 and Beyond

### 2021 Goals

- Implement rate increases for all programs
- Implement a per-user fee system and renovate entryway to accommodate front desk area during non-program hours to collect fees.
- Attend annual URPA conference to expand professional education opportunities for new /existing staff
- Expand recreation opportunities / programs for lesser targeted groups, ie senior citizens and toddlers.
- Formalize "scholarship system" with the help of local business sponsorships to assist in covering registration costs for low-income households.
- Continue to market the Center St. Gym & Center St. Ballpark as venues for community rentals, and increase rental revenue in 2021

### Budgetary outlook

- Develop a maintenance schedule and proper storage for large outdoor equipment to prolong equipment's life (ie, soccer goals)
- While youth sports will likely always be subsidized, we look to increase adult sports opportunities and involvement to help offset costs and operate in the black
- Begin setting aside funds in capital project account for ballpark renovation

### 3-5 Year Plan

- Partner with various local entities to pool funding in an effort to build new outdoor pickleball courts for public use.
- Begin planning for possible construction of a new gym facility.



# WRF Department

## 2021 and Beyond

### 2021 goals

- Start in-house E Coli compliance testing to save money
- Haul sludge in-house to save money
- Continue maintenance and control testing programs enacted in the last year
- Finish New UPDES permit
- Continue operating plant in compliance with discharge permit

### 2021 Budgetary priorities

- Lab equipment for compliance testing
- 20 ton dump truck for sludge hauling
- Building for department equipment.
- Assure sewer rates are sufficient to pay for bond liabilities

# Sewer Collection Department

2021 and beyond

## 2021 Maintenance goals

- Maintain current cleaning and inspection rates
- Continue point repairs as needed
- Increase grease testing and enforcement

## 2021 Budgetary priorities

- Increase sewer rates to reflect the City's' sewer capital improvement needs
- Building for department- Improve cold weather emergency response and maintenance

## 3-5 years

- Complete South Trunk Line Replacement Phase 1-
- Continue design/replacement of sewer main according to capital matrix/master plan
- New combination truck-The one we have is undersized and old
- Continue replacing old equipment

# Sustainability Goals for 2020-2021

- HB 411: Continue City engagement in HB 411 negotiations
- Water: Update Moab's Water Conservation Plan
- Reduce: Begin implementing water conservation strategies to achieve 20% reduction by 2030
- Solar: Explore and pursue additional solar opportunities
- Dark Sky: Develop a Dark Sky compliance path for municipal facilities
- Emissions: Complete a community GHG Inventory
- Operations: Identify energy efficiencies in municipal operations
- Cultural Change: Foster a culture of sustainable practices in departmental operations

Hiring a Sustainability Director in 2021

Interviews are scheduled for mid-March (22nd-23<sup>rd</sup>)

## **Current City Project Commitments**

- Water Conservation Plan
- Water Shortage Contingency Plan
- Groundwater Management Plan
- Downtown Parking planning and construction (Hotspot)
- Shuttle implementation (Hotspot)
- Emma Boulevard construction (Hotspot)
- Parklets in land use code
- Walnut Lane
- Roundabout construction
- Well #12 construction
- Utah 100 Communities commitment
- Legislative strategy development (session and interim)
- OHV land use changes
- Lionsback development
- Square footage requirements for WAHO
- Water system vulnerability assessment
- Manti La Sal Forest Plan update
- Dark Sky implementation
- Time of day/Day of the week water ordinance
- USU campus
- Unified Transportation Plan
- Highway 191 widening
- Update the PAD
- Food trucks
- Update/clean up code
- Amend subdivision ordinance
- Amend code to allow for breweries/distilleries
- Reviewing permitted uses in all zones
- Develop/update landscaping standards
- Develop and adopt Sustainability Plan
- Definitions and regulations for bunkhouses/dorm
- Bike skills park
- Regular development review (Planning 80% and Engineering 50%)
- Feasibility study of development/implementation of mental health diversion program (PD)
- Full implementation of Lexipol policy manual (PD)