

City of Moab 2019-2020 Administrative Work Plan

City employees spend much of their time working on essential services to maintain a functional municipal government. In addition, unexpected emergency or urgent items require immediate attention, which can take many hours to address and resolve.

At the same time, employees are expected to work on new initiatives or projects that advance agreed-upon goals. Set forth below is a work plan that reflects Council priorities while balancing the practical constraints of available time and resources for the calendar years 2019 and 2020.

Section 1: Quality-of-Life and Cross-Jurisdictional Initiatives

Section 2: Housing

Section 3: Water Resource Protection

Section 4: Land Use and Infrastructure Planning and Development

Section 5: Infrastructure Maintenance and Operations

Section 6: Central Administration and Personnel

Section 7: Arts and Recreation Services

Section 1: Quality-of-Life and Cross-Jurisdictional Initiatives

1.1 Support a high-level community-driven visioning process.

- The City will help identify a consultant and/or community groups that will lead this effort.
- At the same time, the City will initiate a process to establish future land use expectations and patterns.

1.2 Create a 10-Year Sustainability Plan.

- Develop a comprehensive Sustainability Plan that builds upon the Vision 2020 Plan and set actionable priority goals for carbon reduction, energy efficiency, water conservation, and the tree canopy. This will guide the City's decision making across departments as well as provide a roadmap for meeting community-wide sustainability goals.

1.3 Coordinate a legislative strategy with Grand County.

- Coordinate closely with the County on priorities and lobbying strategy to ensure that we are as effective as possible during the 2020 Utah Legislative session.
- Consider using external lobbying services.

1.4 Implement Dark Skies Initiatives.

- Update and amend City Code outdoor lighting elements to minimize light trespass.
- Retrofit street lights with full cutoff shielding.

1.5 Address in-town ATV/UTV noise issues.

- Pursue state-level legislative fixes.
- Explore parking alternatives that allow for trailering and/or shuttling to trailheads and into downtown core.

1.6 Support the development of the new USU Campus.

- Continue to take the lead on the primary infrastructure project
- Stay involved in planning and financing efforts.

- 1.7 Analyze potential for future shared services with Grand County.**
 - Determine where, if any, consolidated services may be appropriate and if current partnerships are optimized.
- 1.8 Set up a twice-yearly reporting procedure to update the City Council on the status of special events in the area.**

Section 2: Housing

- 2.1 Continue efforts to inform and educate the City Council and the community generally regarding affordable housing issues in Moab while implementing the Moab Area 2017 Affordable Housing Plan**
 - Conduct a workshop or workshops to better understand the issue.
- 2.2 Identify and reduce barriers to affordable housing development in city code.**
 - May include establishing a process to fast-track project that support the City's workforce housing and/or sustainability goals.
- 2.3 Continue to manage and advance the City's Walnut Lane Housing Development.**
- 2.4 Create an incentive program for deed-restricted housing development (single or multifamily).**
 - Will likely include a new "planned affordable development" ordinance but may also include other approaches to incentivizing deed-restricted development.
- 2.5 Explore incentives for primary residential housing development.**
- 2.6 Set up the administrative process to ensure that deed restrictions are enforced.**

Section 3: Water Resource Protection

- 3.1 Closely follow and participate in the formulation of the State-led groundwater management planning process.**
- 3.2 Provide quantitative information to Council and public regarding a Citywide water budget**
- 3.3 Explore collaborative efforts to implement a water conservation public education campaign with GWSSA.**

Section 4: Land Use and Infrastructure Planning and Development

Land use planning:

- 4.1 Complete the Downtown Master Plan.**
- 4.2 Complete the parking plan.**
- 4.3 Develop small area plans.** Specific neighborhood plans will be developed for:
 - Powerhouse Lane/Millcreek Drive area
 - 400 East corridor
- 4.4 Participate in regional mobility planning.** In partnership with Grand County, San Juan County, and UDOT, facilitate long-range mobility and transportation planning for the greater Moab area.

Development standards:

- 4.5 Revise various development standards.** This may include:
- Sidewalk requirements
 - Height limits
 - Solar access
 - Residential building envelope
 - Parking on commercial and multifamily sites
 - Residential area driveway separations;
 - Fencing;
 - Landscaping;
 - Signs and lighting (in accordance with dark skies policies); and
 - Pedestrian safety.
- 4.6 Develop standards for “pocket neighborhoods”.** These will address character and infrastructure issues in areas such as:
- East Center;
 - West Center; and
 - East 100 North.
- 4.7 Reorganize the development-related sections of City Code.** Specifically, consolidate and update as appropriate the sections describing commercial zones and residential zones, and add a comprehensive use table.

Infrastructure planning:

- 4.8 Create a 5-year capital improvement plan.**
- 4.9 Inventory all transportation system components.** This is needed to better predict future needs and plan for capital improvements.
- 4.10 Develop a pavement management plan.** This plan will provide guidance for the capital improvements list for streets, sidewalks, curb and gutter, and paved non-motorized pathways.
- 4.11 Inventory all public signage and develop signage plan.** As Moab grows, there is a need to evaluate signage and ensure that current and new signage complies with federal and state standards.
- 4.12 Create a striping plan for all city roads.**
- 4.13 Develop street and pedestrian safety standards that includes a comprehensive speed limit plan.**

Section 5: Infrastructure Maintenance and Operations

Sewer and Storm Water:

- 5.1 Complete the annual sewer and storm water capital projects list.**

Culinary Water:

- 5.2 Complete the annual culinary water capital projects list.**

Streets/Sidewalks/Curb/Gutter:

- 5.3 Complete the annual concrete-related capital projects list, including an annual new seal coat for all roads chip sealed in 2017.**

Fleet:

- 5.4 Establish fleet master list and preventative maintenance schedule.**
- 5.5 Evaluate purchasing/leasing options for vehicles.**

Parks:

- 5.6 Develop and implement a park-specific plan for Old City Park.** This will likely include trailer removal, pond revitalization, and stage rehabilitation/rebuilding.
- 5.7 Implement Swanny Park improvements.**
 - Install shade structures over play area.
 - Investigate refurbishing skate park.

Facilities:

- 5.8 Implement a SCADA system for city buildings.**
- 5.9 Develop a preventative maintenance program for city buildings.** This will address HVAC, mechanical, and electrical systems.
- 5.10 Conduct energy audits and establish benchmarks for all city facilities.**

Section 6: Central Administration and Personnel

Personnel:

- 6.1 Continue to implement succession planning.** Each department will produce a recommendation for how to best structure their organization to foster internal advancement and ensure organizational resiliency. This may include professional development in the form of mentoring programs and/or a training regimen, as well as structural changes and the development of written policies and procedures.
- 6.2 Develop performance indicators.** Staff will collectively create a set of recommended performance indicators for council consideration. These will provide high-level trendlines over time to show how city government is functioning. This will likely include conducting a community survey to contextualize internal perceptions of success.
- 6.3 Update citywide personnel policies and procedures.** The City's personnel manual is due for a significant update to reflect recent changes in management, leave time, grievance procedures, and many other HR-related items.
- 6.4 Revise the performance evaluation process.** The new approach to adjusting compensation based on performance evaluations is working well, but as with all new methodologies, refinements are needed (primarily with regard to the evaluation form itself and what is expected from supervisors who perform the evaluations).
- 6.5 Identify an effective customer service training program for city employees.**

Open and Better Government:

- 6.6 Continue to improve the City's digital presence.** We will coordinate social media engagement and website creation and maintenance across departments to ensure consistent and effective messaging and communication.

- 6.7 Investigate a constituent response management system (“CRM”).**
Evaluate effective processes and systems for tracking constituent feedback and comments to the City that come from any communication vector (phone, email, verbal, etc.)
- 6.8 Continue overall City Code cleanup and updating.** This would include a consolidated fee schedule section and a reordering of the city code.
- 6.9 Implement an online Special Events application process.**
- 6.10 Substantively revise specific non-land use code sections.**

Management and Organization:

- 6.11 Create an orientation and training program for Planning and Zoning Commissioners.**
- 6.12 Develop a Public Works-specific set of written policies and procedures.**
- 6.13 Update City Center offices and Public Works offices and shop spaces.**
Significant capital facilities planning and analysis has been conducted for City Center, and a similar endeavor is needed for the Public Works offices and yard.
- 6.14 Evaluate the costs and benefits associated with a City-assessed property tax.**

Section 7: Arts and Recreation Services

- 7.1 Conduct a parks and recreation community survey.**
- 7.2 Develop a Recreation and Trails Master Plan.** This may result in a more specific in-town urban trails plan ahead of a more comprehensive recreation plan.
- 7.3 Revise and renew the lease agreement regarding the golf course.**
- 7.4 Continue to support expanded arts offerings.** This may include:
 - Large sculpture commissions;
 - Creative lighting downtown;
 - An artist-in-residence program; and/or
 - Additional arts contests and festival offerings.
- 7.5 Revisit the organizational structure of arts and recreation in the context of community wellness.**

Section 8: Public Safety

- 8.1 Conduct a major revision of the departmental policies and procedures manual.**
- 8.2 Institute a formal individualized training plan for every officer.**
- 8.3 Fill vacant positions.**
- 8.4 Draft code changes to strengthen the City’s ability to deal with dangerous dogs.**