Cottonwood Heights
Weekly Update for the Week of
Nov. 6-12, 2016

City Manager
1. Sent most of the December newsletter content to the designers. Hope to have a proof back by next council meeting on 11/15. Some of it is late, which will make final proofing difficult, considering we are not meeting on 11/22. We need to get it submitted early to the printer, because I will be out of town during the holiday.
2. Still working to get training material for Citizen Dashboard. It seems to be working. When we can get trained and the systems fully tested, we should begin promoting it.

Administrative Services
1. Trained city staff on procedures to follow to prevent fires in the workplace as well as actions to take should there be an emergency. Based on feedback from presentation will revise Emergency Action Plan to include information about panic alarms. PD will also conduct and active shooter training session for staff.
2. CERT class continues for week 3. Over 15 people from the community are taking this class.
3. Scheduled training for new block captains January 5th
4. Scheduled next CHGetReady training for January 4th
5. Meeting with Red Cross to discuss Shelter training for local churches. We have completed surveys of all non LDS church locations and are entering the information into the Red Cross database. Work continues to complete surveys with LDS locations there is just a longer approval process that is slowing us down.
6. Sexual Harassment Training held for staff this week. This training is encouraged to take place annually.
7. Buttlerville Days wrap up mtg. held with City and Rec. District staff.

Police
1. Chief Russo is speaking Tuesday at Brio for the State MADD DUI kick-off.
2. The Police Department has completed the first phase of the sergeants exam.
3. The PD is standing guard over the body of fallen Officer Brotherson while at the mortuary and helping handling calls for the funeral Monday.

Engineering
1. Filled out a letter of intent for the County Active Transportation Network Improvement Program (CATNIP) grant for the Big Cottonwood Trail Project. The grant looks promising and if we are selected, the funds seem that they would be available in 2017.
2. The Salt Storage project continues. The site is ready to receive Rocky Mountain Power hookup this upcoming Monday, November 14th.

Public Works
1. Foundation forms were removed from the new concrete walls and backfill work began.
2. Trucks being prepared for GPS tracking systems to monitor truck movements.
3. Updated snow removal policy and procedure draft being prepared.

Safety Moment
There are three main types of distractions:
- Visual - taking your eyes off the road
- Manual - taking your hands off the wheel
- Cognitive - taking your mind off what you are doing

Distracted driving is any non-driving activity a person engages in that has the potential to distract him or her from the primary task of driving and increases the risk of crashing. While all distractions can endanger drivers’ safety, texting is the most alarming because it involves all three types of distraction. Other distracting activities include:
- Using a cell phone
- Eating and drinking
- Talking to passengers
- Grooming
- Reading, including maps
- Using a PDA or navigation system
- Watching a video
- Changing the radio station, CD, or Mp3 player.

As Found on: http://safetytoolboxtopics.com/Behavioral-Safety/distracted-driving.html

Photos

Figure 1- A proud voter
Figure 2 - Election lines grew during the day at City Hall.

Figure 3 - Early morning lines were directed through the Council Chambers to get folks out of the cold.
Figure 4 - County voting officials assisted citizens with information as they waited in line.

Figure 5 - The ballot box outside of City Hall allowed people to avoid the long lines inside.
Figure 6- The Community Room served as the voting and registration area.

Figure 7- Queue lines wound through the Community Room.
Figure 8 - Many of the trucks were out running routes this past week.

Figure 9 - Backfill underway around the salt shed.
Figure 10: This is the truck washout bay on the East end of the salt shed.

Figure 11: Crews continue to collect garbage, limbs, debris, and old pumpkins throughout the city.
A. Executive Summary
1. Purpose
2. Community Participation
3. Goals and Objectives
4. Proposed Corridor Plan
5. Implementation

Fort Union Area Plan: Shaping the Future
Executive Summary
- The Fort Union Area Plan builds a vision for this major corridor in Cottonwood Heights that serves as a gateway to Big and Little Cottonwood Canyons and west to the Salt Lake Valley. Fort Union is envisioned to become a “Main Street” as a fulfillment of the 2005 General Plan.

- Three key sub-area districts have been identified and are considered significant in building and maintaining the framework of this Area Plan and community's vision and expectation, coupled with the practicality and achievability of funding and implementing the projects.

- The Area Plan is the primary tool for guiding the future development and redevelopment of the Fort Union Boulevard. It provides a framework for making decisions by describing mid- and long-term goals for the City's future as well as policies to guide day-to-day decisions.

Purpose of the Area Plan
The Fort Union Area Plan will be:
- An addendum to the Cottonwood Heights General Plan as an Area Plan. This Area Plan will update and replace a portion of the existing General Plan.
- The fundamental policy document guiding future growth and development in and around Fort Union Boulevard and its Planning area;
- Used by the City Council and Planning Commission to evaluate land use, transportation and economic and market changes.
- The basis for the City's development regulations and its Capital Improvements Plan. The Plan will be used by citizens and neighborhood groups to understand the City's mid- and long-range Plans and proposals for different areas along the corridor;
- Defined and driven by extensive community participation from its citizens, business interests, community leaders, technical staff and advisors; and
- Used by City Staff in reviewing building and development regulations and preparing recommendations on projects.

Role of the Plan
When adopted, the Fort Union Area Plan will serve a range of assertions. This Plan will:
- Create a Vision: Create a positive, community vision for the Fort Union Area.
- Outline Appropriate Land Use and Community Design Recommendations: Provide a basis for public policy decisions concerning land use and development, including new regulatory measures, if required.
- Define Catalyst and Possible Redevelopment Sites: Define development and revitalization scenarios for various catalyst locations within the Plan area to serve as a model for future development and redevelopment.
- Generate Value: Generate value by highlighting the area's economic development potential, identifying new development opportunities for underutilized properties, and presenting a means of enhancing existing businesses and properties.
- Encourage the Development of a Unique Marketplace: Encourage the creation of a unique and varied marketplace by building upon the current assets of the community, its realistic real estate values and reasonable costs of conducting business.
- Identify a Potential Program for Public Improvements: Recommend potential public facilities, infrastructure, services, and other improvements designed to enhance the appearance and function of the area.
- Outline a Plan for Implementation: Identify a range of both public and private sector actions that will help to implement the vision described in this Plan.
- Provide Research: Provide background research to support the Plan recommendations and to support future public and private investment within the Plan area.
The Fort Union Area Plan is designed to implement the goals and policies of the General Plan for this specific area. The Plan will contain detailed development standards, distribution of land uses, infrastructure requirements, and implementation measures for the growth of the area. Recommendation for transit focused, pedestrian-oriented and mixed-use development with integrated housing along with other uses will be included in the Plan.

The vision for Fort Union Area Plan is to "create a vibrant mix of land uses, a unified streetscape and a series of distinctive places along the boulevard." The Area Plan includes a variety of recommendations to help obtain this vision, including:

- Design guidelines that will help achieve a pedestrian-oriented environment;
- Streetscape improvements;
- Introduction of mixed uses, including residential/office/retail development or combination;
- Recommendations for the addition of public spaces and plazas; and
- Incorporating the Wasatch Mountains/Cottonwood Canyons into the City's Main Street design and feel.

Local and Regional Growth Implications
The future of the Fort Union Area requires consideration of its place within the context of the City and the region. The entire corridor connects Big and Little Cottonwood Canyons to the rest of the Salt Lake Valley.

The Salt Lake County metropolitan region is expected to gain approximately 210,000 new jobs and 500,000 new residents within the next 20-30 years. The City’s projected portion of this regional growth is expected to be approximately 12,000 new jobs, 8,500 new residents, and 5,000 new housing/dwelling units. While these projections may seem optimistic, it is clear that over the long-term this region and the City will continue to grow and redevelop. The challenge and opportunity for the City will be to manage growth in a sustainable manner consistent with the City’s goals, policies and existing neighborhoods as the future development and redevelopment of Fort Union takes shape.

Community Participation
In an effort to build on the work of previous studies for this corridor (2005 General Plan), the following collaborated public processes were initiated:

- **Stakeholder and Residents Surveys** - To gauge public sentiment and identify opportunities, constraints and concerns, a series of "key person" surveys was conducted to help shape and focus important issues.
- **Working Group** - During the Planning process, a working group was formed comprised of property owners, business owners, stakeholders and neighborhood leaders to build interest and dedicate time to help craft options for the ultimate design and function of the Fort Union corridor and the varied interests along the street.
- **News Articles and Updates** - Area newsletters, mailing lists and articles providing information on the Plan process and how to stay informed were distributed to City residents.
- **Community Meetings** - Over the course of the project, several community meetings were held to present Plan ideas, recommendations, and alternatives and to help refine the Plan's contents.
- **Planning Commission Work Session(s)** - During review of the Area Plan, several Area Plan discussions were conducted with the Planning Commission to obtain input and to further refine the content for direction to the City Council.
- **Public Hearings** - Public hearings have been held with a variety of City review bodies to evaluate Plan recommendations and further refine the contents of the Area Plan (pending).

Goals, Objectives and Policies
The Fort Union Area Plan’s goals remain consistent with previous Planning efforts, such as the City’s General Plan. The following are some of the Area Plan’s principal goals and objectives:

- **Provide strategies for implementation of the General Plan and Capital Improvement Plan**, supported by regulatory controls and guidelines designed to accomplish the Plan’s vision;
- Provide for coordinated land use and transportation improvements in the Plan area;
- Enhance pedestrian focus and scale;
- Focus on corridor aesthetics and experiences;
- Promote businesses that offer goods and services to current and future City residents and the traveling public, while retaining the eclectic mix of uses that define the local businesses;
- Encourage a mixture of land uses throughout the Area Plan area, including mixed uses, retail, office, residential and open space;
- Beautify the streetscape;
- Help the area become a model of what a City/town center neighborhood could be;
- Expand the list of allowable land uses to include mixed uses, multi-family and affordable housing, where appropriate;
- Identify an area-specific vision with detailed street cross sections, maps and graphics;
- Establish policy support for public and private investment;
- Improve on- and off-street parking conditions throughout the Area Plan area;
- Support and encourage economic development;
- Improve public transit, bicycle and pedestrian circulation; and,
- Create special sub-districts and focus areas or “nodes” to help establish a sense of place and maintain the distinct characteristics of those areas along the Corridor.

**Proposed Corridor Plan**

The Plan will identify the impacts of possible development options given land use considerations and develop supportive land use and design policies appurtenant to transportation options and redevelopment of specific properties, if and when feasible.

The Area Plan will identify and promote the enhancement of the connecting the corridor’s land uses, transportation and natural systems for achieving the City’s vision for this area. The goal of emphasizing interconnectivity will enable corridor users to move more safely, comfortably and seamlessly by foot, bike, car or transit. Moving people around and through this area effectively by offering transit options will noticeably lessen some of the current traffic pressures, foster more effective travel to and from nearby ski and resort destinations and spur economic growth in a workable way. Additionally, the Plan proposes to identify the transportation carrying capacity of the corridor and its contributing intersections.

The Area Plan is intended to protect and expand the long-term viability of the Corridor as a regional amenity. In order for the area to function more as a “main street” or gathering place, the current levels of vehicle traffic will need to be adjusted and the road’s design altered to allow vehicle movement by reducing many of the existing conflict points. The management of traffic congestion will allow the area to capitalize on its future as a destination place. These considerations will contribute directly to ensuring sustainability by fulfilling components of the community vision and providing guidance to future City improvement project efforts there.

The Area Plan incorporates the work of the Zion’s Bank/InterPlan analysis to catalog the existing accommodation and housing stock for the possibility of a new mixed-use, hotel, residential combination of land uses of sufficient density to support that kind of anticipated future development and traffic impacts. In addition, that analysis showed how economic development strategic Planning and the market breakdown of Fort Union correlated to the projected impacts of development of the Wasatch Boulevard/Gravel Pit. Those components determined future economic concentrations, financial viability of additional retail or boutique merchandising, mixing commercial, office and residential land uses into one project, financial strengths and leakage of the corridor’s economic base.

The Area Plan will incorporate many tools including a smart growth code (Planned Development District) to the current zoning code.

**Implementation Strategies**

Closely related to the Goals, Objectives and Policies found in the Area Plan are the Implementation Strategies. These Implementation Strategies provide a comprehensive list of tasks used as benchmarks to measure progress towards the certain work projects related to the corridor and the surrounding area(s). The tasks of the Implementation Strategies have been compiled in a table and are broadly described and assigned to a City department (or a group of departments). Lastly, these tasks are assigned a priority, which range from ‘On-going’ to ‘High’ depending on urgency or timing of other related events.
B. Introduction
   1. Purpose
   2. Vision Statement
   3. Plan Area
   4. Process

Purpose Statement:
The Fort Union Corridor area is characterized by the bulk of the City’s established commercial, office and residential uses, primarily in a suburban rectilinear form, that provides the majority of goods and services for day-to-day living in Cottonwood Heights. The corridor is straddled by many residential and commercial neighborhoods with accessibility to the area and sub-regional market while accommodating large volumes of traffic. It is the intention of the Area Plan objectives and policies that Fort Union Corridor areas evolve from “strip commercial” linear business districts to business areas characterized by enhanced site planning incorporating efficient parking design, coordinated access, amenities and boulevard treatment and the integration of public gathering spaces.

The Fort Union Corridor areas will include designated districts containing concentrations of specialized boutique retail uses, transit stops and a combination of businesses and residences featuring a high local point of pedestrian activity and visual interest. These areas will be characterized by medium to high intensity levels of activity at various times of the day and night. It is anticipated, though, that intensity levels in these areas will increase over time as development and revitalization of space occurs. Increased land value makes redevelopment feasible and land is used more efficiently. In these character districts, provision of pedestrian amenities is encouraged, as are opportunities to link adjacent uses and neighborhoods.

Vision Statement
In many respects, the vision for Fort Union Boulevard is not elusive, and stands before the community, waiting to be embraced through a series of focused actions. Listed below is a suggested vision that has grown from many conversations with residents, public officials, and business community representatives, and from other work done on the study of this area. Several of these perspectives were shared at the January 19, 2016 City Council Meeting, and other views were obtained through the interview process conducted as part of this project.

The vision represents the natural, positive evolution of the Fort Union area, if appropriate strategies are pursued. When reading the vision statement reflected in the italicized print, the reader is asked to imagine a highly possible future. Unlike many of the City’s Planning projects, the Fort Union project involves major change(s) and includes undertaking future planning that will encourage and cultivate the qualities that have faded over time.

A Vision for Fort Union Boulevard:
Fort Union has been transformed; gone is the wide space dominated by automobiles that allowed cars to travel along at increased highway speeds. Even though Fort Union Boulevard remains an important route from a regional perspective, drivers are aware that the space is shared with pedestrians and bicyclists and that it is a place that people are enjoying and not just passing through. Landscaping, landmarks and gateway features have been added to areas along Fort Union Boulevard, contributing greatly to the aesthetic appeal as one enters, exits, and traverses the Area. A diverse group of new and long-time residents are able to enjoy the safer, more attractive and vibrant streets and public spaces in the area.

The Fort Union Boulevard Area is comprised of active centers along the corridor that connects residents, employees and visitors with the area ski resorts, regional businesses, downtown Salt Lake City, the SLC international airport and the University of Utah and Westminster College, in addition to providing local service to amenities along the corridor itself. Long-time and new residents mix in public spaces created to meet the needs of a diverse population. Significant automobile traffic still travels through the area, but it does not overshadow the built environment and drivers now know when they enter the area that they are traveling through a distinct and special place. Also, transit service provides frequent and efficient travel options, making it easy to get around without use of a car. A designated bicycle lane on Fort Union enables cyclists to travel safely through the area and to destinations along the way.
People walk along Fort Union Boulevard, with street trees and landscaping providing beauty and shelter, and acting as a natural buffer between the pedestrian and traveling environments. People are working, shopping and entertaining themselves in new buildings on both sides of the street that frame it with large shop windows engaging passers-by.

Taller buildings are concentrated around the main intersections along the road and contain a mix of uses. Buildings further removed from transit stops and located off the corridor offer a range of housing options for a diversity of ages and incomes, and provide small-scale neighborhood services so people can walk and bike in their immediate neighborhood. Opportunities for home ownership abound, creating stable neighborhoods both along and adjacent to Fort Union Boulevard. Higher density development provides additional housing options and opportunities to create equitably priced housing through development bonuses so the area continues to be socially and economically diverse. Neighborhoods are well-lit and maintained with regular activity at the street and upper levels providing a natural safety mechanism.

The large surface parking lots along Fort Union Boulevard are long gone. Off-street parking no longer dominates the street scene and is located in parking structures, behind buildings, or screened from view. Tall and unattractive signage has been replaced with signs attached to a particular building space that is in-line with pedestrian views. A pedestrian-scale is created as taller buildings stair-step away from the roadway above the third story and the buildings and streetscape combine to form an interesting and inviting public space.

The Fort Union Boulevard/Highland Drive intersection is no longer a barren space that serves only to move cars through the Area and collect stormwater, but is instead a major center of transit, pedestrian, and business activity. New public plazas are lined with shade trees with space for accessing transit and area businesses, and open space.

Activity on Fort Union Boulevard becomes the primary focal point of the community; on weekdays filled with lunchtime employees, on weekends occupied with area residents and visitors shopping, milling around, and socializing. A market in the plaza provides opportunities for small businesses to have visibility in this area with large numbers of pedestrians.

Street connectivity throughout the area has been improved, providing more options for traveling by foot, bicycle, or car. Large blocks are broken-up, allowing residents to efficiently walk, bike, or drive to the bus stops, shops, restaurants, grocery stores, civic facilities and area trails, without having to travel on major arterials. The secondary street network accommodates local trips within the area but also enables more options for traveling outside the area.

Pocket and linear parks, street trees and other green elements are interspersed among the new development to soften the edges, to integrate the natural with the built environment, and to provide places for residents, employees and visitors to recreate or simply enjoy the space. Public plazas are dispersed throughout the development along Fort Union Boulevard, providing space for small gatherings, taking in the sun and eating lunch. A recreational trail system along East Jordan Canal (and other future trails) provides links to the Mountview Park and the Big Cottonwood Canyon trail system, maintaining balance between the natural and built environments. Xeriscaping is used in open spaces throughout the Area and amenities for kids are provided in offering neighborhood recreation space to families with children to supplement the amenities of Mountview Park on the north side of the Fort Union Boulevard area.

New buildings embody the principles of green building and utilize solar panels and mini wind turbines to produce energy rather than relying entirely on the power company’s electric grid system. Green infrastructure strategies such as Bioswales, rainwater harvesting, pervious paving, green roofs and landscape beds are utilized to capture and treat water run-off instead of discharging immediately into the storm drain system.

The Fort Union Boulevard transformation has resulted in a cleaner, greener, safer and welcoming setting for longtime and new residents, as well as visitors, to work, play and have their daily service needs met. Environmentally sound building practices, the development of walkable, mixed use neighborhoods and the integration of a more robust transit system with area redevelopment have all contributed to a more sustainable situation, making the Fort Union Boulevard Area an example of town center/main street redevelopment that other parts of Cottonwood Heights and other cities desire to emulate.
PLAN AREA
FORT UNION AND PRIVATE INVESTMENT

How will the Fort Union Area Plan bring private economic investment? An effective Area Plan typically involves both the public and private sectors. Whereas development of the land uses envisioned for a Plan area is often "kick started" by various public sector initiatives, the ultimate goal of this type of Planning effort is to attract desired private investment. Broadly speaking, there are two major ways that a community can facilitate private development:

a. By creating a "conducive development environment" that is consistent with prevailing market demand for various land uses. This may include the following types of actions or policies:
   - Zoning that is responsive to market needs;
   - In key sub districts, allowing increased density through limited parking reductions to encourage underutilized and dilapidated properties to redevelop;
   - Streamlined permitting and entitlement processes;
   - Area-wide infrastructure investments, including parking facilities and street improvements;
   - Area-wide "amenity" investments, including landscape and streetscape improvements, urban furnishings;
   - Marketing programs to enhance the area's identity and recognition among consumers; and
   - Technical assistance programs for small businesses;
   - In concert with the above activities, enhance code enforcement to improve the visual appeal and function of the urban environment.

b. By providing direct or indirect financial assistance to area businesses, property owners, and key development projects. This can involve the following types of initiatives:
   - Waiving or reducing various local fees and taxes;
   - Assembling development sites;
   - Underwriting land cost "write-downs";
   - Providing loans and/or grants for various business and property improvement purposes such as building facade improvements;
   - Investing in site- or project-Area infrastructure.

How will economic conditions influence the Fort Union Plan Area? An effective Area Plan needs to be based on a realistic understanding of the market and demographic conditions affecting the Plan area. Simply changing zoning on a map will not attract development unless there is an underlying market demand for a particular land use. On the other hand, if there is immediate demand for a desirable land use that is not permitted under existing zoning, a change in zoning can bring about very significant results. Moreover, appropriate zoning changes can be made more effective if coupled with policies that address other existing barriers to development (e.g., insufficient infrastructure).

The following is a summary of key existing conditions that will influence the realistic range of future development opportunities in the Plan area:

- The Plan area is essentially "built out", with a few vacant properties and several underutilized parcels.
- Prevailing property values in the Plan area reflect the fact that most parcels are already developed with existing workable uses. This situation will tend to limit the financial feasibility of redeveloping these parcels with lower-density land uses. That is, in most cases, new development would need to be relatively high density in order for the ultimate value of the development to justify the costs associated with buying and clearing land that is currently occupied with other uses. While there may be many (currently underutilized) sites that are exceptions to this finding, it applies as a good rule of thumb for defining the types of opportunities that are likely to exist for most parcels.
- There is an expressed desire among private stakeholders (businesses, residents and commercial property owners) to retain the area's character as the "last bastion" of small businesses in Cottonwood Heights.
- The relatively limited availability of parking, public or private, currently serves as a constraint to development in the Plan area.

The previous conditions suggest the following major conclusions about the types of opportunities that are likely to exist for future development in the Plan area:
Major new development will likely need to be relatively high density given prevailing land values.

A significant focus of the Plan implementation should be on revitalization of existing development. As discussed further below, this focus will be especially important as it relates to retail uses in the Plan area.

A major direction of the Plan should also focus on streetscape urban furnishings and beautification of the public areas.

A significant effort to include housing at key locations within the Planning area should be a focus of the Area Plan Implementation. Housing in mixed-use formats in upper floor locations with apartment style units in a range of densities from smaller “renovation” projects to larger, new urban infill projects should be provided.

What types of new development will likely be economically viable along the Fort Union Corridor? As part of the background research for this Area Plan, Zion’s Bank prepared a Market Plan to identify long-range demand for various types of development in the Plan area. Key findings from Zion’s market analysis are summarized below.

Existing economic conditions are in the following sections:
- Office Market
- Retail Market
- Housing Market

Summary of Potential Land Use Demand
The following provides a summary of potential demand for new development in the Plan Area over the next 20 years. These projections are expressed as unconstrained “potentials”; that is, they do not reflect the realistic physical capacity of the project area to accommodate the indicated demand such as available parking, nor do they reflect the financial feasibility of developing these uses given prevailing land values. Thus, adjustments to the projections are provided below to indicate the “real” or “adjusted” potential for new development in the area.

Office Development
Over the past decade, office development and absorption in Salt Lake County has been markedly stronger in suburban areas than in other areas of the County. In fact, there was decline and negative absorption outside of suburban areas over the past three years; yet, during that same time period the suburbs absorbed an average of 550,731 square feet annually. This bodes well for Cottonwood Heights which is an excellent location for the development of Class A office space.

The City currently has 1,993,988 square feet of Class A office space, including a 172,000 square foot building that is currently under construction. Vacancy rates are low in the City – only at 6.6 percent. With a total of 7,432,238 square feet of office space in suburban Salt Lake County, Cottonwood Heights accounts for 27 percent of Class A office space in the suburbs. When compared to all Class A office space in the County (12,437,164 square feet), Cottonwood Heights hosts 15 percent of Class A space. In comparison, Cottonwood Heights represents only about 3.2 percent of the total population in the County and just 2.2 percent of total employment. While office employment is relatively high, retail employment is relatively low (as indicated by the City’s sales leakage and capture rates), and there is no business park/industrial employment in the City.

Retail
While Cottonwood Heights has significant buying power due to the high incomes in the City, there is a significant amount of sales leakage out of the City to surrounding areas. In order to identify future opportunities for the City, the retail analysis includes the following components of existing conditions:

- Market Growth and Share Analysis
- Sales Leakage
- Retail Cluster Analysis

Market Growth and Share Analysis
Taxable sales in Cottonwood Heights have grown at an average annual rate of 5.9 percent between 2009 and 2013. In comparison, sales in the State of Utah have grown at a rate of 5.1 percent annually over the same time period.
Retail sales in Cottonwood Heights are more than double retail sales in neighboring Holladay and have been growing more rapidly – at an average rate of 5.9 percent (compared to 1.9 percent for Holladay). The growth rate in Cottonwood Heights is fairly similar to the average annual growth rate in Murray (6.4 percent), but total sales in Murray are nearly four times greater than sales in Cottonwood Heights. This disparity reflects the fact that Murray is the regional retail hub that extends outward from Fashion Place.

When compared to its neighbors, Cottonwood Heights has six percent of market share, with its share remaining relatively constant since 2009. There has been little change in market share in most communities, with South Salt Lake and Holladay declining somewhat and Draper, Midvale and Sandy picking up market share.

Sales Leakage
A sales gap analysis shows the estimated amount of retail purchases made by residents of Cottonwood Heights and the percentage of those purchases being made within City boundaries (as reflected by the “Capture Rate”). Where the capture rate is less than 100 percent, this indicates that residents are leaving the City to make purchases elsewhere. Where the capture rate is greater than 100 percent, such as for Health and Personal Care Stores, this indicates that consumers from outside of the City are making purchases within City boundaries.

Corresponding to the capture rate is the leakage amount in each category. Categories where the capture rate is less than 100 percent and City residents are making purchases in other cities show a negative leakage amount. This is the amount Cottonwood Heights is losing in sales annually in that category. Overall, Cottonwood Heights is capturing roughly two-thirds of all retail purchases made by residents in the City.

Cottonwood Heights has a low overall capture rate of 66 percent, with a loss of over $165 million in retail sales annually to surrounding communities. The City is better known in the County as the hub for Class A office space rather than for retail shopping. However, some of the leakage categories such as general merchandise and sporting goods can increase capture rates through improvements and higher densities at current commercial nodes on Fort Union at 1300 East, Highland Drive, and 2300 East.

Compared to other cities with similar access to mountain recreation and ski resorts, Cottonwood Heights has significantly lower accommodation sales, especially on a per capita or per employee basis. Again this illustrates that the City has good opportunity to provide lodging given its proximity to the canyons and the similarities to other neighboring cities.

Retail Cluster Analysis
In order to identify retail centers within the City, all retail sales for 2013 were geocoded by address and then analyzed by various “districts” within the City. District 1, at 1300 East, shows the highest sales revenues on a per acre basis, followed closely by District 3, which is located at the intersection of Highland Drive.

Average sales per store are considerably higher in District 1, indicating the relatively larger scale of the stores in that area when compared to other retail clusters along Fort Union Boulevard.

The Commercial sub-district is ideal for larger-scale retail, such as general merchandise, big box and furniture. Nearly half of all sales in Cottonwood Heights takes place in this sub-district. Because of the large amount of sales occurring at the west end of Fort Union, it is critical that the City maintain good access and visibility for this area, which plays an important role in the sustainability of the City’s General Fund.

Housing
Residential building permits in Salt Lake County grew steadily from 2010 to 2012, jumped significantly in 2013, and then had a sharp drop-off in 2014. Growth in Cottonwood Heights has been minimal – averaging only 25 units per year. Those communities that have experienced growth of more than 1,000 units between 2010 and 2014 include Midvale, Sandy, South Jordan, West Jordan and Herriman.
Much of the growth that has occurred has been in multi-family units which account for 45 percent of total residential unit growth between 2010 and 2014. However, multi-family unit growth accounts for only six percent of new dwelling units in Cottonwood Heights over the same time period.

Even with the relatively slow growth in multi-family units in recent years, approximately 30 percent of dwelling units in Cottonwood Heights are renter occupied – similar to the ratios of Holladay and in Murray. Based on the table below, Cottonwood Heights has an average number of rental units when compared with neighboring cities.

Cottonwood Heights has several large apartment units (50+ units), condos and duplexes, but very few apartment units in the mid-size range. These units are scattered throughout the City, with very little multi-family housing located along the central portion of the Fort Union Corridor.

Vacancy rates for apartment units in the County are low, with Cottonwood Heights dipping to 4.5 percent in 2013. This suggests that units are filled and that there is demand for multi-family units in the City.

The highest values per acre for housing match nearly identically with the larger multi-family housing units in the City. Housing values along the central part of the Fort Union Corridor are generally lower, suggesting that redevelopment and densification of these properties may occur over time, with increased commercial development at key intersections and increased housing densities along the Corridor between the commercial nodes.

In order to identify redevelopment opportunities, developers often look at the improvement values of parcels. Those parcels with lower improvement values per acre are more likely to be redeveloped. The purpose of the analysis is to locate likely redevelopment parcels at or near commercial sites that could provide economic opportunities.

The analysis is then repeated to show how housing values vary throughout the City and along the Corridor, again to identify any potential redevelopment opportunities along Fort Union. Based on the map below, the most likely properties to be redeveloped, over time, are those located along the Corridor and between the retail nodes – especially between Highland Drive and 2300 East, and immediately to the east of 2300 East. This area could be an attractive place for higher-density residential development.

**Mixed-Use Development Options**
Given the relatively high densities that will be required for financially viable development, mixed-use development is likely to be a very appropriate option for the Plan area. Thus, the development potentials for each land use will not necessarily be stand-alone opportunities, but may be components of multiple-use projects.

The financial feasibility of residential uses in the Plan area will depend largely on the density of development. Based on the above data, it appears that residential development will be feasible in the Plan area at higher densities (30+ units per acre). Again, there may be exceptions to this finding at some locations in the Plan area, but on the whole it is not likely that development at a lower density (e.g., 16 units per acre) will be feasible. Based on discussions with area residential developers, demand for high-density housing in the Plan area is likely to be for rental apartments rather than condominiums.

Future opportunities for hotel/accommodation development in the Plan area are likely to be highly project-area given the significant range of facility types in this land use category. In general, it would appear that lower density "motel" uses would be feasible only in the east portions of the Plan area, whereas high-density "hotel" uses would
be feasible in the “Commercial and Community” sub-areas where adjacency to the central district and higher land values would dictate hotel density and market type.

Plan Area
Description of Sub-area Districts
In support of the visions and goals established by this Planning process and in previous efforts, three sub-areas have been defined that will assist in the creation of identifiable characteristic neighborhoods, retail destinations and enhanced urban environments. The sub-areas are defined by the clustering of similar types of land use and the introduction of housing, and are supported by special pedestrian oriented design standards and the availability of public transit. The Planning areas are organized as follows:

- The Commercial sub-area district that extends from Union Park to west of Mountview Park, includes 1300 east frontage.
- The Community sub-area district that extends from Mountview Park to east of the Dan’s shopping center, includes Highland Drive frontage.
- The Canyon sub-area A district extends from west of 2300 East up to 3000 East.
- The Canyon sub-area B district extends from west of 3000 East up to the mouth of Big Cottonwood Canyon.

In addition to these general Planning sub-area districts, two special “transit” focus areas or “nodes” have been described and linked to the UTA bus stops. Within these transit nodes, a mix of uses such as transit oriented retail and services, office space and residential mixed use with slightly higher densities and flexible parking requirements are proposed to take advantage of the transit-related environment.

Process
Community input was (and is) critical to the preparation of this area plan at all stages; from the City’s general Plan initial brainstorming, the analysis of existing conditions, visioning and synthesis, to the Planning Commission’s review, City Council approval and implementation.

Community partners have participated in each phase of the Plans. The Planning process for area Plan consisted of a diverse set of community partners and neighborhood stakeholders. The community input process included Visual Preference Surveys, community surveys, individual stakeholder interviews, focus groups, design workshops, and open houses. Consultant teams of planners, transportation engineers and economic development experts have helped with a large portion of the area Plan’s input.

As each part of the Plan are developed, the Fort Union Area Plan will be posted on the City’s website with any upcoming meeting notices and Plan drafts. Citizens are able to comment on Plan drafts using online comment forms.
## Current Week

### Task in Progress
- [ ] Start of contract with Terracare through Council Approval process
- [ ] Update the purchase of Terracare equipment per paragraph 7.9 of the original contract
- [ ] Equipment evaluation and determination of things that remain and what to return
- [ ] Meet with Terracare to develop transitional plan
- [ ] In-house development of transitional plan
- [ ] Negotiation with Terracare
- [ ] Transition TerraCare contract

### Task Completed
- [ ] Equipment Purchase/Lease
- [ ] Terminate sweeper contract (month-to-month contract)
- [ ] Rent loaders October to mid March (3/908 and 1/950)
- [ ] Brine system
- [ ] HGAC Contract Approved
- [ ] 3 - Ford F-550 trucks
- [ ] 3 - 10 wheeler dump trucks
- [ ] 3 - Bobtail trucks
- [ ] Seattle Ten Wheeler
- [ ] Indiana Top Kick
- [ ] 4 - 4x4 Bobtail trucks
- [ ] Talk to Ross
- [ ] Follow-up with Cate Equip as alternate location
- [ ] Contact commercial realtors
- [ ] Email area city managers
- [ ] Commit to a site
- [ ] Utility Location and service confirmation
- [ ] Temporary office ordered and set up, Wednesday August 17
- [ ] Connex storage buildings acquired and delivered
- [ ] Shop planning, bidding and acquisition
- [ ] Site grade and prep
- [ ] Gravel and dirt construction

### Task Behind Schedule
- [ ] Terminate contract with Terracare through Council Approval process
- [ ] Negotiate the purchase of TerraCare equipment per paragraph 7.9 of the original contract
- [ ] Have equipment evaluated and determine what will stay in the fleet and what must go.
- [ ] Meet with Terracare to develop transitional plan
- [ ] In-house development of transitional plan
- [ ] Negotiation with Terracare
- [ ] Transition TerraCare contract

### Deadline

<table>
<thead>
<tr>
<th>Task Completion</th>
<th>April 1 - 5</th>
<th>April 6 - 12</th>
<th>April 13 - 19</th>
<th>April 20 - 26</th>
<th>May 4 - 10</th>
<th>May 11 - 17</th>
<th>May 18 - 24</th>
<th>May 25 - 31</th>
<th>June 1 - 7</th>
<th>June 8 - 14</th>
<th>June 15 - 21</th>
<th>June 22 - 28</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-Ford F-550 trucks</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>3-10 wheeler dump trucks</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>3-Bobtail trucks</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Seattle Ten Wheeler</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Indiana Top Kick</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4- 4x4 Bobtail trucks</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Talk to Ross</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Follow-up with Cate Equip as alternate location</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Contact commercial realtors</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Email area city managers</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Commit to a site</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Utility Location and service confirmation</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Temporary office ordered and set up, Wednesday August 17</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Connex storage buildings acquired and delivered</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Shop planning, bidding and acquisition</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Site grade and prep</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Gravel and dirt construction</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>
### Cottonwood Heights Public Works

#### Current Week
- **April 4 - 8**
- **April 11 - 15**
- **April 18 - 22**
- **April 25 - 29**

#### Task in Progress
- **May 9 - 13**
- **May 16 - 20**
- **June 6 - 10**

#### Task Completed
- **May 23 - 27**
- **June 13 - 17**
- **July 4 - 8**

#### Task Behind Schedule
- **May 29 - June 3**
- **June 20 - 24**
- **July 11 - 15**

#### Deadline
- **June 10**
- **July 25 - 29**
- **August 1 - 5**

#### Calendar Dates Lapsed
- **April 11 - 15**
- **April 18 - 22**
- **April 25 - 29**
- **May 2 - 6**
- **May 23 - 27**
- **June 13 - 17**
- **July 2 - 6**
- **July 11 - 15**
- **July 18 - 22**
- **August 1 - 5**
- **August 8 - 12**
- **August 15 - 19**
- **August 22 - 26**
- **August 29 - September 2**
- **September 5 - 9**
- **September 12 - 16**
- **September 19 - 23**
- **September 26 - 30**
- **October 3 - 7**
- **October 10 - 14**
- **October 17 - 21**
- **October 28 - November 1**

### Personnel
- Identify equipment purchases and dates for financing
- CDL license - requirements
- Department construction timeline
- Paid Leave
- New Employees
- New Contracts
- Equipment purchased
- Equipment bought
- Equipment maintained
- Equipment replacement
- Equipment repairs
- Equipment evaluation
- Equipment storage
- Equipment tracking
- Equipment movement

### Budget and Finance
- Identify equipment purchases and dates for financing
- CDL license - requirements
- Department construction timeline
- Paid Leave
- New Employees
- New Contracts
- Equipment purchased
- Equipment bought
- Equipment maintained
- Equipment replacement
- Equipment repairs
- Equipment evaluation
- Equipment storage
- Equipment tracking
- Equipment movement

### Public Relations
- Identify equipment purchases and dates for financing
- CDL license - requirements
- Department construction timeline
- Paid Leave
- New Employees
- New Contracts
- Equipment purchased
- Equipment bought
- Equipment maintained
- Equipment replacement
- Equipment repairs
- Equipment evaluation
- Equipment storage
- Equipment tracking
- Equipment movement

### Other
- Identify equipment purchases and dates for financing
- CDL license - requirements
- Department construction timeline
- Paid Leave
- New Employees
- New Contracts
- Equipment purchased
- Equipment bought
- Equipment maintained
- Equipment replacement
- Equipment repairs
- Equipment evaluation
- Equipment storage
- Equipment tracking
- Equipment movement

### Reference
- Presented to City Council
- Snow removal plan/snow storage plan
- Snow plow training and route manual
- GPS tracking system operational
- Number system for trucks
- Purchase hand-tools
- Order logo wraps
- Training plan for snow plowing (Will continue until snow starts to fall)
<table>
<thead>
<tr>
<th>Status</th>
<th>Chief of Police</th>
<th>Assistant Chief of Police</th>
<th>Human Resources</th>
<th>City Manager</th>
<th>IT Specialist</th>
<th>City Attorney</th>
<th>Project Mgr (Contract)</th>
<th>City Fleet Manager</th>
<th>Sergeants</th>
</tr>
</thead>
<tbody>
<tr>
<td>FEB 24 TO MAR 1</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>MAR 2 TO MAR 8</td>
<td>WEEK 3</td>
<td>WEEK 2</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>MAR 9 TO MAR 15</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>MAR 16 TO MAR 22</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>MAR 23 TO MAR 29</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>APR 2 TO APR 8</td>
<td>WEEK 5</td>
<td>WEEK 4</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>APR 9 TO APR 15</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>APR 16 TO APR 22</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>APR 23 TO APR 29</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>MAY 2 TO MAY 8</td>
<td>WEEK 6</td>
<td>WEEK 5</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>MAY 9 TO MAY 15</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>MAY 16 TO MAY 22</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>MAY 23 TO MAY 29</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>JUNE 2 TO JUNE 8</td>
<td>WEEK 7</td>
<td>WEEK 6</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>JUNE 9 TO JUNE 15</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>JUNE 16 TO JUNE 22</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>JUNE 23 TO JUNE 29</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>JULY 2 TO JULY 8</td>
<td>WEEK 8</td>
<td>WEEK 7</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>JULY 9 TO JULY 15</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>JULY 16 TO JULY 22</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>JULY 23 TO JULY 29</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>AUG 3 TO AUG 9</td>
<td>WEEK 9</td>
<td>WEEK 8</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>AUG 10 TO AUG 16</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>AUG 17 TO AUG 23</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
<tr>
<td>AUG 24 TO AUG 30</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
<td>WORKS DEPARTMENT</td>
</tr>
</tbody>
</table>

1. Hire Assistant Chief
2. RFP for vehicles and installed equipment
3. Design and order vehicle logos/wraps
4. Request BCI Identifier
5. Order badges and identifiers
6. Select and obtain advanced vehicles (2)
7. Order officer laptops
8. Utah Retirement System double dip issue
9. Find and lease office space
10. Hire Project Manager (Contract)
11. Meet with car vendors
12. Car Order Contract
13. Spillman Contract (RMS & Mobile Client)
14. Design floor plan for office space
15. Assistant Chief Start
16. Project Manager Start
17. Receive ID Card Printer
18. State inspection of evidence storage area
19. IT Tech Start
20. Policy and Operations Agreements
21. Managerial Oversight
22. Running Budget and Feasibility Study
23. VECC Contract
24. Sprint Contract
25. SWAT MOU with Midvale
26. Crime Lab MOU with Murray and State
27. UCAN Contract
28. UCAN Credits Salt Lake County
29. Transitional training schedule
30. Design Uniforms
31. Establish uniform accounts
32. Computer operational ordering
33. Order firearms
<table>
<thead>
<tr>
<th>Week</th>
<th>Task Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Order police radios</td>
</tr>
<tr>
<td>1</td>
<td>Off Site evidence storage (CS)</td>
</tr>
<tr>
<td>1</td>
<td>Off Site MOU or Contract (CS)</td>
</tr>
<tr>
<td>2</td>
<td>Order office furniture</td>
</tr>
<tr>
<td>2</td>
<td>Office build out oversight</td>
</tr>
<tr>
<td>2</td>
<td>Order Evidence Room Security Screen</td>
</tr>
<tr>
<td>2</td>
<td>Receive Evidence Room Security Screen</td>
</tr>
<tr>
<td>2</td>
<td>Build out evidence storage area</td>
</tr>
<tr>
<td>3</td>
<td>Firearms range MOU</td>
</tr>
<tr>
<td>3</td>
<td>Design Telephone System for Dept</td>
</tr>
<tr>
<td>4</td>
<td>Order additional equipment</td>
</tr>
<tr>
<td>5</td>
<td>Sergeants Job Descriptions</td>
</tr>
<tr>
<td>5</td>
<td>Open Sergeant Positions</td>
</tr>
<tr>
<td>5</td>
<td>Close Sergeant Positions</td>
</tr>
<tr>
<td>6</td>
<td>Initial Sergeant List (20 or Less)</td>
</tr>
<tr>
<td>6</td>
<td>Sergeants interviews</td>
</tr>
<tr>
<td>7</td>
<td>Sergeants backgrounds &amp; cond. offers</td>
</tr>
<tr>
<td>7</td>
<td>Sergeants Backgrounds Returned</td>
</tr>
<tr>
<td>8</td>
<td>Second Interview Sergeants</td>
</tr>
<tr>
<td>8</td>
<td>Sergeants List to Council and Mayor</td>
</tr>
<tr>
<td>9</td>
<td>Final Sergeants job offers</td>
</tr>
<tr>
<td>9</td>
<td>Sergeants Decision Deadline</td>
</tr>
<tr>
<td>9</td>
<td>Sergeants Drug Testing</td>
</tr>
<tr>
<td>10</td>
<td>Sergeants start</td>
</tr>
<tr>
<td>10</td>
<td>Develop Department Pay Structure</td>
</tr>
<tr>
<td>11</td>
<td>Open Officer Positions</td>
</tr>
<tr>
<td>11</td>
<td>Close Officer Positions</td>
</tr>
<tr>
<td>12</td>
<td>Officer interviews</td>
</tr>
<tr>
<td>12</td>
<td>Officer backgrounds &amp; cond. offers</td>
</tr>
<tr>
<td>13</td>
<td>Officer Backgrounds Returned</td>
</tr>
<tr>
<td>13</td>
<td>Second Interview Officers</td>
</tr>
<tr>
<td>14</td>
<td>Officers List to Council and Mayor</td>
</tr>
<tr>
<td>14</td>
<td>Final Officer job offers</td>
</tr>
<tr>
<td>Week</td>
<td>Task Description</td>
</tr>
<tr>
<td>--------</td>
<td>-------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>67 Officer Decision Deadline</td>
</tr>
<tr>
<td>2</td>
<td>68 Officer Drug Testing</td>
</tr>
<tr>
<td>3</td>
<td>69 Officer start</td>
</tr>
<tr>
<td>4</td>
<td>70 Recruit and Hire crossing Guards</td>
</tr>
<tr>
<td>5</td>
<td>71 Recruit and interview Support Staff</td>
</tr>
<tr>
<td>6</td>
<td>72 Hire support staff</td>
</tr>
<tr>
<td>7</td>
<td>73 Build out of laptops</td>
</tr>
<tr>
<td>8</td>
<td>74 Design off site evidence storage area</td>
</tr>
<tr>
<td>9</td>
<td>75 Office occupancy</td>
</tr>
<tr>
<td>10</td>
<td>76 Receive office furniture</td>
</tr>
<tr>
<td>11</td>
<td>77 Design and order forms and documents</td>
</tr>
<tr>
<td>12</td>
<td>78 Towing rotation contracts and inspections</td>
</tr>
<tr>
<td>13</td>
<td>79 Vehicle maintenance contract</td>
</tr>
<tr>
<td>14</td>
<td>80 Motorcycle maintenance contract</td>
</tr>
<tr>
<td>15</td>
<td>81 City towing (evidence) contract</td>
</tr>
<tr>
<td>16</td>
<td>82 Body shop contract</td>
</tr>
<tr>
<td>17</td>
<td>83 Glass repair contract</td>
</tr>
<tr>
<td>18</td>
<td>84 Vehicles must be completed (Installers)</td>
</tr>
<tr>
<td>19</td>
<td>85 Support staff start</td>
</tr>
<tr>
<td>20</td>
<td>86 Receive firearms</td>
</tr>
<tr>
<td>21</td>
<td>87 Spillman RMS Installed &amp; Online</td>
</tr>
<tr>
<td>22</td>
<td>88 Receive vehicles</td>
</tr>
<tr>
<td>23</td>
<td>89 Receive and program and install radios</td>
</tr>
<tr>
<td>24</td>
<td>90 Receive support equipment</td>
</tr>
<tr>
<td>25</td>
<td>91 Email accounts for all employees</td>
</tr>
<tr>
<td>26</td>
<td>92 Gas Card ID’s for all employees</td>
</tr>
<tr>
<td>27</td>
<td>93 Business cards for all employees</td>
</tr>
<tr>
<td>28</td>
<td>94 Officers start</td>
</tr>
<tr>
<td>29</td>
<td>95 Officer Shift Bid</td>
</tr>
<tr>
<td>30</td>
<td>96 Transitional training</td>
</tr>
<tr>
<td>31</td>
<td>97 Butlerville Days static display and parade</td>
</tr>
<tr>
<td>32</td>
<td>98 Assume Police Services</td>
</tr>
</tbody>
</table>
## April 1 Startup Timeline

**Works Department Public Status**

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief of Police</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistant Chief of Police</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Specialist</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Attorney</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Mgr (Contract)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Fleet Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sergeants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Critical Dates:
- July 1, 2008 Release of FY2009 Budget
- July 24, 2008 Butlerville Days Display and Parade
- July 1, 2008 Sergeants Start Date
- August 11, 2008 Officer Start Date (Tentative)