

# UCMA

## Report of the Benchmarking Group

Spring Conference  
**April 10, 2007**



**BYU**

**UtahState**  
UNIVERSITY

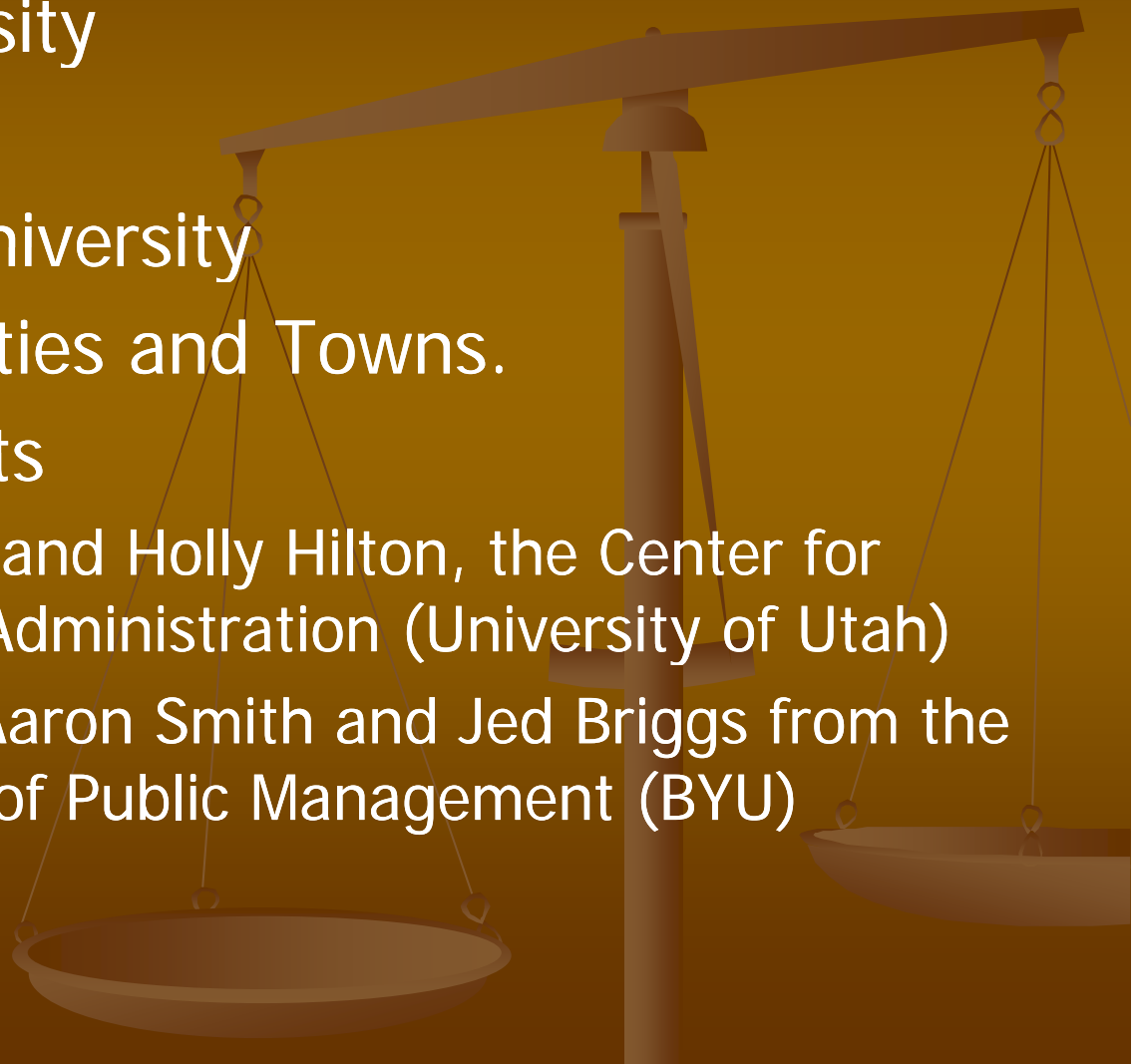
# Why Benchmark Performance?



- Descriptive data can be used to understand and monitor changes in the environment of a given city or across the state
- Output and outcome data can be helpful in identifying best management practices
- Benchmark data can be used as part of strategic planning efforts to identify strengths, weaknesses, opportunities and threats
- Measuring and benchmarking performance can enable the celebration of successes
- Measuring and benchmarking performance can help managers promote change and monitor progress toward city goals
- Benchmarking is recognized as a best practice norm by GFOA, GASB, ICMA and other professional organizations.

# Advisory board

- Utah State University
- University of Utah
- Brigham Young University
- Utah League of Cities and Towns.
- Research assistants
  - Melinda Frandsen and Holly Hilton, the Center for Public Policy and Administration (University of Utah)
  - Duane Huffman, Aaron Smith and Jed Briggs from the Romney Institute of Public Management (BYU)



# Participating Cities (by cluster)

## ■ Cluster A:

- Layton
- Ogden
- Orem
- Sandy
- West Jordan
- West Valley

## ■ Cluster B:

- Cedar City
- Clearfield
- Lehi
- Washington City

## ■ Cluster C:

- Centerville
- Cedar Hills



# Participating Cities (cont'd)

## ■ Cluster D:

- Ivins
- Santa Clara
- West Point

## ■ Cluster E:

- Alpine
- Bountiful
- Farmington
- North Ogden
- South Jordan
- South Weber

## ■ Cluster F:

- Marriott-Slaterville
- Riverdale City
- South Ogden
- Tremonton
- Vernal City
- Washington Terrace
- Woods Cross

## ■ Cluster G:

- Park City

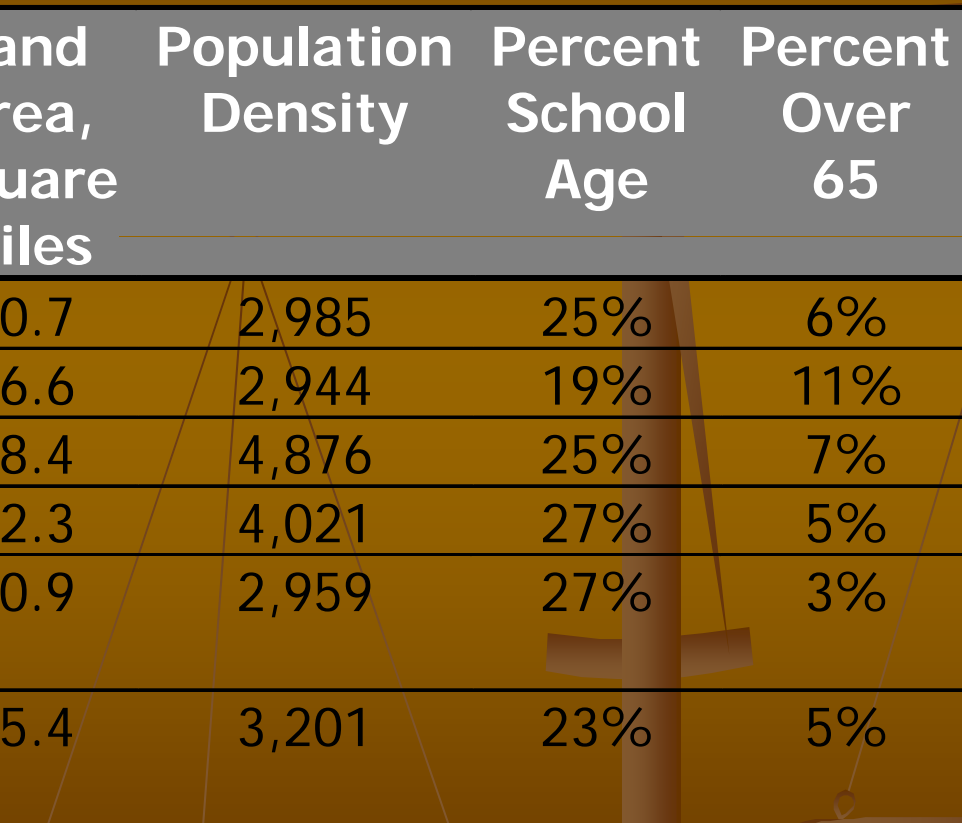


# The Environment

- Demographics
- Socio-economic conditions
- Growth

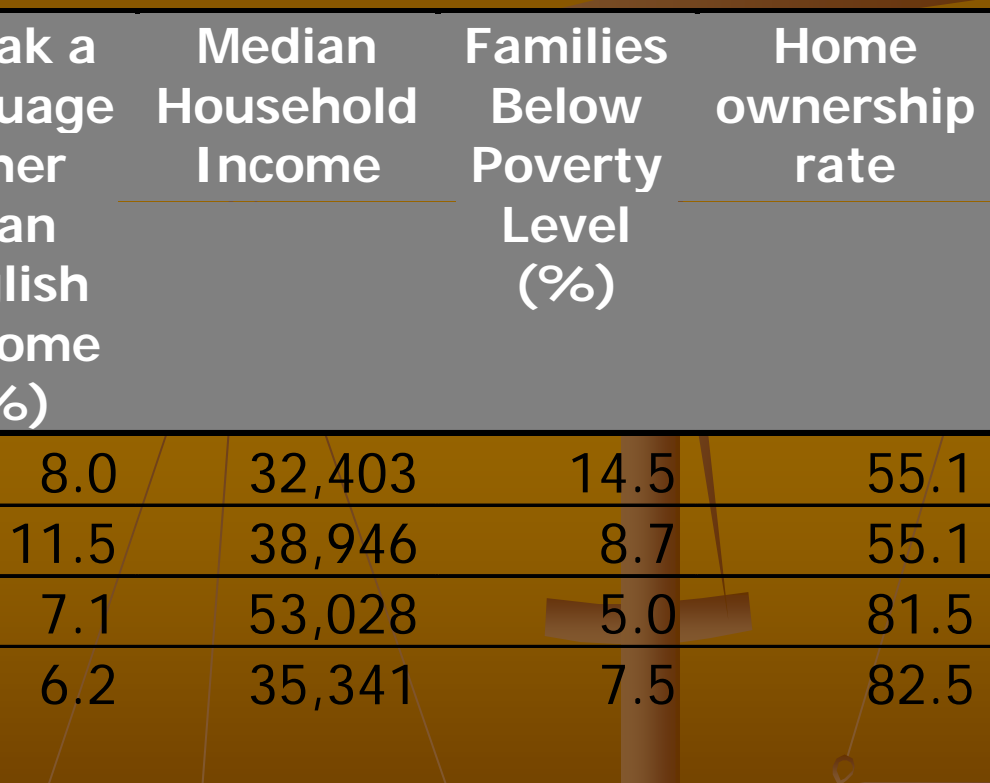


# Demographics: Cluster A



City	2005 Population	Land Area, Square Miles	Population Density	Percent School Age	Percent Over 65
Layton	61,782	20.7	2,985	25%	6%
Ogden	78,309	26.6	2,944	19%	11%
Orem	89,713	18.4	4,876	25%	7%
Sandy	89,664	22.3	4,021	27%	5%
West Jordan	91,444	30.9	2,959	27%	3%
West Valley	113,300	35.4	3,201	23%	5%

# Socioeconomics: Cluster B



City	Mean Travel Time to Work	Speak a language other than English at home (%)	Median Household Income	Families Below Poverty Level (%)	Home ownership rate
Cedar City	12.0	8.0	32,403	14.5	55.1
Clearfield	20.2	11.5	38,946	8.7	55.1
Lehi	23.7	7.1	53,028	5.0	81.5
Washington City	13.6	6.2	35,341	7.5	82.5

# Growth: Cluster E

City	2005 Population	Population change: 1990-2005	New Dwelling Units Authorized (2006)	Number of Housing Units	2006 Permits as% of existing housing units	Value of New Non-Residential permits (2006, \$1,000s)
Alpine	9,063	160%	66	1,733	3.8%	\$3,436
Bountiful	41,085	12%	77	13,846	0.6%	\$2,611
Farmington	14,357	59%	284	3,235	8.8%	\$2,427
North Ogden	16,542	42%	64	4,560	1.4%	\$47
South Jordan	40,209	229%	1,088	7,733	14.1%	\$54,329
South Weber	5,593	95%	51	1,104	4.6%	\$2,074

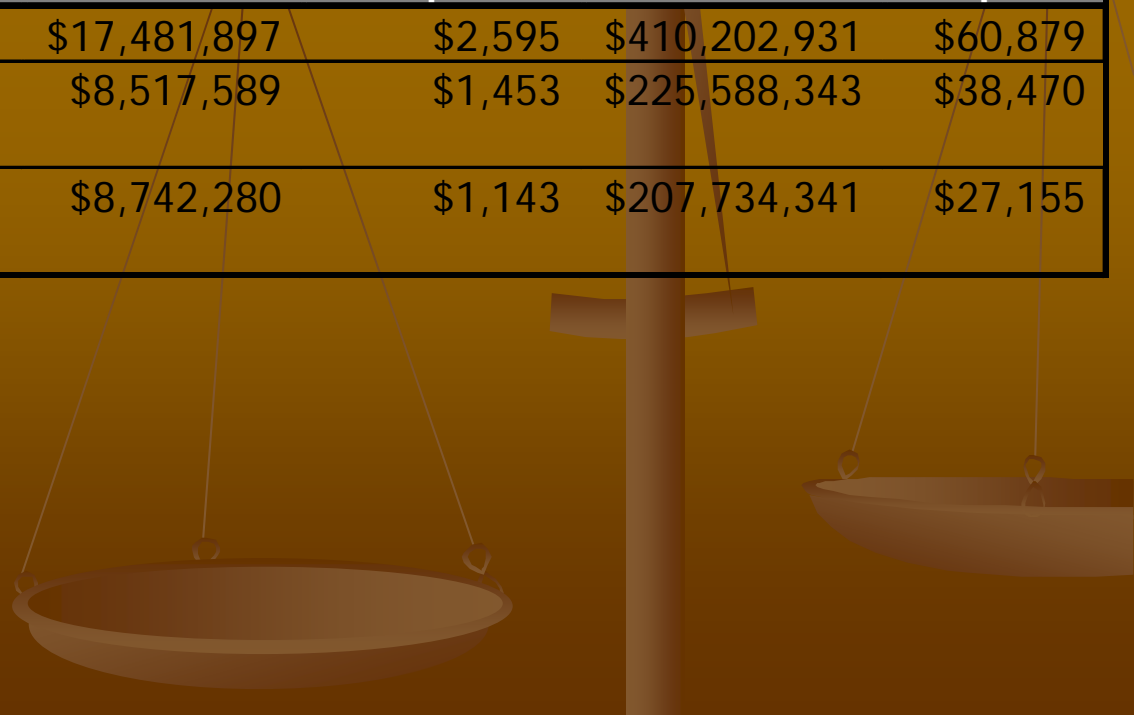
# Fiscal Structure

- Capacity (Potential):
  - Property Value
  - Gross Taxable Sales
- Effort (Revenue collected):
  - Property tax
  - Sales tax
  - Franchise tax
- Debt



# Property Tax Base: Cluster D

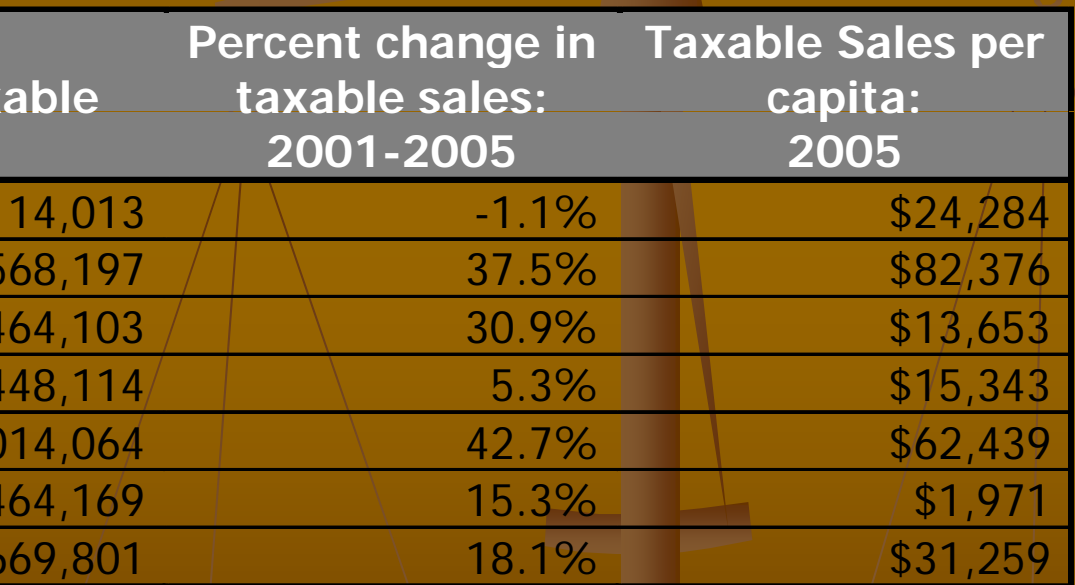
City	Total Primary Residential Land & Buildings	Primary Residential Value per capita	Total commercial, industrial and Centrally Assessed Value	Total commercial, industrial and Centrally Assessed Value per capita	Total of Land, Buildings and Personal Property	Total of Land, Buildings and Personal Property per capita
Ivins	\$229,961,955	\$34,129	\$17,481,897	\$2,595	\$410,202,931	\$60,879
Santa Clara	\$180,709,385	\$30,817	\$8,517,589	\$1,453	\$225,588,343	\$38,470
West Point	\$182,750,415	\$23,889	\$8,742,280	\$1,143	\$207,734,341	\$27,155



# Property Tax Capacity

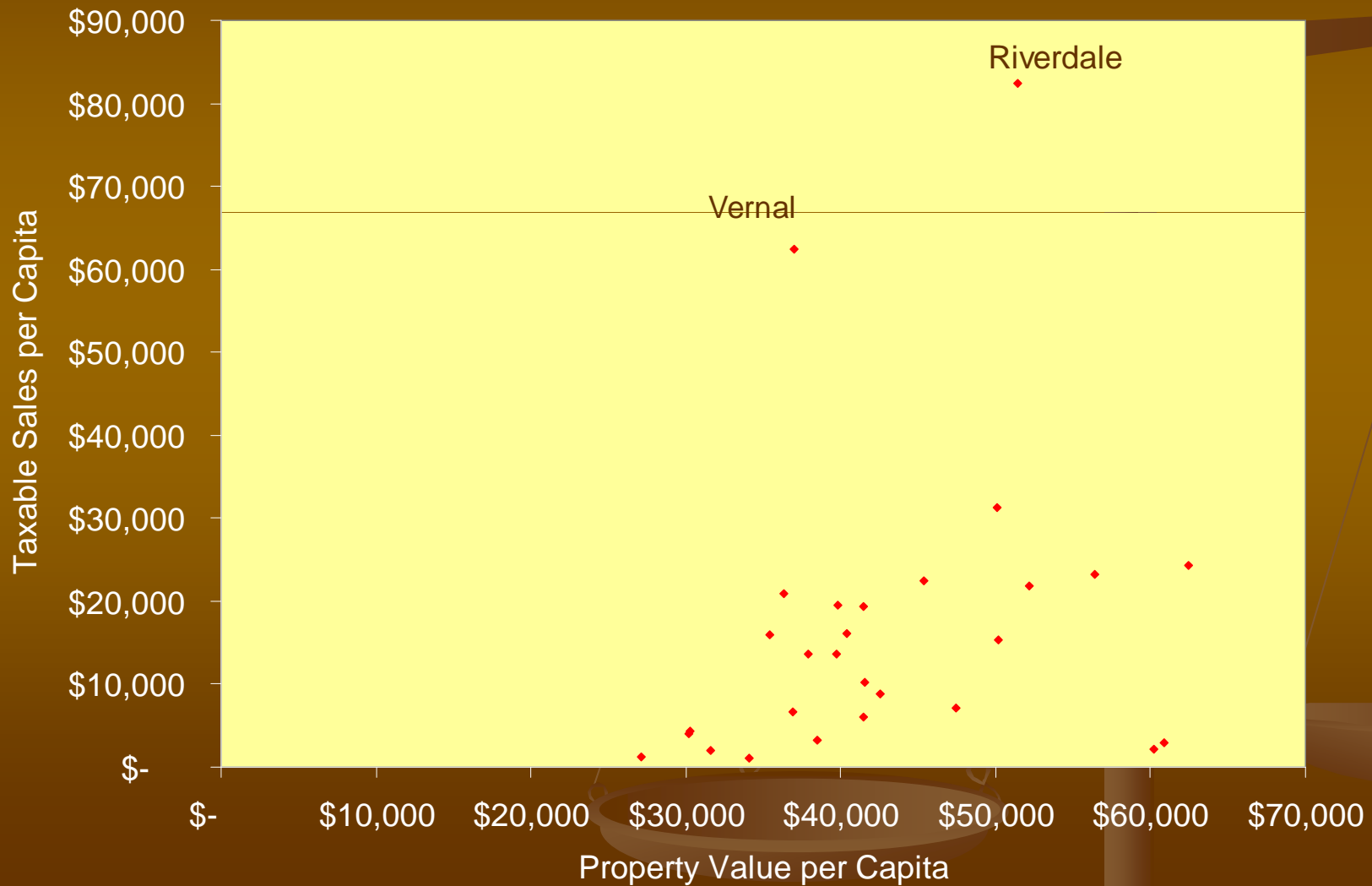


# Gross Taxable Sales: Cluster E

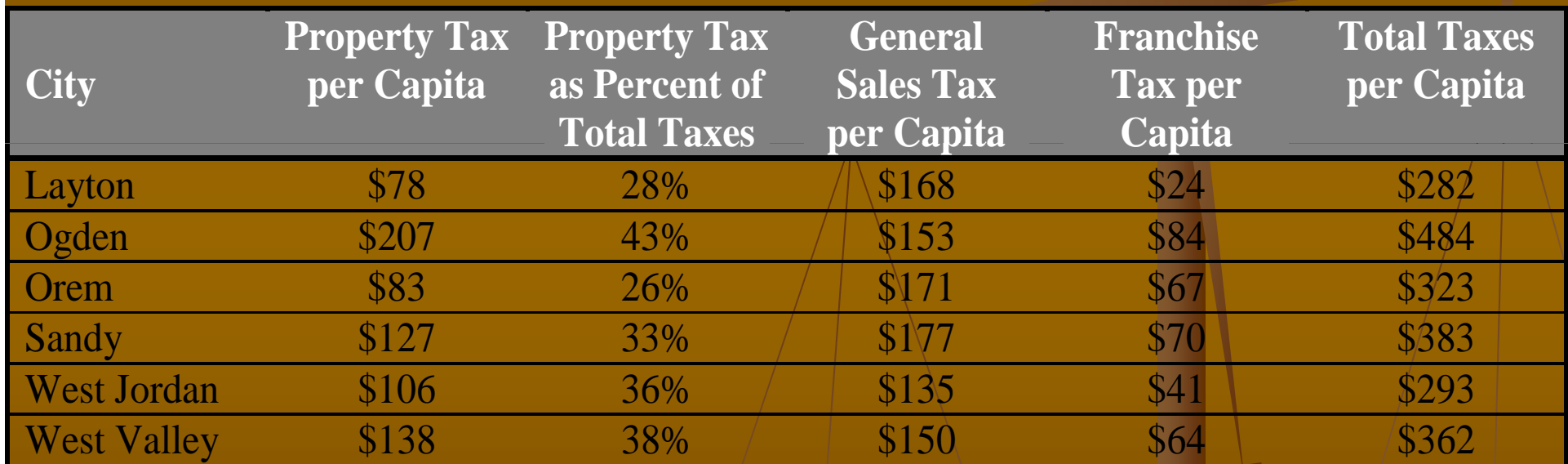


City	Gross Taxable Sales	Percent change in taxable sales: 2001-2005	Taxable Sales per capita: 2005
Marriott-Slaterville	\$35,114,013	-1.1%	\$24,284
Riverdale City	\$653,568,197	37.5%	\$82,376
South Ogden	\$207,464,103	30.9%	\$13,653
Tremonton	\$96,448,114	5.3%	\$15,343
Vernal City	\$497,014,064	42.7%	\$62,439
Washington Terrace	\$16,464,169	15.3%	\$1,971
Woods Cross	\$250,669,801	18.1%	\$31,259

# Tax Capacity: Sales and Property

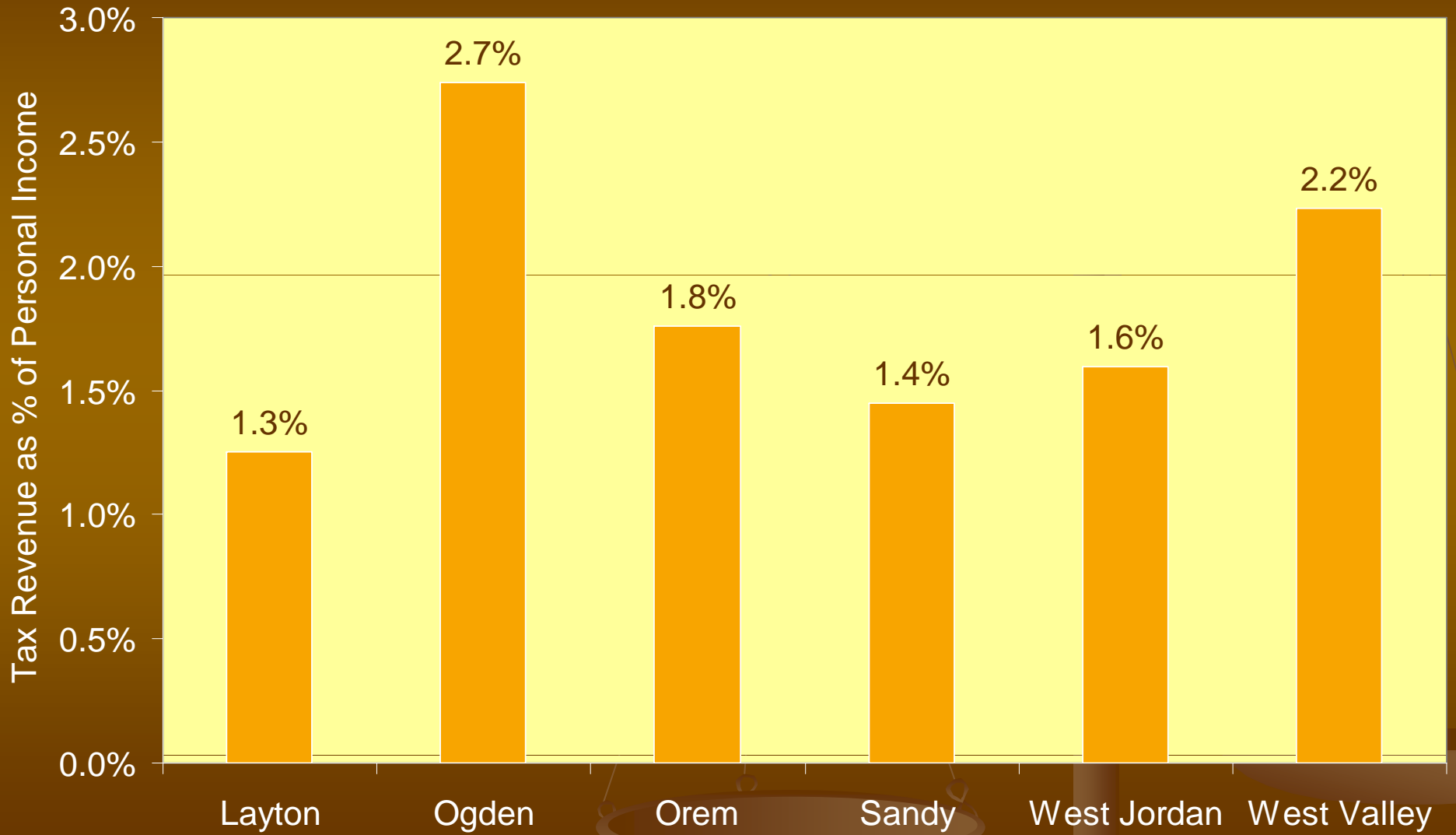


# Tax Effort (Revenue): Cluster A

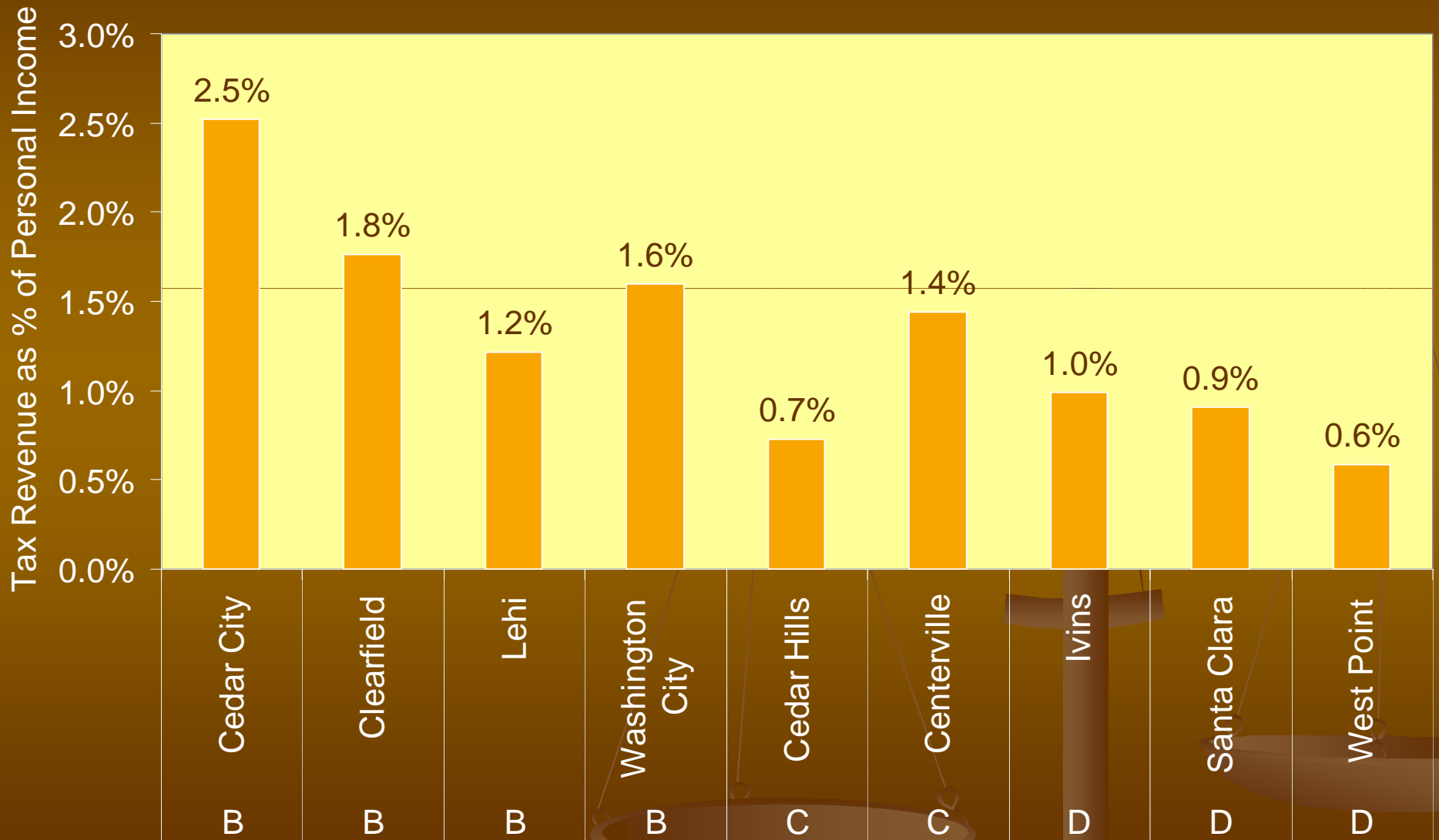


City	Property Tax per Capita	Property Tax as Percent of Total Taxes	General Sales Tax per Capita	Franchise Tax per Capita	Total Taxes per Capita
Layton	\$78	28%	\$168	\$24	\$282
Ogden	\$207	43%	\$153	\$84	\$484
Orem	\$83	26%	\$171	\$67	\$323
Sandy	\$127	33%	\$177	\$70	\$383
West Jordan	\$106	36%	\$135	\$41	\$293
West Valley	\$138	38%	\$150	\$64	\$362

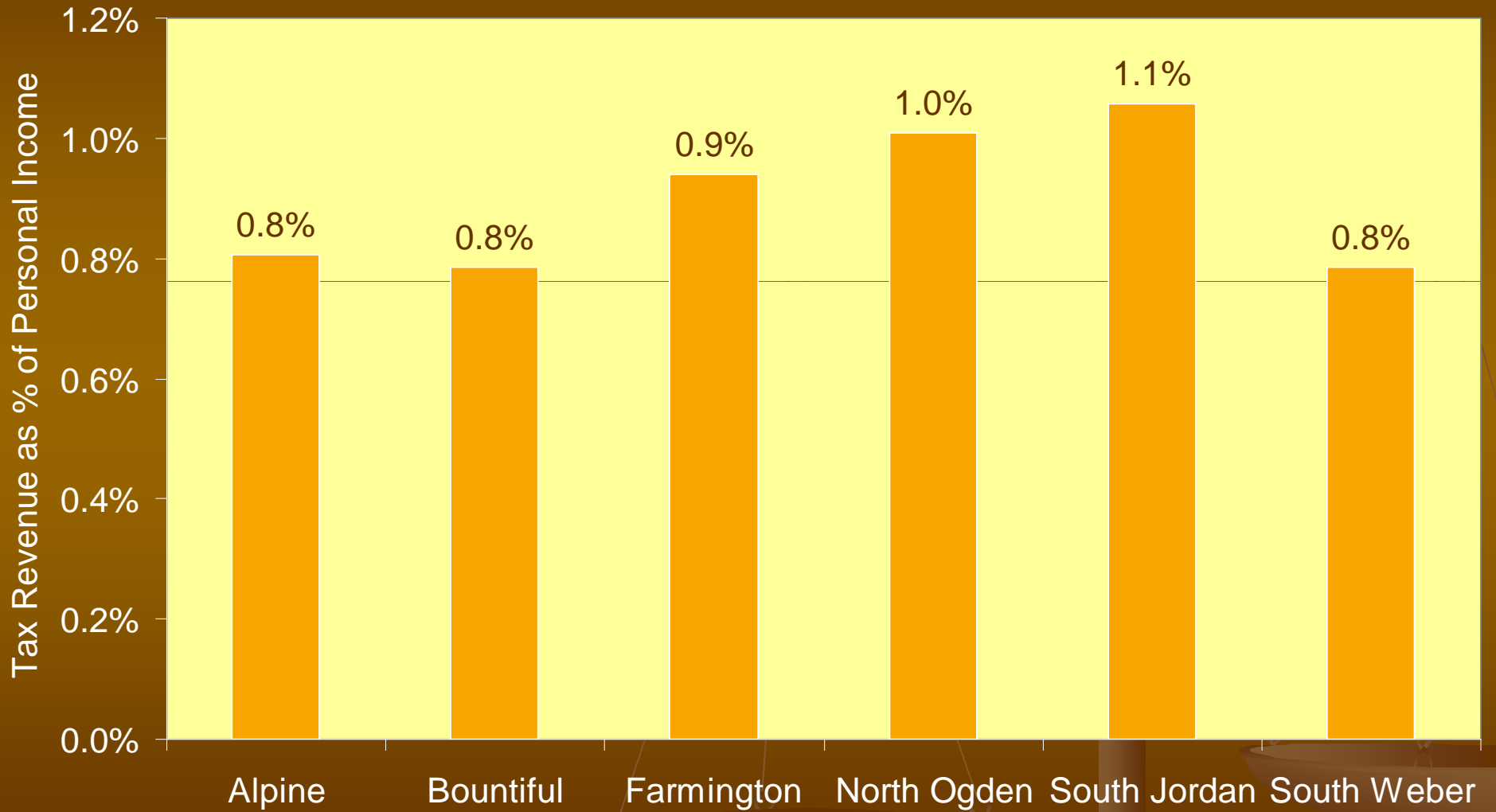
### Cluster A: Tax Effort, 2005



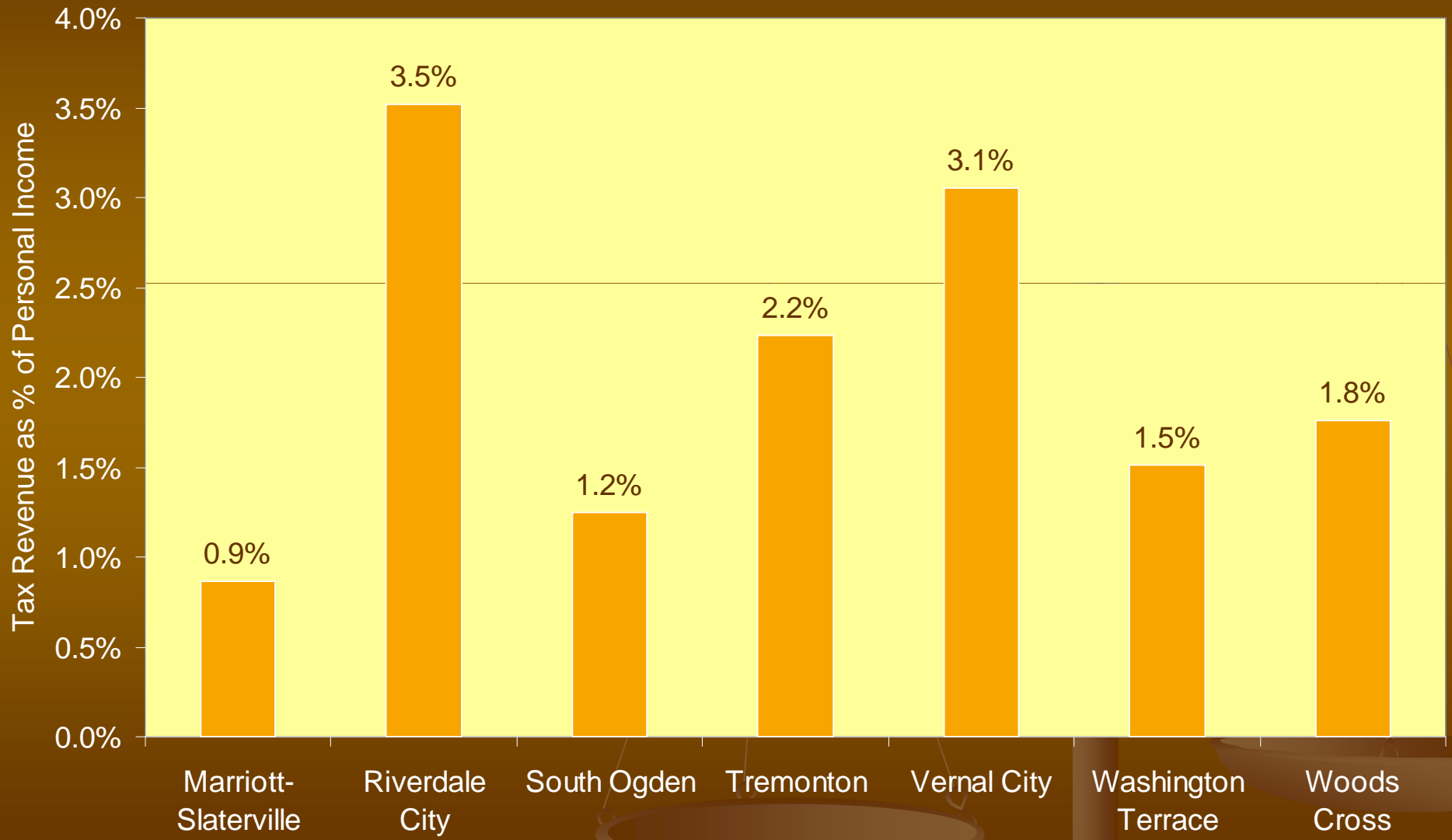
# Clusters B, C & D: Tax Effort, 2005



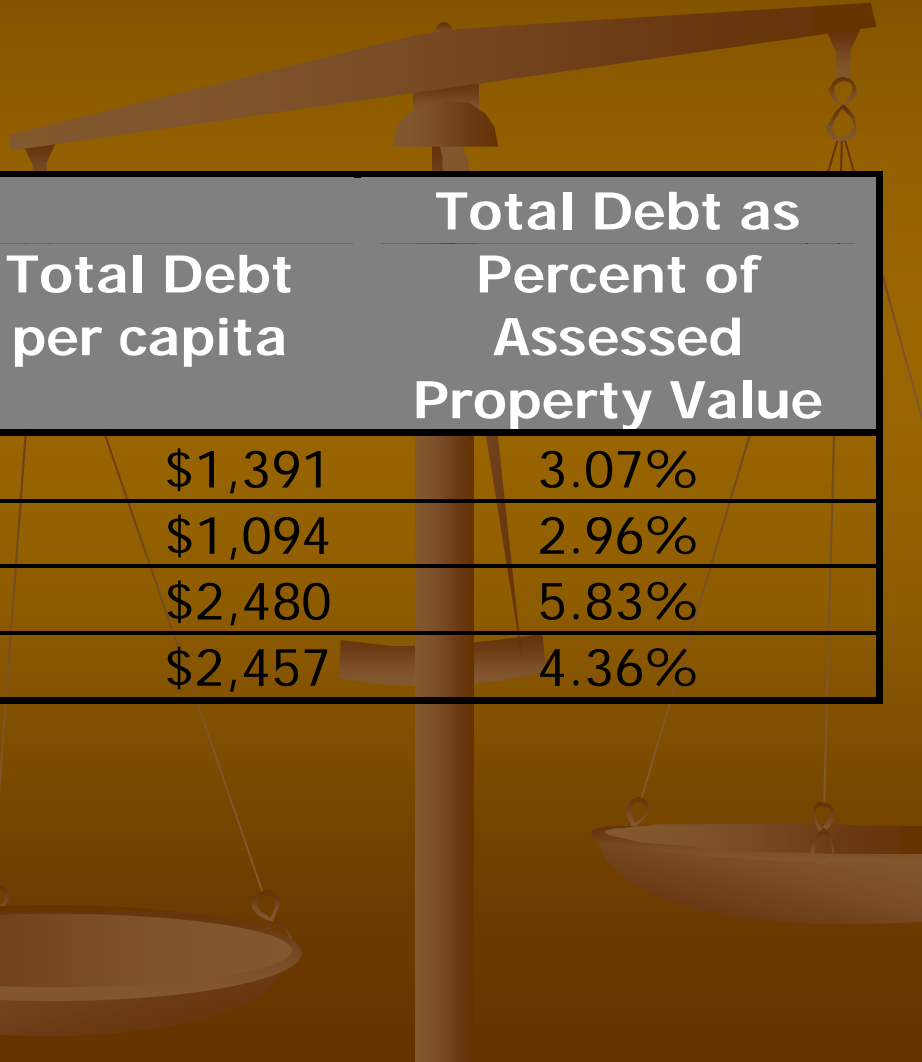
### Cluster E: Tax Effort, 2005



### Cluster F: Tax Effort, 2005



# Debt: Cluster B




City	Total Debt, 2005	Total Debt per capita	Total Debt as Percent of Assessed Property Value
Cedar City	\$33,360,024	\$1,391	3.07%
Clearfield	\$30,000,443	\$1,094	2.96%
Lehi	\$77,795,611	\$2,480	5.83%
Washington City	\$33,589,346	\$2,457	4.36%

# Three Municipal Services

- Police
- Roads
- Parks and Recreation

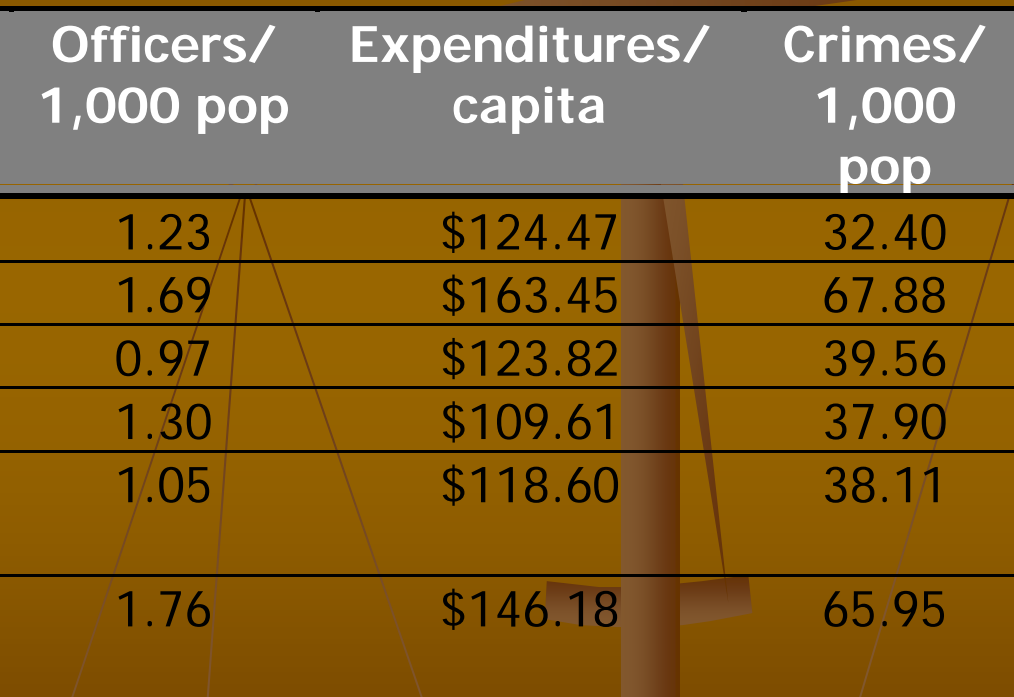


# Police Resources: Cluster A



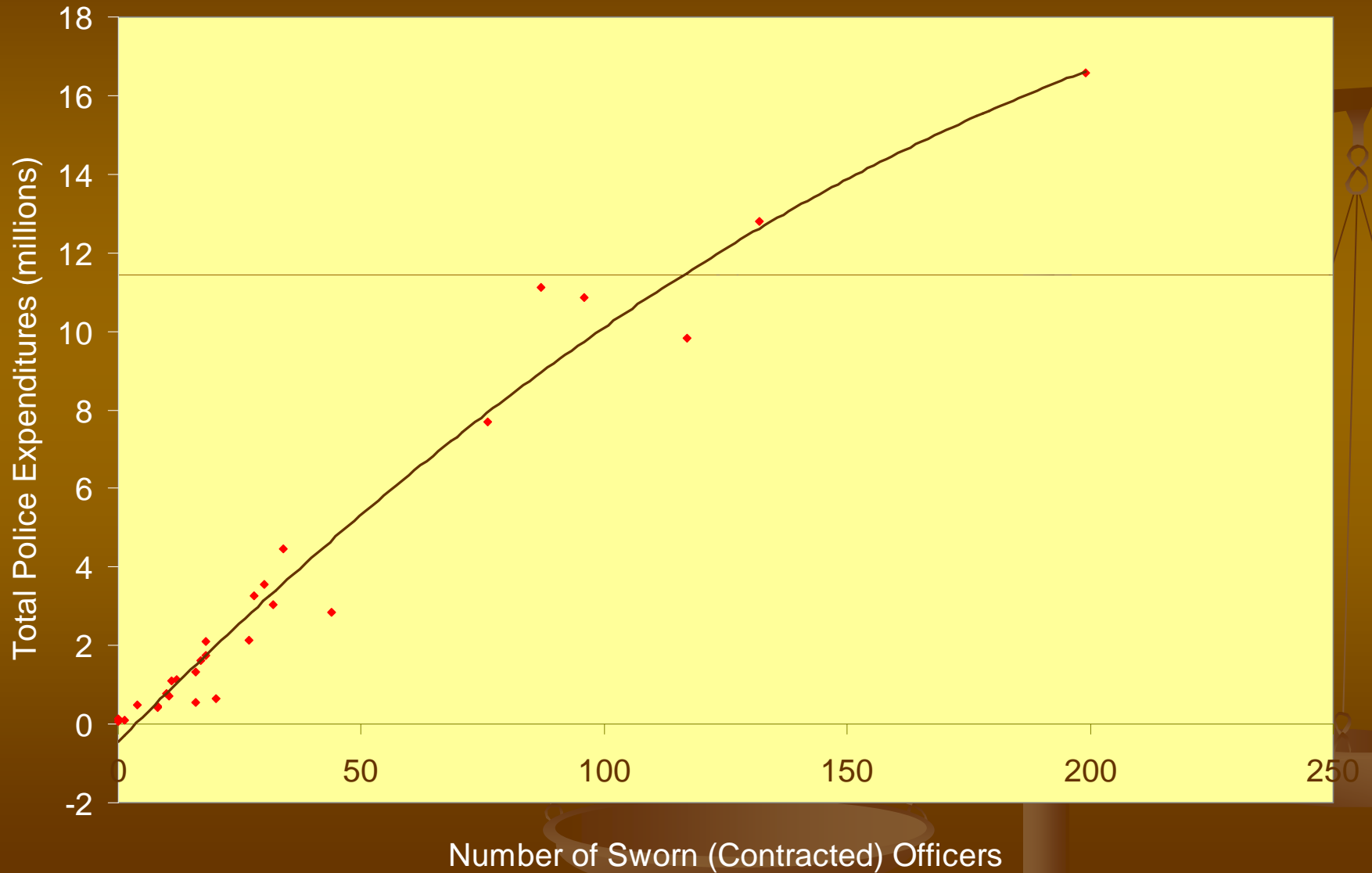
City	Police expenditures 2005	Sworn or contracted officers	Total expenditures per officer
Layton	\$7,689,834	76	\$101,182
Ogden	\$12,799,940	132	\$96,969
Orem	\$11,108,656	87	\$127,686
Sandy	\$9,828,143	117	\$84,001
West Jordan	\$10,845,453	96	\$112,973
West Valley	\$16,562,261	199	\$83,227

# Police ratios: Cluster A



City	Total crime index	Crimes/ officer	Officers/ 1,000 pop	Expenditures/ capita	Crimes/ 1,000 pop
Layton	2,002	26.3	1.23	\$124.47	32.40
Ogden	5,316	40.3	1.69	\$163.45	67.88
Orem	3,549	40.8	0.97	\$123.82	39.56
Sandy	3,398	29.0	1.30	\$109.61	37.90
West Jordan	3,485	29.0	1.05	\$118.60	38.11
West Valley	7,472	37.5	1.76	\$146.18	65.95

# Cost of Police Services

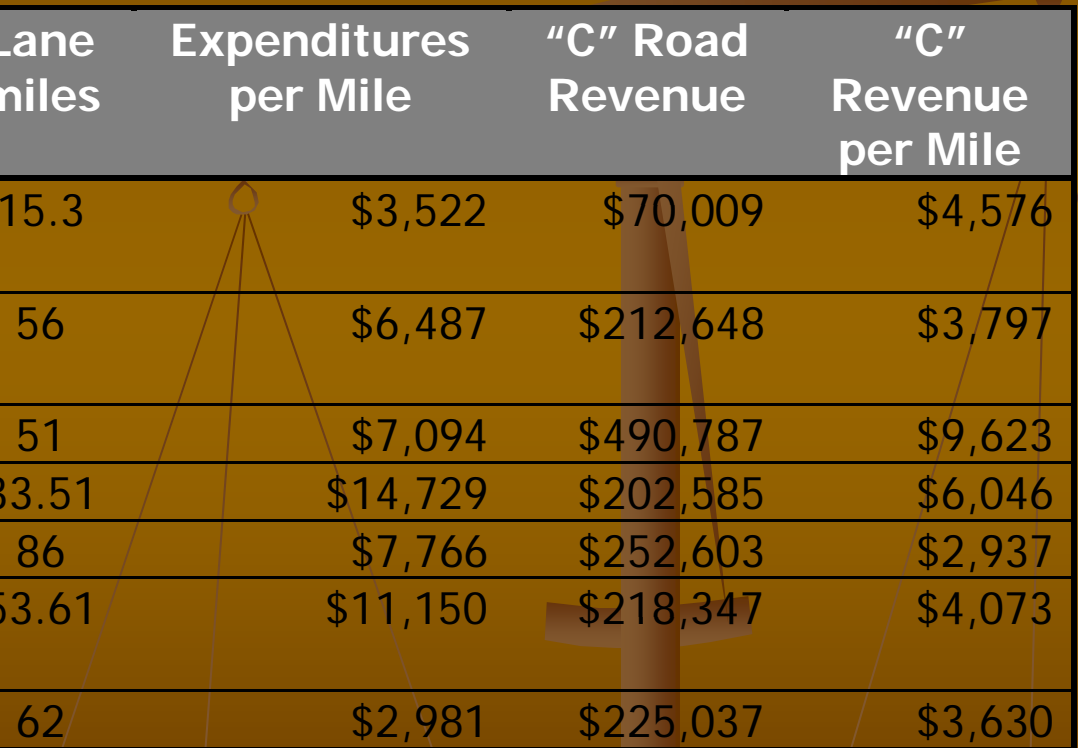


# Cost of adding 1 more officer

- In 2005
- Small dept (10 officers): \$121,000
- Average dept (37 officers): \$110,000
- Large dept (100 officers): \$85,000

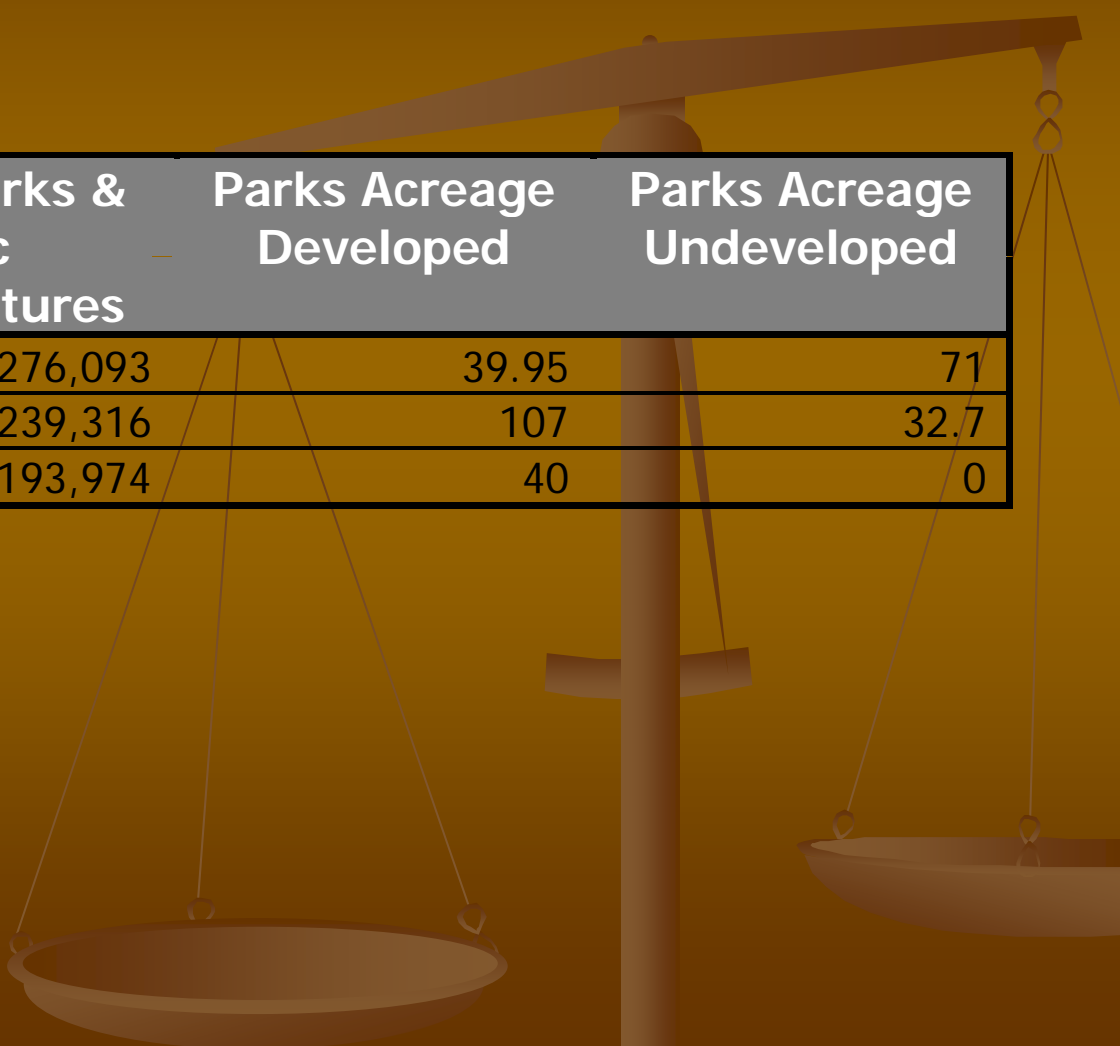


# Roads: Cluster F



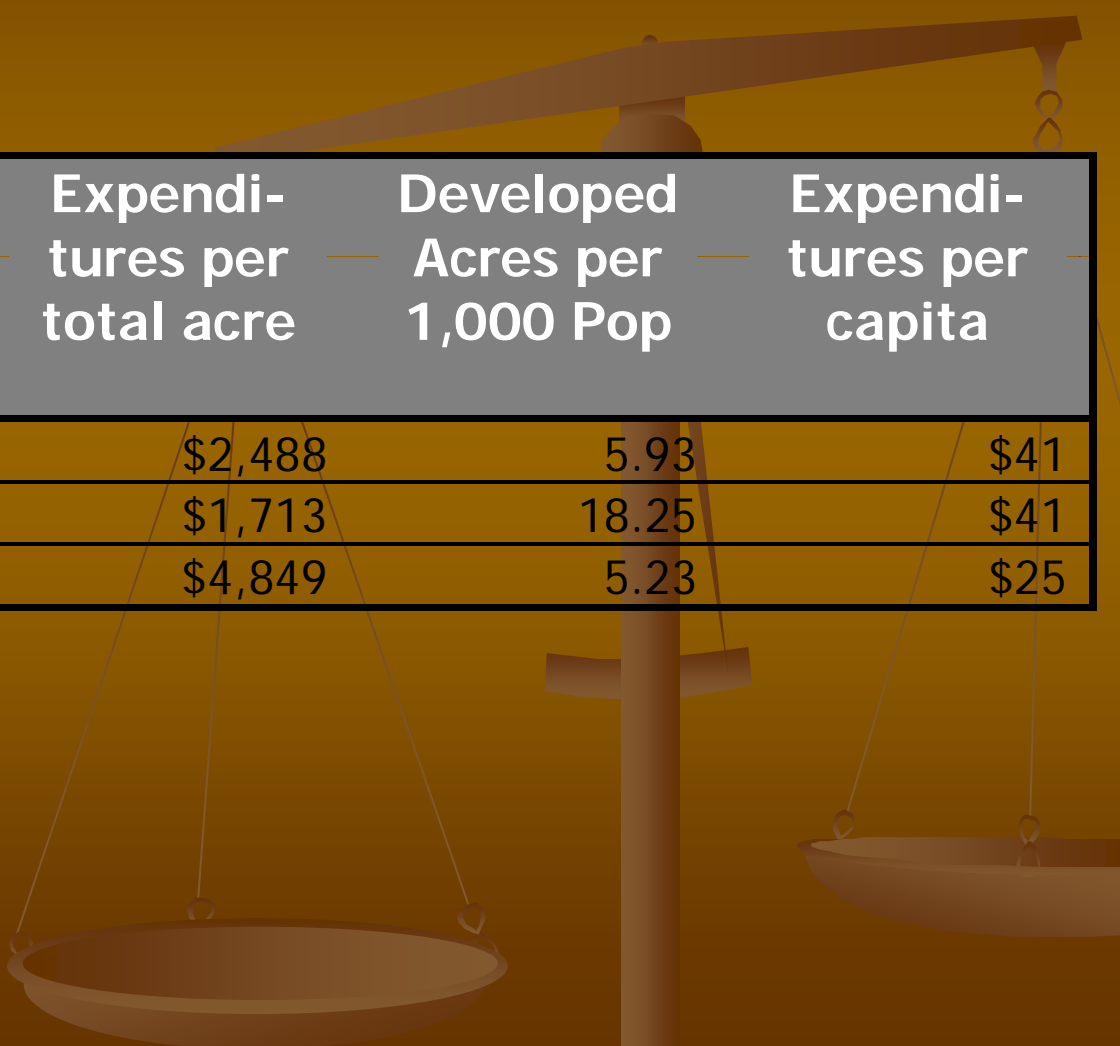
City	2005 road expenditures	Lane miles	Expenditures per Mile	"C" Road Revenue	"C" Revenue per Mile
Marriott-Slaterville	\$53,892	15.3	\$3,522	\$70,009	\$4,576
Riverdale City	\$363,284	56	\$6,487	\$212,648	\$3,797
South Ogden	\$361,770	51	\$7,094	\$490,787	\$9,623
Tremonton	\$493,556	33.51	\$14,729	\$202,585	\$6,046
Vernal City	\$667,837	86	\$7,766	\$252,603	\$2,937
Washington Terrace	\$597,768	53.61	\$11,150	\$218,347	\$4,073
Woods Cross	\$184,797	62	\$2,981	\$225,037	\$3,630

# Parks & Rec: Cluster D



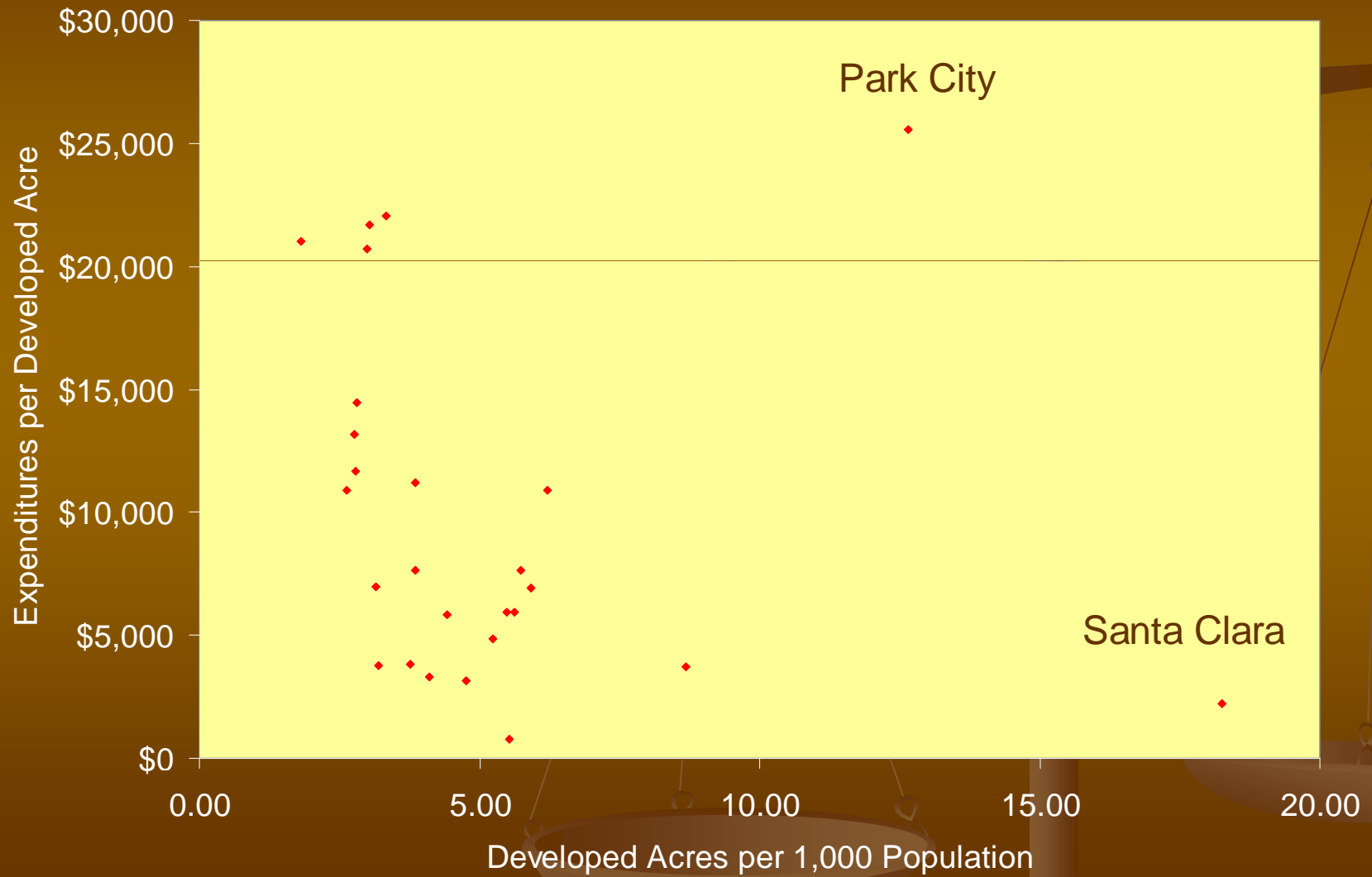
City	2005 Parks & Rec Expenditures	Parks Acreage Developed	Parks Acreage Undeveloped
Ivins	\$276,093	39.95	71
Santa Clara	\$239,316	107	32.7
West Point	\$193,974	40	0

# Parks & Rec: Ratios for cluster D

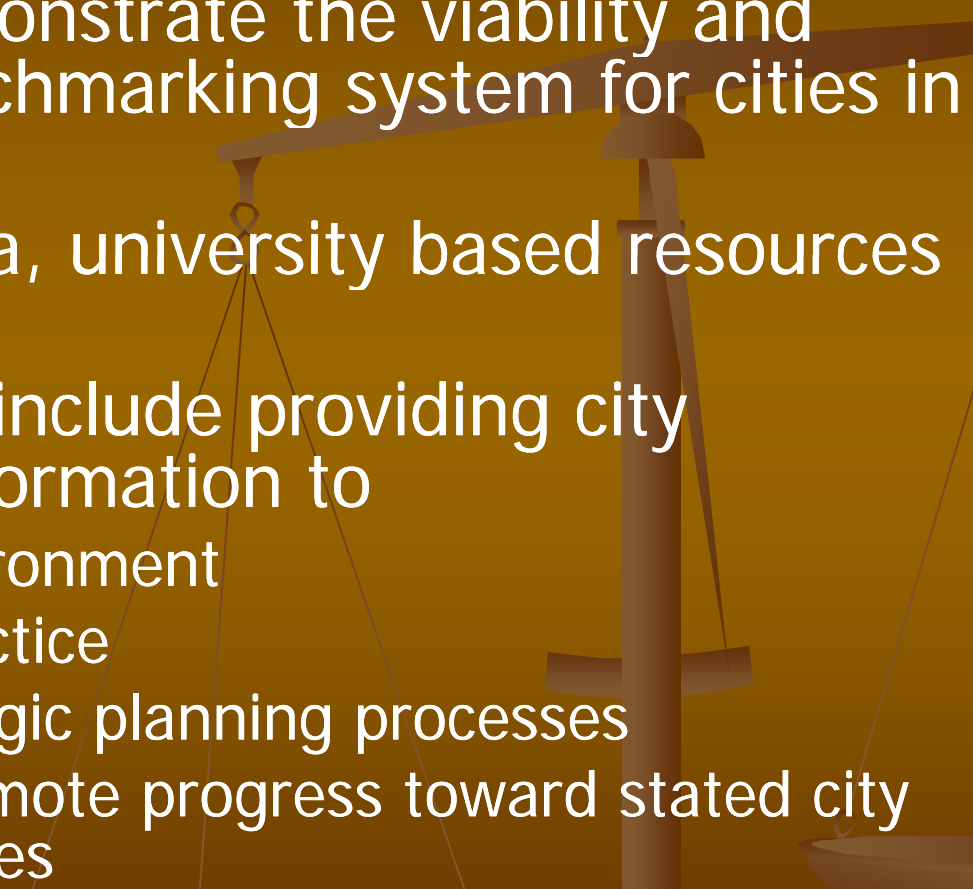


City	Expenditures per developed acre	Expenditures per total acre	Developed Acres per 1,000 Pop	Expenditures per capita
Ivins	\$6,911	\$2,488	5.93	\$41
Santa Clara	\$2,237	\$1,713	18.25	\$41
West Point	\$4,849	\$4,849	5.23	\$25


# Park Acres and Expenditures



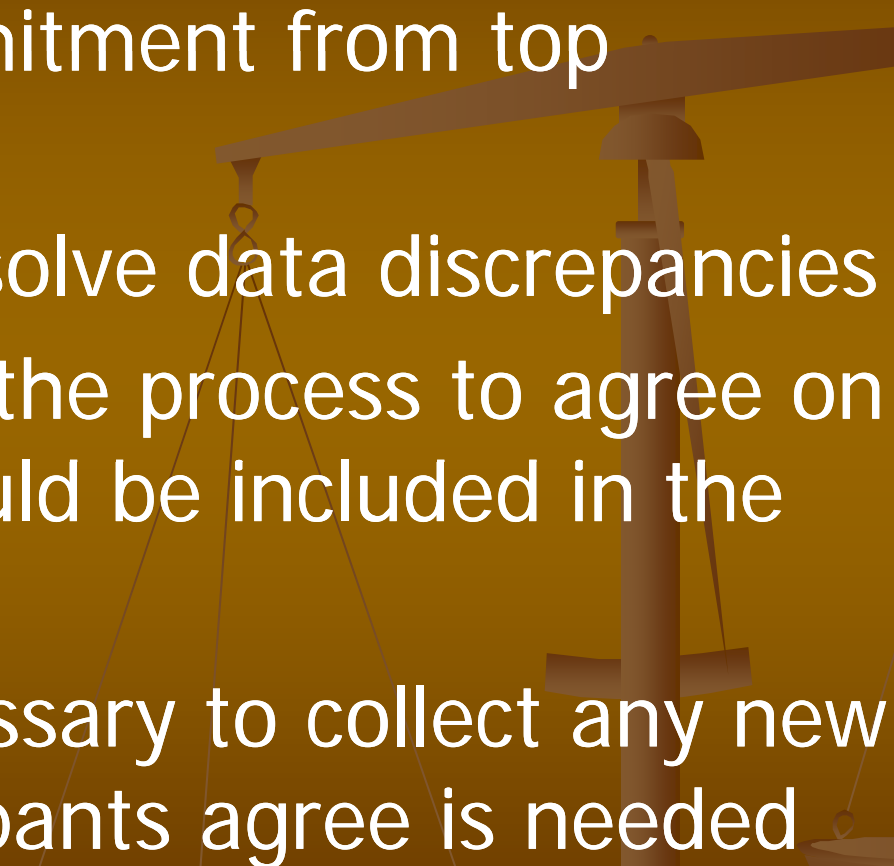
# Summary

- Attempted to demonstrate the viability and potential of a benchmarking system for cities in Utah
  - Using existing data, university based resources and the ULCT
  - Potential benefits include providing city managers with information to
    - monitor their environment
    - identify smart practice
    - inform their strategic planning processes
    - celebrate and promote progress toward stated city goals and objectives
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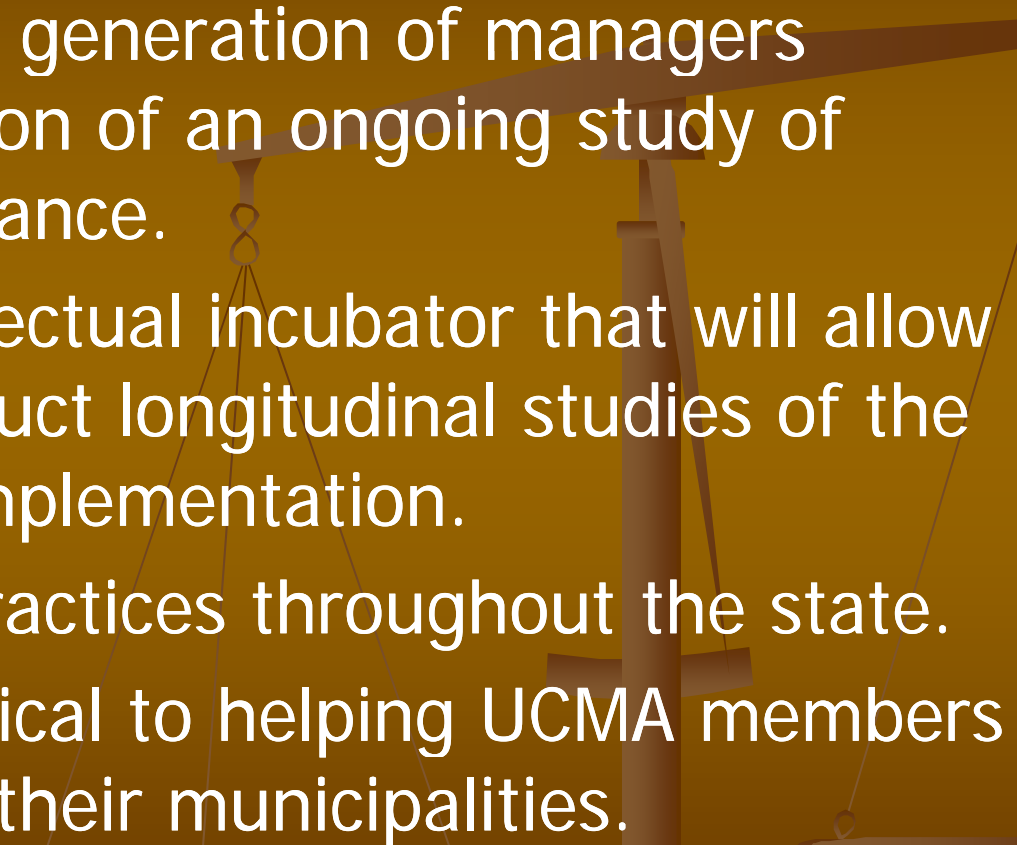
# Plan of action

- Move forward, but –
  - Rely heavily on existing data collection efforts
  - Focus on reconciling discrepancies in existing data
  - Add output and outcome measures very selectively
  - Continue to use support from university partners
  - Stay focused on key indicators with management relevance
- 

# What is needed from participating cities

- Sustained commitment from top management
  - Staff time to resolve data discrepancies
  - Engagement in the process to agree on what areas should be included in the project
  - Resources necessary to collect any new data the participants agree is needed
- 

# Contribution of project to UCMA mission

- Preparing a future generation of managers through the creation of an ongoing study of municipal performance.
  - Providing an intellectual incubator that will allow the UCMA to conduct longitudinal studies of the effects of policy implementation.
  - Identifying best practices throughout the state.
  - Providing data critical to helping UCMA members to better manage their municipalities.
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# Suggested Next Steps and Time Frame

- 1. Identify all cities or towns that are interested in participating. (April-May)
  - 2. Hold a meeting with project participants to determine what items should be measured for the next stage of this project. (May -July)
    - Formalize ground rules
    - Create project definitions
    - Form a steering committee
    - Consider adding other professional groups to the consortium.
  - 3. Continue to gather, clean, and analyze the data (July - September)
  - 4. Discuss issues related to sustainability of project over time. (October)
  - 5. Present findings at the November UCMA Conference.
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