

AMERICAN FORK CITY
COUNCIL MEETING MINUTES
FEBRUARY 26, 2015

SPECIAL WORK SESSION

ATTACHMENT

The purpose of City Work Sessions is to prepare the City Council for upcoming agenda items on future City Council Meetings. The Work Session is not an action item meeting. No one attending the meeting should rely on any discussion or any perceived consensus as action or authorization. These come only from the City Council Meeting.

The American Fork City Council met in a special work session on Thursday, February 26, 2015, in the American Fork City Administration Building, 51 East Main Street, commencing at 5:48 p.m. Those present included **Mayor James H. Hadfield and Councilmembers Carlton Bowen, Brad Frost, Rob Shelton, Clark Taylor, and *Jeff Shorter.

Staff present: City Administrator Craig Whitehead
City Recorder Richard Colborn

Also present: Barbara Christiansen

DISCUSSION OF THE RESULTS OF THE RETREAT DISCUSSION OF GOALS AND OBJECTIVES

Craig Whitehead noted the three main headings from the Retreat were very similar to what they had last year.

Mr. Whitehead noted that on a recent trip to Sedona, Arizona, he learned all about the benefits of gemology. He referred to a, "Stone of Clarity" that he picked up in Sedona. It was Selenite. It was used in some health things as well as decision making and in solving problems.

Mr. Whitehead provided a handout that had some additional notes. Some needed a little clarification. It is included in these minutes as an **ATTACHMENT**. He began with Streets.

STREETS

Intention Statement:

Increase level of service for street infrastructure maintenance

Creative Pathways:

Increase Funding

- Increase B & C road funding – State legislation
- Pass through of TSSD rate increase

Councilman Frost noted that they were also talking about the infrastructure that was beneath the road.

Councilman Bowen stated that he was opposed to the TSSD pass through.

Councilman Shelton responded that to him it meant that right now the City was supplementing that from the Utility Fund. The residents were not paying the full impact of the sewer fee increase.

Mr. Whitehead answered that was correct. The City had enough cost savings to cover that. He added that the first quarter of the rate increase in October cost the City an additional \$78,000 over what they would have normally paid.

Councilman Shelton continued that because it was coming out of the Utility Fund there was less money to do other infrastructure improvements and that would hamper road improvements by not being able to get infrastructure under the roads first. What they were saying was that in the future lets pass on any actual costs to the end consumer.

Councilman Bowen asked if the City had done an analysis because he thought there was an approved Resolution saying that they were not going to pass it through and that the City was going to study it.

Mr. Whitehead explained that he did an analysis and that was why they did not pass the rate increase through.

Councilman Shelton believed that part of the motion was that staff was going to monitor this ongoing and recommend any increases as needed.

Councilman Bowen asked if future TSSD increases were expected.

Mr. Whitehead answered that they did at some time in the future.

Councilman Bowen did not see that this was very relevant in as much as in December 2014 the Council decided not to pass it through.

Councilman Shelton thought it to be a very generic statement.

Mayor Hadfield commented that what was keeping American Fork's head above water was that it continued to decrease infiltration which continued to lower the City's TSSD bill even though their rates had gone up.

- o Goal of \$4M - \$5M annually for roads

Councilman Bowen thought that they had clarified in the Strategic Planning Session that that was for surface and not for infrastructure underneath.

Councilman Shelton expressed that he thought they were tied together because one had to come before the other.

Councilman Bowen agreed, but if that \$4 - \$5 million was for just the surface and not the utilities underneath, the TSSD pass through that would only fund the stuff underneath.

Mr. Whitehead noted that it was all listed under increase funding for Streets which included infrastructure.

Mayor Hadfield added that by the City picking up the rate increase at TSSD it was going to cost the City about \$70,000 a quarter that took away from capital funds in the sewer area that it should be spending to upgrade sewers so they could keep the road above in good shape.

Councilman Bowen understood that. He wanted to know how to fund that \$4 – \$5 million annually on surface improvements. He wanted to clarify that the \$4 - \$5 million was not for maintenance, snow plowing, etc., but actual capital improvement.

Mr. Whitehead stated that it went to resurfacing, chip seal, etc, and not for snow plowing.

Councilman Shelton asked if it was okay to change it to analyze pass through of utility fees to the end user.

Councilman Frost felt that if someone was going to lose sleep over it to strike it. Councilman Taylor and Mayor Hadfield agreed.

*Councilman Shorter arrived at 6:02 p.m.

- Continuous Improvement for efficiencies in City operations
- Transportation Utility Fee (explore)

Councilman Shelton suggested that they wait and see what washes out at the Legislature.

- Grants, MAG, CDBG

Councilman Bowen was not comfortable with using CDBG funding. He was okay with using grants from MAG that originated from the County.

Mayor Hadfield noted that it was federal highway dollars.

Implement best practices

- Analyze current maintenance programs
- Look at bringing back chip seal; study its effectiveness
- Curb, gutter, sidewalk, drainage

Councilman Shelton suggested that the Council tour the City with Dale Goodman and Andy Spencer and ask questions about mineral bond and other things of that nature.

Councilman Frost supported the use of chip seal in cooperation with the neighboring communities.

Inventory of roads and prioritization – comprehensive

Mr. Whitehead explained that public works had this.

Councilman Bowen would like to see the prioritization for each road segment. He understood they had RSL but not a priority.

Mr. Whitehead noted that they had a prioritization out six years. It was in the capital budget on line.

Adding lane miles – prioritize for traffic flow and economic development

- Streets near high school and other high profile locations
- Murdock connector

Mayor Hadfield noted that on their radar was also the fly-over at The Meadows.

Education of residents – Website; social media; newsletter – tell the story

Guiding Principles:

- Pay-as-you-go; no debt
- Improve public education on master plan, strategy
- Holistic approach (?)

COMMUNICATION

Intention Statement:

Inform and engage Citizens and Businesses (Communication)

Creative Pathways:

Branding

- Community branding / identity
- The story of American Fork (history, customer service, sense of pride, culture of the organization)
- Branding – highlight city achievements

Councilman Shelton felt that the basic thing for an elected official was to reach out and see what the perceived needs were.

Communication

Councilman Taylor commented that it was also to find the best way to communicate with the citizens.

Mr. Whitehead commented that money would need to be committed to the effort of about \$35,000 to \$40,000 and it was a six to nine month process to gather the data.

Councilman Taylor was not against a consultant for that. He may be a little off center for that.

Councilman Shelton favored having an independent consultant gather the information by someone who did not have a dog in the fight.

Mr. Whitehead added that the consultant would be handling the process and not leading the process. There would be a group of volunteers from the City involved as well and would be working with the consultant.

Councilman Shelton thought that the more transparent and independent one could make it the more trust there was that the residents could buy into. It would add more weight to it.

Councilman Taylor stated that was where he jumped off. He believed those relationships and building trust came from people in our community that were known and who were accustomed to and they say, "Oh these guys in the City are involved." Whether they were employees or not? They do want to see it happen. They were engaged. This was not another strategic planner that came in to do that. This was not homegrown but pretty organic in terms of us going out and putting a personal face on it. He did not know it would be done. He didn't know what wouldn't be transparent. He liked the way Dan Griffiths did his thing but Councilman Taylor was looking for something that American Fork City did that endeared or built trust to the public. He wanted people to be recognized. He thought that was what was effective. He thought they may look at transparency in two different ways. He wanted transparency in every way that Councilman Shelton did, but he wanted the public to say, "You know what, the staff worked this up and helped make it happen. I have a friend at City Hall, or I have a contact." In other words, I feel good about the way things were going in our City.

Councilman Shelton was not saying that the City should distance itself completely from it. He thought they have someone like Dan Griffiths come and say what had been done around the State in other cities and this was what had been successful and worked for them. The Council can then help in the execution side. That way it cannot be said that we worded one way or the other. It was done by an independent individual who had done this in other communities.

Councilman Taylor thought that was going to exist no matter what.

Councilman Shelton agreed to a certain extent but the more they could make it that direction those that were sitting on the fence would have a little more trust.

Mr. Whitehead expressed that when they go through the process of the way the data was gathered it was not the same for each. There usually was a series of focus groups but that was not the only way. One thing he liked about Mr. Griffiths and why he got him for the retreat the first year was that he gave a presentation on what they did in West Jordan. He thought it could be checked out on line.

Mr. Whitehead continued that he had seen a lot of strategic planners come and go and do different things and when Mr. Griffiths did that presentation to the City Managers a couple of years ago he really liked that process of gathering data. They would go to meetings that existed and get on their agenda, like the PTA for example. One of the key things was that if it was run by the Council and staff citizens think that it was just what the Council and staff wanted.

Councilman Shelton commented that once the community based strategic plan was done with priorities there was a follow up to fund it to actually get it in place. He mentioned that Jason Burningham had done long term financial planning. He would like to do an RFQ for a 10 + year financial plan. It was of no good to go through the process if there was not funding to do the plan.

Councilman Taylor got that. He added that it seemed that they always jumped to this big conclusion that we were like everybody else and that the City Council was the changing of the guard and had an agenda that was shoved down the throats of citizens and that just was not true.

Councilman Taylor added that he was no longer jumping into, "Everyone in the City hates us and believe that we are an organization that was working to do what we want." He did not think that was the case. He looked back, in his hometown, to see what they had done.

Councilman Shelton expressed that he ran because there were things on the city plan that were not being moved forward because of various opinions on the then Council. A written plan with a funding mechanism, would help insure the fruition of the plan

Councilman Bowen expressed that the concern he had with the process was that the community was diverse. There were different opinions and that was why with our form of government that we had elections. Different Councilmembers have different points of view about things. He thought that was a strength to the Council and to the City. But, when a process like this was gone through it came up with a plan that had an air of authority and of being unanimous. He did not think that was accurate.

Mr. Whitehead did not think it would have that air. The key was that it was community based. It was not the Council saying here is the 5-year master plan.

Councilman Bowen stated that the Council was elected to provide that guidance.

Mr. Whitehead explained that it was, but what did the community want to see themselves looking like in five years? Once those priorities were received from the community every year when the Council went through the budget process that was what backed up their

decisions on the budget. Certainly it was not unanimous. With those priorities established the plan was looked at through the budget every year.

Councilman Shelton expressed that was the basic thing that they could do as a Council. They were not representing their own views but the view of the people. He could not see a better way to spend \$40,000 than to take this to the people and get as much participation as they could to help the Council make those decisions.

Mr. Whitehead added that to get this done by the fall they needed to get started ASAP. He had already prepared a RFQ and could have that out and responses back and get started on a committee and get going. Mr. Griffiths explained to him that to gather good data it needed to be done before Memorial Day.

Councilman Bowen was not opposed to gathering data. His concern was the people formulating this plan were not elected and therefore unaccountable. It should be the Council developing the Strategic Plan.

Councilman Shorter suggested that it was necessary to ask everybody. They needed to separate out the Core Function issues and the Quality of Life issues. Just about every citizen would have an opinion.

Councilman Shelton thought the Council would be involved in every step of the way. They could give guidance to the consultant.

Mr. Whitehead expressed that this was not novel. Cities did this all the time. Saratoga Springs was doing it right now. He suggested that he could have Dan Griffiths come in and give a presentation on the process or just community planning itself and the benefits.

Councilman Shorter asked what would be done if 86 percent of the people were pro something and 14 percent were against.

Councilman Taylor added that another risk were those that said they were never talked to. They needed to talk to everybody, but how was that done.

**Mayor Hadfield was excused to attend another meeting at 6:41 p.m.

Mr. Whitehead noted that was why he would like to see the process done independently. There were five firms out there, one was in State. In an RFQ they would need to show the process. Mr. Griffiths could show what was done in West Jordan. He was not the consultant in West Jordan. He lived in West Jordan and was on the citizen committee. He had a very positive approach with what was right with the community.

Councilman Taylor stated that was where he wanted to go. He hated that they had to be transparent because they hadn't been; which was not the case. He did not like going out guilty and trying to make himself right. In his mind there was no guilt. They have tried to do things that were of benefit to the City. The City was going to change. They could have a great plan and in three years that could be entirely different. There had to be a mechanism

for the City to gather data and say this was what the trends were showing. They needed to be listening. That was a big part of the communication. Input needed to be ongoing.

Mr. Whitehead noted that anything more than a five-year plan was a waste. It would take a commitment of money.

Councilman Taylor commented that the City's ability in communicating was going to be as important to a citizen as knowing what the City has planned for the next three years. It was the City's ability to reach out to each citizen. The City was rank with apathy yet when a crisis hit, they want to know where to go right now.

Mr. Whitehead saw those things as two separate paths. Communication and Strategic Planning. The City wants to improve transparency and it was an ongoing process.

Councilman Shelton asked about sending out the RFQ to get more detail before they spent \$40,000.

Councilman Bowen did not see a need to put out an RFQ.

Councilman Taylor thought that they had to have foresight in public safety, infrastructure, clean water, streets, those were our priorities. It was necessary to take care of what was right in front of them. They needed to be careful. They have had a Downtown Vision Plan and they had done 'zip' with it. He was happy to gather information but he did not need another Plan.

Mr. Whitehead explained that a Strategic Plan was not like a Downtown Vision Plan that was a specific design. It was broader than that.

Councilman Shelton commented that he made his living making financial plans for families. Plans down the road may change. It was not said to not go down that road. They needed not to be rigid but flexible.

Councilman Taylor did not think they were rigid. They could fund \$40,000 consulting firms all day long.

Mr. Whitehead stated that his first year here he said they ought to start funding the Downtown Vision Plan with a \$100,000 per year. They have not been able to put in anything after that.

Councilman Frost expressed that it was good for him to listen to this discussion. He thought that they had such an overwhelming demand and need for roads that to outreach and get a lot of information, he did not know that they had the ability to fund it and take care of roads. Of the two paths that Mr. Whitehead talked about, he felt the most important path was just communication patterns. If the City was going to spend money, he would much rather see it go there and communicate better with the citizens. He was fine with not sending out the RFQ but to really focus on communicating with people.

Councilman Shelton did not see them as two separate tracks. He saw them as important together. The Strategic Plan process was an education process as well. The Council needed to proactively kick this thing off. The same communication used all the time became ineffective. A state change would be noticeable.

Mr. Whitehead noted that it did not hurt to send out an RFQ.

Councilman Frost commented that there was no harm in that.

Mr. Whitehead would like to send out to the Council some examples of Strategic Plans. Once the RFQ's came back they could invite some to make a presentation. They would then make a decision to continue past that or not.

Councilman Frost thought that generally people felt good about American Fork. The PARC Tax was temperature taker. It was a trust that they believed in the Council. As long as they were working hard and working together, the public expected that.

Councilman Bowen thought the personal communication was great but cautioned when it came from the City during campaign season they had to be really careful. He proposed a moratorium from May 15 to November 15 on City funded communications.

Mr. Whitehead responded that he never saw a City stop communicating with its citizens because there was a campaign going on.

Councilman Bowen clarified that he was not talking about the City newsletter but was talking about financial campaigns by the City.

Councilman Shelton commented that the City needed to respond to false information that may be put out there.

Councilman Bowen on the flip side would be concerned about a City department running a campaign.

Councilman Shelton suggested that Councilman Bowen bring in a proposed written policy regarding such to take a look at it.

Mr. Whitehead stated that City employees could not get involved in political campaign activity as an employee.

Councilman Bowen expressed concern over some previous mailers. His proposed policy would be no direct mailing campaigns, no email campaigns, no Facebook campaigns, from May 15 to November 15, with the exception of the Voter Information booklet.

Councilman Taylor was tired of being painted with a broad brush with all of this. He just did not believe that was a strategic plot to get the Mayor elected that they sent out a direct mailer. He just did not believe it was. Nor did he believe there were violations in the PARC Tax that made a huge difference and misled thousands of people in American Fork to vote the way

they did. He refused to cater to that mentality. To cease those things because of someone being bent out of shape on this was ridiculous. This was America and not everyone was a crook just because someone thought they were.

Councilman Bowen stated that the City should go out of its way to not raise questions of this nature.

Councilman Taylor thought it had.

Councilman Bowen did not think it had. There were questions by everyday citizens. When \$30,000 or \$40,000 was spent on an issue that was going to be on the ballot like they did two years ago or several thousand dollars like they did on the issue that was on the ballot last year as a City, taxpayer funds, he thought that raised questions among the citizenry. It was entirely appropriate to have a policy about that during election season.

Mr. Whitehead stated that they did not need to beat this dead horse. It was out there. Elections had looked over that. The City had a right and an obligation when there was something on the ballot, like a bond issue, to educate the citizens what they were voting on. That was what the City spent money on was to educate. The City can educate they can't advocate.

Councilman Bowen continued that there was a point where it went overboard. When six mailers were sent instead of one or two, that was a problem in his opinion.

Councilman Shelton thought such a proposed policy might need to go deeper than just a paragraph.

Councilman Bowen appreciated that and he would be happy to look at a draft. He thought it was a valid caution.

Councilman Frost agreed. It would take due process and some work. In that meantime let your work do the speaking. He was just tired of hearing about it. He would never support not informing people. The City had that obligation. He always trusted his City.

Councilman Bowen felt they were sticking their head in the sand a little bit if red flags were not seen from multiple complaints.

Councilman Frost responded that he was connected with this City as anyone. He had lived here his whole life. Not one person complained to him about that.

Councilman Shelton asked Councilman Bowen if he represented a group of people that came to him to complain. That was what an elected body did. They draft policy that was going to help correct that.

Councilman Bowen responded that was simply what he was suggesting. It was relevant to our communication.

Mr. Whitehead asked if there was anything else on Communication. Audra Sorensen was working on Branding including a new logo, identity, and so forth. The Website soft launch was on Monday for Department Heads and staff who would be handling the updates. He moved to the next topic.

PARKS

Intention Statement:

Create and prioritize large impact improvement projects related to Parks, Recreation, and tourism

Creative Pathways:

- Art Dye Park
 - Build an entry way at Art Dye
 - Finish 4-plex, concessions, parking
 - Get Phase 1 well underway
 - Grass on Goodsell property – soccer etc.

Derric Rykert thought there were other things that needed to be done first.

Councilman Taylor agreed.

Councilman Frost agreed that if they just went and threw in grass they would just be repeating the mistakes of the past.

- Funding
 - PARC Tax - plan the process for the use of funds. Implement well. Highlight and communicate where funds are used with clear signs posted (e.g., “This soccer field provided by PARC dollars.”)

Mr. Whitehead reported that the establishment of the PARC Committee would take place at the last City Council meeting in March. The collection of the PARC Tax begins April 1st but the City would not see any dollars until probably July.

Councilman Taylor explained that this statement dealt with all Parks not just PARC Tax. He would like to see the intention statement read, “Create and prioritize quality improvement projects related to Parks, Recreation, and tourism.” The PARC Tax was one funding source for the Parks. Arts, was not under this item. He thought maybe Private/Public partnerships first.

- Budget
- Restaurant Tax

Councilman Frost felt that the County would consider favorably improvements at Hunter Park with its proximity to the County Equestrian Regional Park.

Councilman Taylor noted that when he talked with the County the City made Art Dye the headliner. The County Commissioners were on board with the City but when it went to the Steering Committee, they wanted the City to build three major league size baseball parks for tournaments in the County.

Councilman Shelton thought that Representative Brian Green could help as did Councilman Taylor.

Councilman Bowen was opposed to taking public tax dollars and redistributing them to a private entity without that entity providing some type of service or product.

- Private/Public partnerships
- Citizens Committees

Councilman Taylor suggested that donations in kind and marshaling services, Eagle Scout projects and other service projects would come under this heading.

Councilman Shelton reported that the mother of a Scout that needed some service hours was frustrated that the Mayor says come to the City that they had projects and when they did they were told that the City did not have any. He would like to see the projects listed on the City's Website along with contact information.

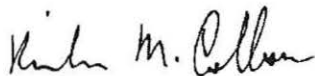
Councilman Taylor liked that idea and added that they could create projects that multiple Eagle Scout Candidates could work on. The Literacy Center had smaller projects that could be done.

Mr. Whitehead suggested that they could call it Volunteerism instead of Citizens' Committees.

Mr. Whitehead noted that on the last page of the handout, Audra Sorensen took a stab at Communications stuff.

ADJOURNMENT

The special work session adjourned at 7:42 p.m.



Richard M. Colborn
City Recorder

ATTACHMENT TO THE 02-26-2015 CC SWS MINUTES – PAGE 1 OF 4
Strategic Planning Session Notes, 2015

Streets

Intention Statement

Increase level of service for street infrastructure maintenance.

Creative Pathways

Increase Funding

- B&C funding – State legislation
- Goal of \$4M - \$5M annually for roads
- Pass through of TSSD rate increase (?)
- Continuous Improvement for efficiencies in City operations
- Transportation utility fee – Explore
- Grants, MAG, CDBG

Implement best practices

- Analyze current maintenance programs
- Look at bringing back chip seal; study its effectiveness
- Curb, gutter, sidewalk, drainage

Inventory of roads and prioritization – comprehensive

Adding lane miles – prioritize for traffic flow and economic development

- Streets near high school and other high profile locations
- Murdock connector

Education of residents – Website; social media; newsletter – tell the story

Guiding Principles

- Pay as you go – no debt
- Improve public education on master plan, strategy
- Holistic approach (?)

Strategic Planning Session Notes, 2015

Communication

Intention Statement

Inform and Engage Citizens and Businesses (Communication)

Creative Pathways

Branding

- Community branding/identity
- The story of American Fork (history, customer service, sense of pride, culture of organization)
- Branding – highlight city achievements

Communication

- Continued focus on web and social media. Focus on the *WHY* of the message
- Leverage new technology platforms
- Proactive communication
- Opt-in – citizen meetings – help understand *why*

Engagement

- Community-based strategic plan
- Listen to residents
- Community based plan with geographical and demographic representatives
- Push participation through newsletter to opt-in to social media (ongoing blurb?)
- Application process for committee openings

Coordination

- Continued improved coordination between staff and council on resident communication
- Talking points for social media for Council members
- Department reports/discussion through website and social media
- Council engagement with employees, ride-a longs to understand jobs

Guiding Principles

- Engagement, not merely communication
- Foster two-way communication
- Engaged, informed citizens enhance our community and make it easier for elected officials to exercise leadership

Strategic Planning Session Notes, 2015

Parks, Recreation, and Culture Strategic Plan

Intention Statement

Create and prioritize large impact improvement projects related to Parks, Recreation, and tourism.

Creative Pathways

- Art Dye Park
 - Build an entry way at Art Dye
 - Finish 4-plex, concessions, parking
 - Get Phase 1 well underway
 - Grass on Goodsell property—soccer, etc.
- Funding
 - PARC Tax – plan *process* for use of funds. Implement well. Highlight and communicate where funds are used with clear signs posted (e.g., “This soccer field provided by PARC dollars.”)
 - Budget
 - Restaurant Tax
 - Private/Public Partnerships
- Citizen Committees

Guiding Principles

1. Process and administration (policy ordinance)
2. Committee appointments
3. Transparency
4. Communicate and PR

Cemetery

- By September, this will be well on its way; will be doing “ribbon cutting” type event
- Bring communities together to showcase progress
- Fundraising \$200,000
- Has had great inter-department coordination and efforts

Inform and Engage Citizens – Communications

Intention Statements

- To create a refined community-based strategic brand identity to engage and motivate employees, residents, visitors and those in neighboring communities
 - Tell the story of American Fork – history, create culture, create a sense of pride and loyalty
 - To increase proactive communications efforts by increasing the use of social media outlets
 - Broadcast meetings
 - Frequent updates to Twitter, Facebook, web, video
 - Focus on the 'why' of the message
 - To create community unity through improved participation (committees and events)
 - Better recruitment of committees
 - Foster two-way communication
 - More aggressive promotion of programs, facilities and opportunities to enjoy things offered in the community
 - To implement quarterly communications measurements/surveys

To create a refined community-based strategic brand identity to engage and motivate employee, residents, visitors and those in neighboring communities

Creative Pathways: Rebrand, Social Media, Web, Videos, Updated materials, Measurement

Guiding Principals:

