

2019 Mid-Year Retreat

August 23, 2019

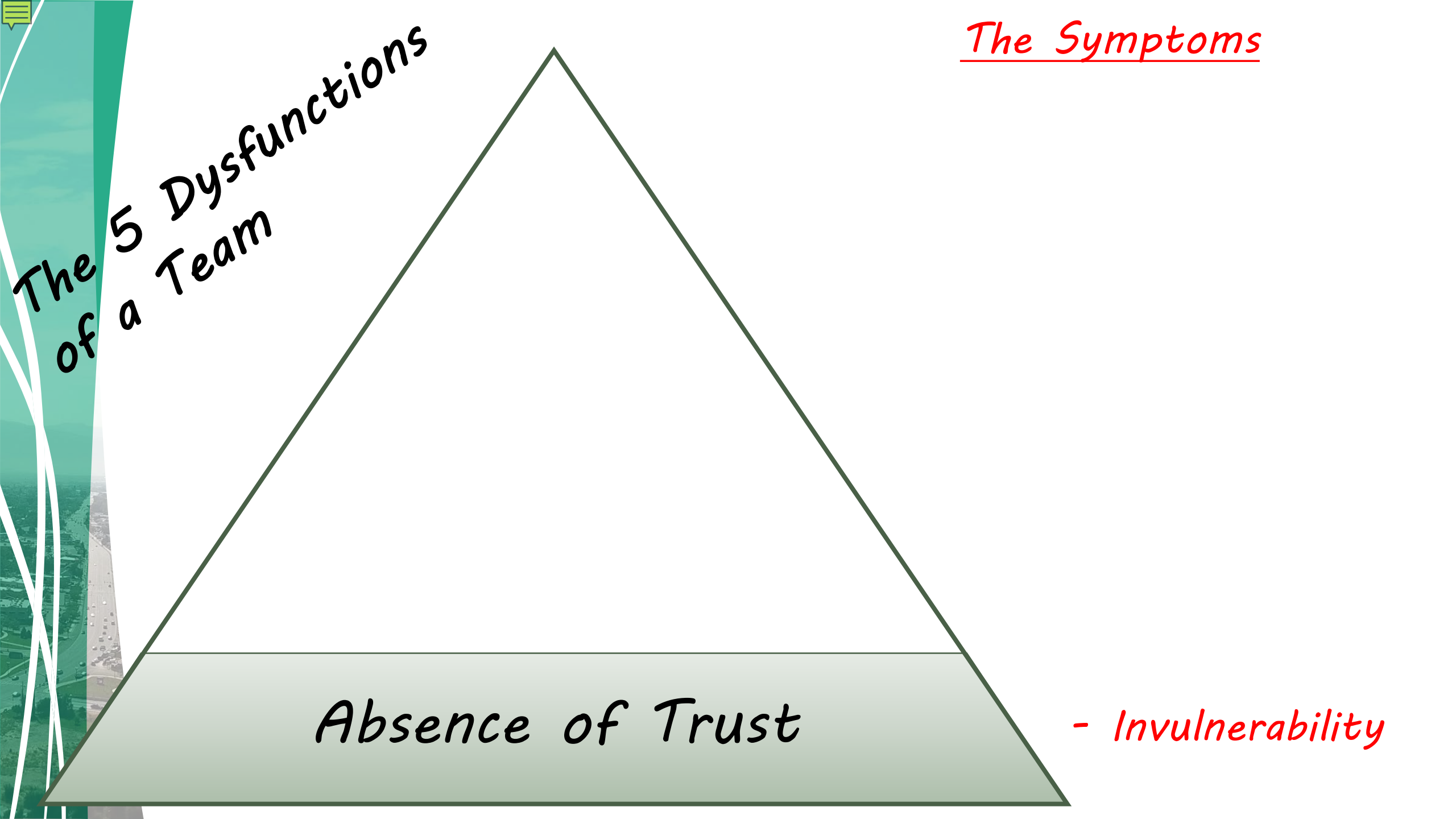
LHM Megaplex





Breakfast Discussion

Recap – The Five Dysfunctions of a Team



The 5 Dysfunctions
of a Team

The Symptoms

Absence of Trust

- Invulnerability



Absence of Trust

- *Trust is confidence among team members that their peers intentions are good and that there is no reason to be protective or careful around the group. It's OK to be vulnerable.*
 - *Vulnerability is vital because it means we are no longer worried about protecting ourselves and instead can focus on the best outcomes.*
- *Knowing that when a team member does push you, they are doing it because they care about the team and the outcome.*
- *Teams that lack trust waste inordinate amounts of time and energy managing behaviors and interactions instead of results.*



The 5 Dysfunctions of a Team

The Symptoms

A pyramid diagram divided into three horizontal sections. The top section is white. The middle section is dark green and contains the text 'Fear of Conflict'. The bottom section is light green and contains the text 'Absence of Trust'. To the right of the pyramid, there are two red text labels: '-Artificial Harmony' aligned with the middle section and '- Invulnerability' aligned with the bottom section.

Fear of Conflict

-Artificial Harmony

Absence of Trust

- Invulnerability

Absence of Trust Leads to Fear of Conflict

- *How does all of this relate to the next dysfunction, the fear of conflict?*
- *If we don't trust one another, then we aren't going to engage in open, constructive, ideological conflict. And we'll just continue to preserve a sense of artificial harmony. –Lencioni*
- *By building trust, a team makes conflict possible because team members do not hesitate to engage in passionate and sometimes emotional debate, knowing they will not be punished for saying something that might otherwise be interpreted as destructive or critical.*

Fear of Conflict

- Why is conflict important?
- Why is it considered taboo?
- Is all conflict negative? What is the difference?
- The goal of healthy conflict is for team members to say everything that needs to be said, meaning nothing is left to be discussed behind closed doors.
- *Great teams do not hold back with one another. They are unafraid to air their dirty laundry. They admit their mistakes, their weaknesses, and their concerns without fear of reprisal (Lencioni).*

Fear of Conflict

- *What are some characteristics of “positive conflict”?*
 - *purpose is to produce the best possible solution in the shortest amount of time*
 - *Issue/goal based*
 - *Passionate, emotional and frustrating*
 - *Not personal or personality-focused*
- *What are some characteristics of “negative/unproductive conflict”?*
 - *Mean-spirited, personality-focused*
 - *Issues are revisited again and again*
 - *Issues are discussed “off-line”*



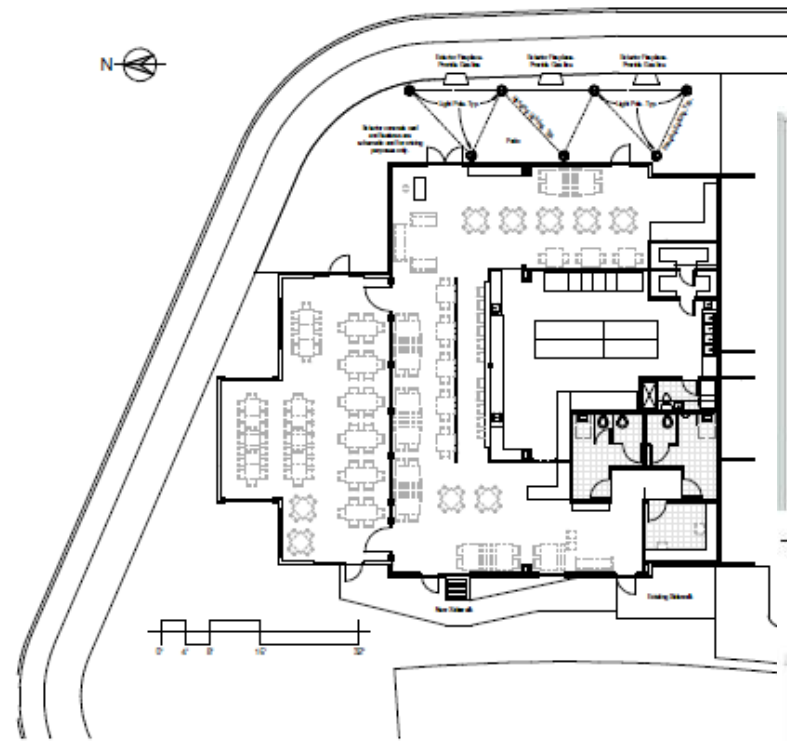
Overcoming the Fear of Conflict

- *Conflict Profiling*
 - *Take the quiz*
 - *Share the results*
 - *How can we help each other have good conflict?*
- *Conflict Norming*
 - *Create a “Conflict Constitution”; An agreed-upon set of norms and habits that are documented and regularly reviewed*
 - *What does it look like when we are having good in our meetings? What are your roles in conflict?*
- *Conflict Mining*
 - *Who is going to take this role? The team lead? Rotation?*
 - *A “miner of conflict” will unearth buried conflict through intentional questioning*
 - *Call out sensitive issues and force members to work through them*
- *Real-time Permission*
 - *Coach one another not to retreat from healthy debate*
 - *The interruption helps drain tension, while spurring confidence to continue*
- *Don’t try to stop healthy debate because of your discomfort*
- *Model good behavior from the top down*

Argentine Corner / City Centre



Argentine Corner / City Centre



*How to bridge a
\$50k gap?*





Argentine Corner / City Centre – Proposal

- *The CDRA will front City Centre \$50,000 to close the gap on the tenant improvements required to bring Argentine Corner to the space.*
- *Improvements will be complete by the end of the year, allowing for Argentine Corner to open by January 2020.*
- *The incentive payment per the existing TIF Agreement for Tax Year 2018 (\$72,042 distributed in spring 2019) will be the baseline.*
- *Beginning with Tax Year 2019, and each year running through Tax Year 2023 (when the RDA 7 project area and the term of the Agreement expire), if the calculated incentive payment exceeds the baseline \$72,042, then the excess will be retained by the CDRA until the \$50,000 is recouped.*
- *Once the \$50,000 is reimbursed to the CDRA, City Centre is entitled to the full amount of the calculated incentive payment through the remainder of the term.*
- *If the calculated incentive payment in any of the years is less than the baseline \$72,042, then the CDRA does not receive any reimbursement for that year.*
- *If, after the expiration of the project area and the Agreement, the sum of the annual reimbursements to the CDRA does not total \$50,000, the remainder of the loan shall be forgiven.*

Argentine Corner / City Centre

- *Formal consideration scheduled for August 27*
 - *If comfortable, proceed as proposed*
 - *If uncomfortable, table the item or amend the agenda*

Monthly Reports and Agenda Packets

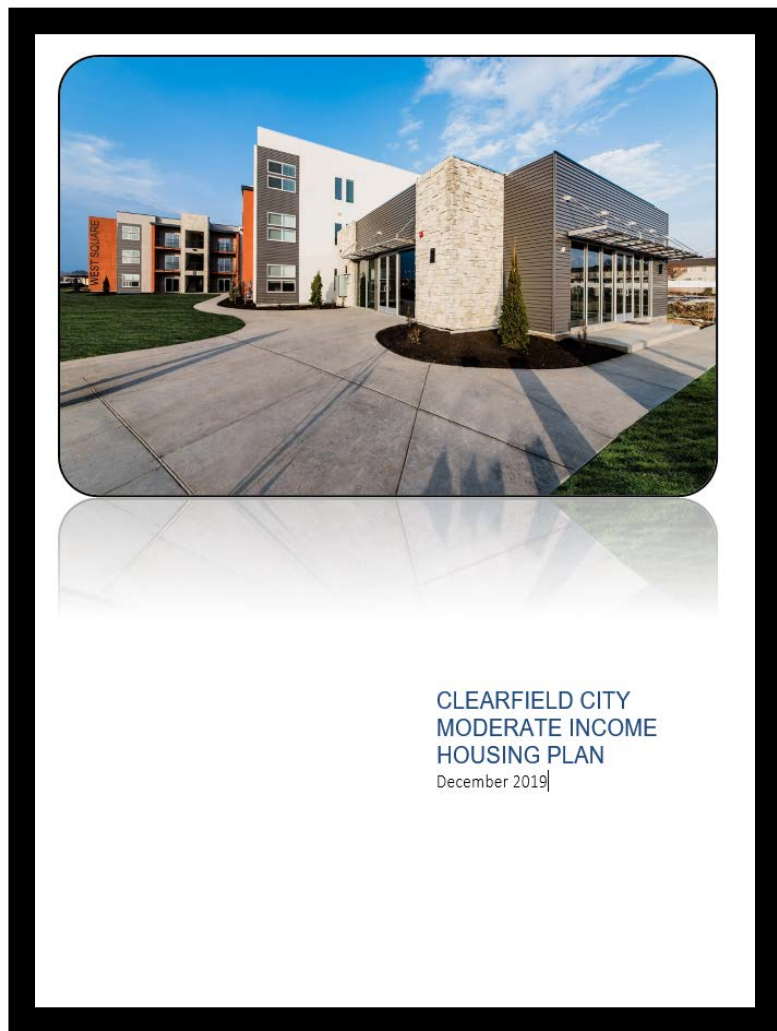


FEEDBACK

Moderate Income Housing Plan



Clearfield City MIHP



- *MIHP Outline*
 - *Intro*
 - *Data and Methodology*
 - *Demographics*
 - *At Risk & Special Needs population*
 - *Housing Demand*
 - *Housing Supply*
 - *Housing Affordability analysis*
 - *Zoning Regulatory Environment*
 - *Fair Housing practices and regs.*
 - *Goals and Strategies*

MIHP Next Steps

- ~~○ Framework of report and outline for the MIHP – August~~
- Data sets and analysis for inclusions into the MIHP - September and October
- Final document presented to the Council for discussion - November
- Final completion and adoption of the Code by December 1.
- December 2, 2019 – Let the good times roll!

Mabey Place Redevelopment



Lotus Development Agreement – DRAFT

- *Green Space/Public Park*
 - *½ acre park funded by City*
- *Depot Street Connections*
- *Mixed Use Building*
 - *Corner retail*
- *West Arterial Road*
 - *Cross-section*
 - *Funding*
- *Parking*
 - *Off-street vs on-street*
 - *Park needs*
- *Land Purchase*
 - *\$8k/apartment; \$12k/townhome*
 - *Phase 1 = \$1.7M (after Minaya offset)*
 - *Not buying land for streets / park*
- *Tax Increment and Fees*
 - *No TIF to developer for west side*
 - *Deferred impact fees*
- *Form Based Code variations*
- *Future Phases*
- *Development Milestones*

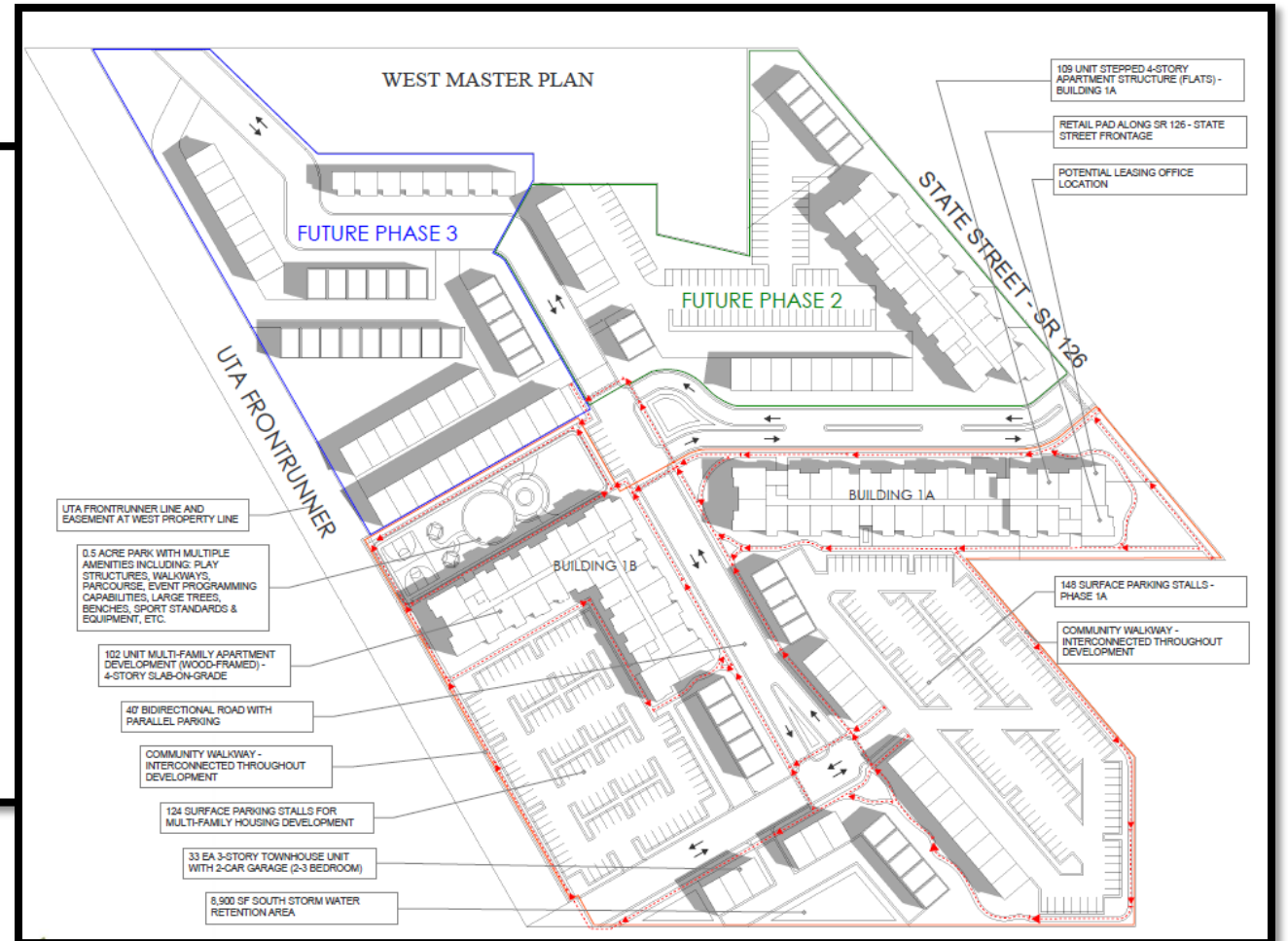
Site Plan and Layout – Phase 1



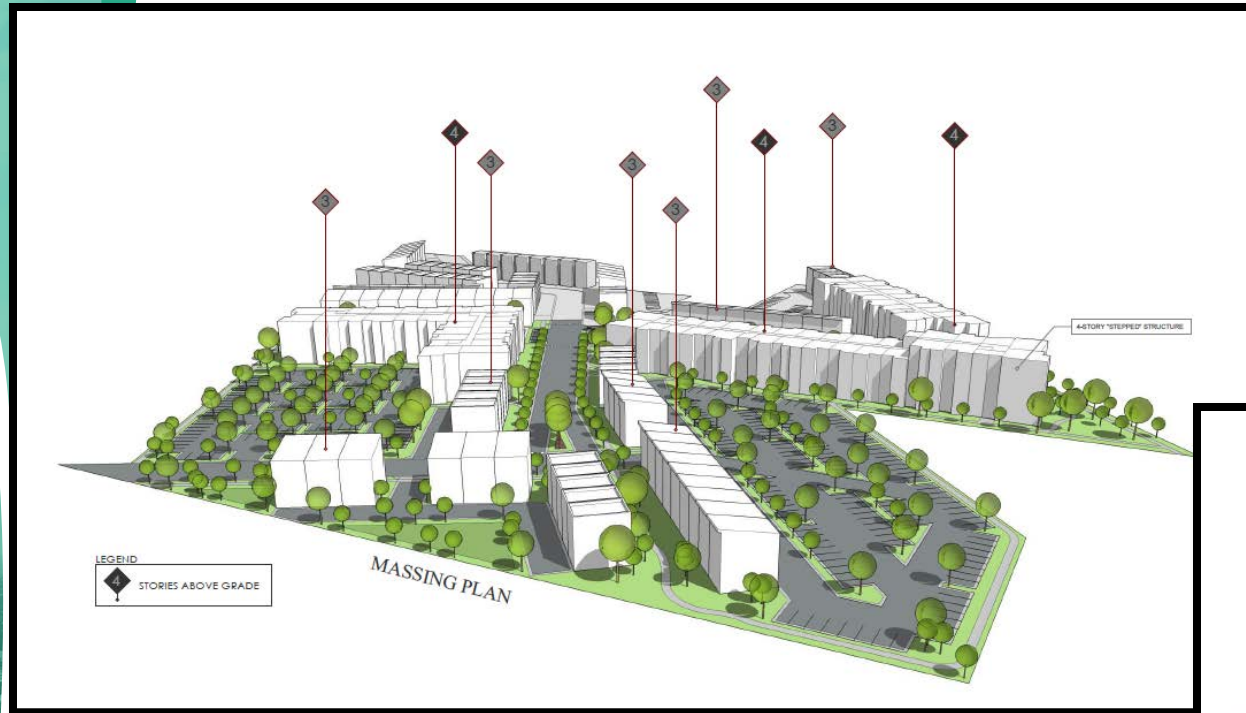
Phase 1 – Parking and Master Plan

PHASE 1 UNIT AND PARKING MATRIX

	1 BR - FLAT	2 BR - FLAT	3-BR - FLAT	TOTAL UNITS	RETAIL SF	ROAD PARKING	SURFACE PARKING	TOTAL PARKING
1A								
LEVEL 1	17	6	2	25	1,642	8	148	156
LEVEL 2	18	8	2	28	0			
LEVEL 3	18	8	2	28	0			
LEVEL 4	18	8	2	28	0			
BUILDING 1A TOTAL	71	30	8	109	1,642	8	148	156
	1 BR - FLAT	2 BR - FLAT	3-BR - FLAT	TOTAL UNITS	RETAIL SF	ROAD PARKING	SURFACE PARKING	TOTAL PARKING
1B								
LEVEL 1	15	7	2	24	0	10	124	134
LEVEL 2	16	8	2	26	0			
LEVEL 3	16	8	2	26	0			
LEVEL 4	16	8	2	26	0			
BUILDING 1B TOTAL	63	31	8	102	0	10	124	134
	2 BR - TH	3-BR - TH	TOTAL UNITS			ROAD PARKING	TH GARAGE PARKING	TOTAL PARKING
TOWNHOUSES	14	19	33			6	66	72
PROJECT TOTAL	134	75	35	244	1,642	24	338	362



Phase 1 – Massing Plan and Elevations



Phase 1 – Building and Concept Plans





Debt Service Options

- *\$7.277M bond principal*
 - *Project construction fund - \$6.5M*
 - *\$4.75M used to purchase the CMHP*
 - *\$600k used to relocate residents and clear the land*
 - *\$1.1M remaining*
 - *Additional property acquisition*
 - *Fund public improvements (park, plaza, landmarks)*
 - *Don't spend, but use to pay back bond*
 - *Capitalized interest - \$721k*
 - *Costs of issuance - \$51k*
- *Payments begin in 2021; \$744k per year*

Debt Service Options

- *Proceeds from sale of land*
 - *\$1.7M from Phase 1*
 - *If Phases 2 and 3 consist of 70 townhomes, as shown in current west side master plan, that will generate \$840k more (received in future years)*
 - *Total sale of land would = \$2.6M (55% of purchase price)*
- *TIF revenue still TBD*
 - *Developer to receive NO TIF INCENTIVE for west side*
 - *If CRA approved, Agency could capture the TIF to supplement the proceeds from the sale of land and service the debt*



Debt Service Options

- *Option A – Prepay as much as possible to reduce total cost of interest*
 - *Depends largely on amount and timing of sale proceeds; TIF generation*
- *Option B – Set aside sale proceeds; earmark for future annual debt service payments; supplement with TIF revenue as possible*
 - *May help manage cash flow, but does not minimize the total cost of interest*
- *Option C – Hold property tax rate constant in FY21 and FY22*
 - *Would recapture \$700k / year from paid off GO Bonds*
- *Option D – Explore options of refinancing to tax exempt bonds*
 - *Since proceeds have been used for public purposes (right of way and park), may be possible*
- *Option E – Other funds*
 - *Street bond payment reduces by \$270k in FY21*
 - *Allocate excess General Fund balance to pay down debt*
 - *Use remaining \$1.1M from bond proceeds for debt service*

Break
Return by 10:00



Tiered Priorities / Action Items Trello Board Review



Lunch
Return no later than 12:45



Department Breakouts

6 rotations – 10 minutes each





4th of July

Paint the Bridge

- *Well attended*
- *Will include paint stations on both ends*
- *More stars and paint next year*



Patriotic Concert

- o *165 Participants*
- o *Amphitheater is a good venue*
- o *Need to start 30-60 minutes later for better shade*



Pool Bash

- o *Well attended*
- o *Will make minor changes to ticketing and messaging*



Movie in the Park

- *Other weeks impacted by weather*
- *Plan to theme each event to the movie next year*



Fun Run

- *New route was a big success!*



Pancake Breakfast

9+	210	\$ 1,470.00
Child	58	\$ 174.00
Family	35 (210 min)	\$ 875.00
Total	478	\$ 2,519.00
Expenses		\$ 878.50
Net Revenue		\$ 1,640.50



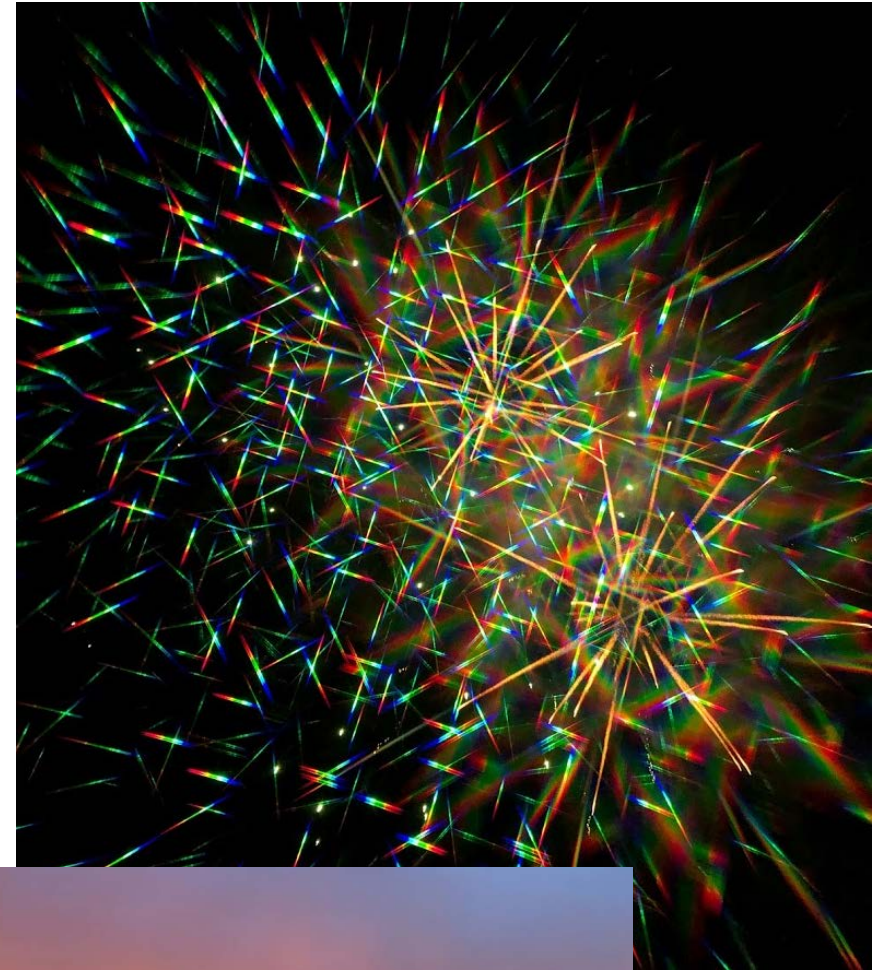
Parade

- 76 entries (57 in 2018)
- Crowd control remains the greatest issue (throwing candy)



Festival in Fisher Park

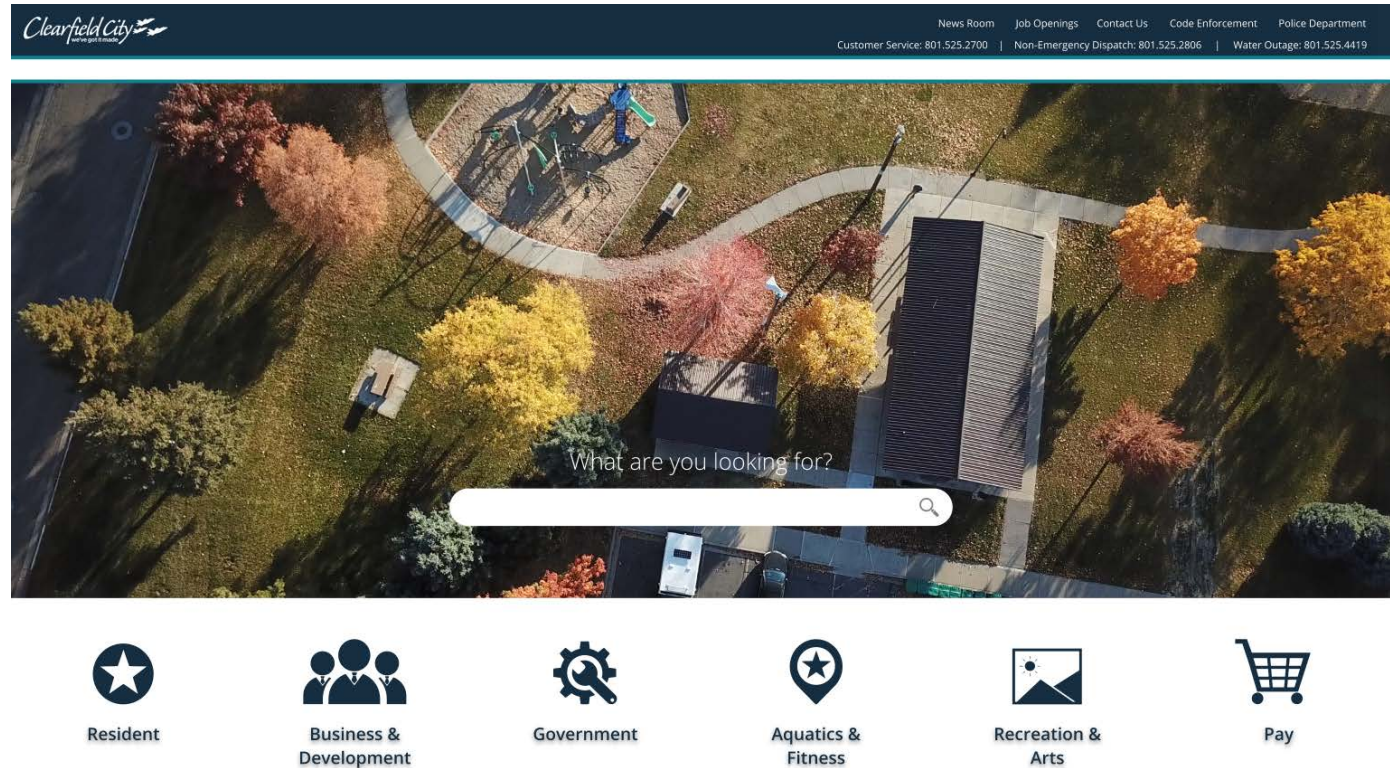
Fireworks	\$35,000.00
Stage	\$11,000.00
Entertainment	\$10,000.00
	\$56,000.00



Venue Changes - South Clearfield Elementary



City Website Revamp





Options for Park Amenities

Tables



- o 8' Concrete
- o \$650 each



- o 8' Expanded metal
- o Thermoplastic Coated
- o \$750-800



- o 8' Aluminum
- o \$600-650



- o 8' Punched Steel
- o Thermoplastic Coated
- o \$850-1,150

Concrete Pros & Cons

- Smooth Surface for users
 - Too heavy to move
 - Easy to repaint/refinish
 - Paints
 - Sealers
 - Sacrificial Grafitti Coatings
 - Scratches can be refilled or sanded out
 - Logos added at no additional cost
 - 10 year replacement warranty
 - Good quality/ durable/ inexpensive
- Flat surface is target for taggers
 - Too heavy to move
 - Surface cracking becomes visible
 - Can be chipped or broken
 - No replacement parts
 - Shipping is more expensive



Aluminum Pros & Cons

- Inexpensive
- Easy to move
- Nice appearance
- Flat Surface
- Shipping less expensive
- Can replace parts easily
- Very easily damaged
- Easily scratched
- Easy to move
- Flat surface is a target for taggers
- Must be secured



Coated Expanded Metal

Pros & Cons

- No flat surface for tagging
- Moveable
- Nice appearance
- More durable than aluminum
- Moderately priced
- Replaceable parts
- Shipping is less expensive
- Uneven surface is less stable for cups, etc.
- Moveable, must be secured
- Not repairable once coating is removed
- Expanded metal surface is easily bent
- Graffiti is difficult to remove
- Coatings do not handle high heat
- Coating colors fade over time and with the use of graffiti removers

Punched Steel Pros & Cons

- More durable than EM options
- Flat surface is good for cups, etc.
- Holes in surface less appealing for graffiti
- Parts are replaceable
- Moveable
- Nice appearance
- Shipping is less expensive
- Most expensive option
- Moveable, must be secured
- Not repairable once coating is removed
- More surface area for graffiti than EM
- Coating colors fade over time or with graffiti removers

Benches



- o 7' Concrete
- o \$600-650



- o 6' Steel
- o Thermoplastic Coated
- o \$1,000



- o 6' Perforated Steel
- o \$650 -700



- o 6' Steel
- o Powder Coated
- o \$1,000-1,200



Pavilion Styles (Large)



Existing Pavilions (large)

- Add rockwork around columns
- Metal roofing



Existing Pavilions (Small)



Pavilion (small)



Existing Restrooms



Proposed Restrooms



Existing Park Signage



Proposed Park Signage



Drinking Fountains



Bike Racks





Parks & Recreation Commission Recommendation

- Concrete Tables
- Concrete Benches
- Concrete Trash Receptacles
- Precast concrete park signage
- Powder coated steel drinking fountains with bottle filler
- Artistic bike racks
- Large pavilions with metal roofing and support columns with rock pillars
- Small pavilions with steel powder coated frames and metal roofing
- Renovate existing with similar materials and appearance where possible
 - metal roofing
 - Skylights to provide natural lighting
 - LED lighting to brighten interior
- Precast concrete restrooms

New Library Design



Break
Return by 3:30



The background of the slide features an aerial photograph of a city, likely Salt Lake City, with a prominent river and surrounding mountains. The image is partially obscured by a large green overlay that covers the top and left portions of the frame. Overlaid on the green area are several white, wavy, horizontal lines that sweep across the top of the slide. On the right side, there is a white diagonal band that serves as the background for the text.

The Five Dysfunctions of a Team

Lack of Commitment

The 5 Dysfunctions of a Team

The Symptoms

Lack of Commitment

- Ambiguity

Fear of Conflict

- Artificial Harmony

Absence of Trust

- Invulnerability

Fear of Conflict leads to Lack of Commitment

- *How does all of this relate to the next dysfunction, the lack of commitment?*
- *It's as simple as this. When people don't unload their opinions and feel like they've been listened to, they won't really get on board.*
- *By engaging in productive conflict and tapping into everyone's perspectives and opinions, a team can confidently commit and buy in to a decision knowing that they have benefited from everyone's ideas.*

Lack of Commitment

- *Why do teams lack commitment?*
- *Think of a time when you were working with a team and you didn't feel that you could commit fully to a team decision?*
- *Teams that commit to decisions and standards do so because they know how to embrace two separate but related concepts:*
 - *Buy-In*
 - *Clarity*

Buy-In

- *The achievement of honest emotional support*
- *Buy-In DOES NOT mean consensus*
 - *Why Not?*
 - *Consensus is not real. False consensus is not having the conflict. It's just nodding and moving on.*
 - *It's a natural inclination to try to get consensus, but not feasible*
 - *It's sought as a form of CYA or cover for analysis paralysis*
- *Buy-In is the ability to defy a lack of consensus.*
 - *What give a team the confidence to do this?*
 - *Their ability to engage in conflict*

Clarity

- *The removal of assumptions and ambiguity from the situation*
- *Even when a team masters the ability to “disagree and commit” they can still fail to commit*
- *Instead they make well-intentioned assumptions about what they’ve agreed to and end up creating confusion and frustration.*
- *Commitment can only occur if people are clear about what exactly they are committing to*

What is the Leader's Role in Helping the Team Achieve Commitment?

- *Solicit open dialogue and healthy conflict*
- *Don't place too high a premium on certainty or consensus*
- *Push for closure around issues*
- *Maintain established time constraints/schedules*
- *Discuss contingencies and "worst-case" scenarios*
- *Ultimately, make the decision*
- *Two Techniques*
 - *Commitment Clarification*
 - *Cascading Communication*

Commitment Clarification

- *Near the end of the discussion (or end of the meeting) ask, “What exactly have we decided here today?”*
- *List (verbally or in writing) all the decisions the group thinks it has made*
- *Make sure everyone the decision is what everyone thought it was when they committed.*
- *If not, dive back in until it is clear. Review the list again.*
- *The purpose of this technique is to ensure everyone leaves with no ambiguity about what they have agreed on*

Cascading Communication

- *Decide which of the commitments and agreements should be communicated to the rest of the organization.*
- *Within 24/48 hours of the meeting decision, every member of the team communicates the decisions to staff members or any other team he/she leads.*
- *This communication should be done in person/phone so people can have a chance to seek clarification*
- *This ensures that team members fully commit to agreements made during meetings and helps achieve alignment in the organization*

Rules of Engagement



A Team that Fails to Commit...

- Creates ambiguity among the team about direction and priorities
- Watches windows of opportunity close due to excessive analysis and unnecessary delay
- Breeds lack of confidence and fear of failure
- Revisits discussions and decisions again and again
- Encourages second-guessing among team members

A Team that Commits...

- Creates clarity around direction and priorities
- Aligns the entire team around common objectives
- Develops an ability to learn from mistakes
- Takes advantage of opportunities before competitors do
- Moves forward without hesitation
- Changes direction without hesitation or guilt
- *Moves forward with complete buy-in from every team member, even those who voted against the decisions. They leave the meeting confident that no one on the team is quietly harboring doubts about whether to support the actions agreed on.*

Practice Discussion

- *Monday is National Dog Day*
- *Should we sponsor a “Bring your dog to work day” on Monday?*



Wrap Up



Adjourn
Dinner at Cooper's – 5:30

