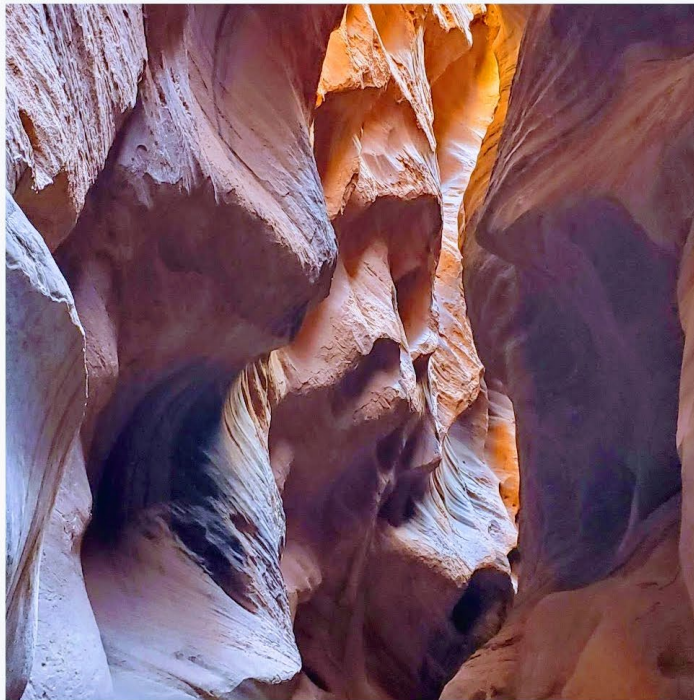
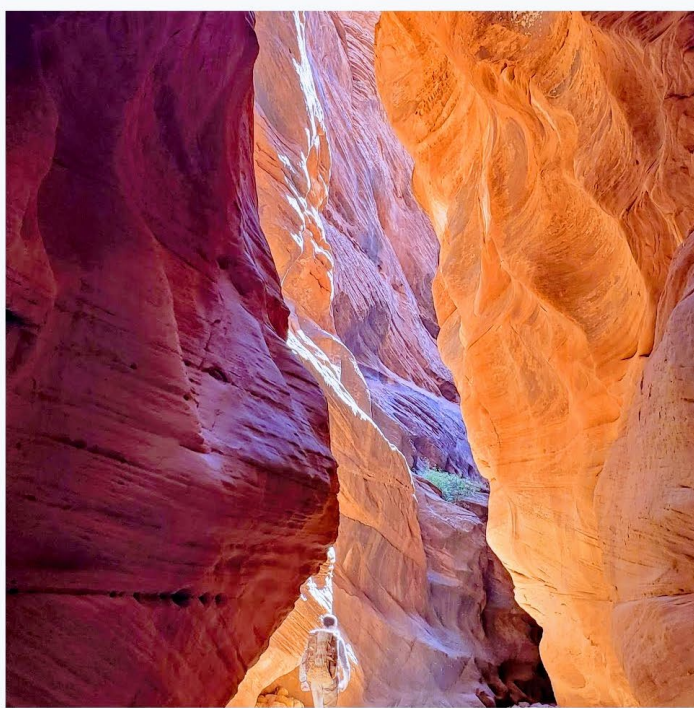


2021 Mid-Year Retreat

WiFi Network: WBWGuest

WiFi Password: conservewater (you'll need to open browser and accept terms)





Leadership Lessons

Fiscal Sustainability



Break
Return by 10:30



Code Enforcement 3.0



- *“Every system is perfectly designed to get the results it gets.” - Deming*
- *What are the best indicators of success?*
 - *NOV’s issued*
 - *Cases brought into compliance*
 - *High-profile properties resolved*
 - *No angry calls or emails to elected officials*



Code Enforcement 3.0 – Alternatives

RE/PE

The Feel-Good

It's Just Business

The Hit List

Simply Water



RE/PE:

Reactive Enforcement + Proactive Education

- *Goal – spend less time enforcing and more time educating*
- *Would use current ordinance / process, but issue NOVs only in response to complaints received*
 - *Could result in retaliatory / vindictive complaints*
 - *Tunnel vision or “blinders on” approach*
- *More emphasis on educating property and business owners*
 - *What the code requires / prohibits and why*
 - *Seek to foster positive “peer pressure” to improve properties*
 - *Allocate funding for grants to promote beautification on private property?*

The Feel-Good

- *Goal – assume the best of others and be as lenient as possible*
- *“Enforcement” takes on a new identity of promotion and advocacy*
 - *Still proactive with “boots on the ground” in the neighborhoods, but seeking to have positive in-person interactions to build groundswell of community pride and willingness to improve property*
 - *No more Notice of Violation (NOV) – replace with Request for Compliance*
 - *Add a step in the process for door knock / door hanger*
 - *Exercise more patience; assess fines as last resort*
 - *Promotion and advocacy would also involve other channels of communication*
- *Would require changes to ordinance*
- *Inherent risk and flaws with engaging in-person on private property*

It's Just Business

- *Goal – unapologetically and proactively enforce compliance*
- *Systematically and uniformly issue NOVs, **BUT WITH FOCUS***
 - *# of NOVs issued and cases brought into compliance become the key indicators of success*
 - *MUST identify top priorities (types of violations) to focus on*
 - *Don't sweat the small stuff*
- *Don't overreact when pushback comes*
 - *The process is designed with flexibility to provide the property owner with ample opportunity to come into compliance without a fine*

The Hit List

- *Goal – intense focus on the most visible problem properties to make a noticeable difference*
- *Identify the properties (not types of violations) that are the most egregious, and focus enforcement efforts on them until resolved*
 - *As properties come into compliance, others rise to the top of the list*
- *Other enforcement efforts would be reactive (in response to a complaint) and be secondary in priority*

Simply Water

- *Goal – focus efforts on the current water crisis*
- *Enact water conservation restrictions and use Code Enforcement personnel to help educate, remind, and enforce as necessary*
 - *Complaints about irresponsible watering have been coming in steadily*
- *Temporarily suspend other code enforcement actions*
 - *Take more time to study options for long-term revamp*

Which will hedgehog best?

RE/PE

The Feel-Good

*It's Just
Business*

The Hit List

Simply Water

Clearfield Hedgehog Evaluation Tool

Creating Places Where People Want to Be

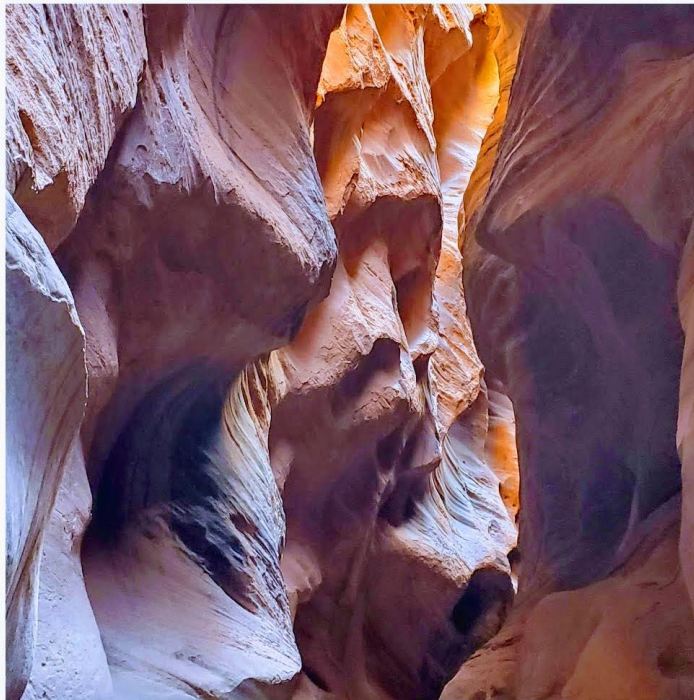
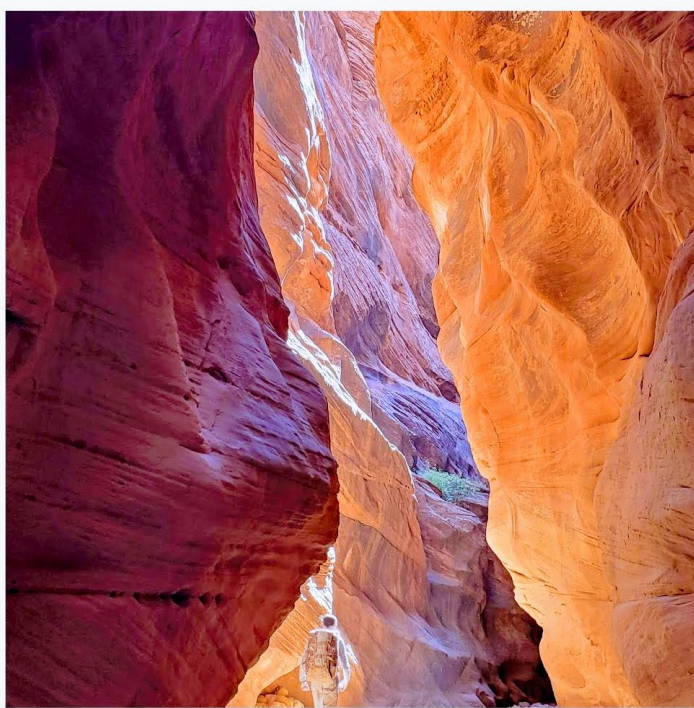
Criteria	High Value (3)	Mid Value (2)	Low Value (1)
1. Who benefits (how many)	The general public—all who live, work or play in Clearfield—benefit from this. For internal—all employees.	Many do benefit, while many do not.	Very few individuals or households (or employees, for internal) benefit.
2. Effectiveness	Objectives are defined and outcomes measured; this accomplishes the intended purpose.	Objectives are defined and outcomes measured only loosely, if at all. Even so, anecdotal / circumstantial evidence suggests at least moderate effectiveness.	No clear objectives or measured outcomes, and/or anecdotal / circumstantial evidence suggests ineffectiveness.
3. Tradition, rituals, and sacred cows	This is widely regarded as part of the fabric and identity of the community (or organization, for internal).	A segment of the community (or organization, for internal) is closely connected with this (sentimental attachment), but not a majority.	Few, if any, would consider this essential to Clearfield's identity (community or organization).
4. Cost vs benefit (return on investment)	Can quantify a high ROI; low cost to relatively high benefit.	Difficult to quantify, but subjectively a respectable ROI.	A low benefit for the cost; poor ROI.
5. Exposure mitigation or avoidance	This activity is fiscally prudent and minimizes or mitigates exposure, in terms of indirect cost or other risk.	Some consideration for avoiding or mitigating exposure; or the activity doesn't involve exposure.	This activity is not fiscally prudent and/or exposes the City to significant indirect cost or other risk.
6. Sustainability	• Sustainable financially; or • MUST be sustained (essential); or • Long-term impact is defined and there is commitment to prioritize over other items	Questionable whether it can or should be sustained over time.	Unlikely to be sustainable; or low willingness to sustain over time (not essential).
7. Need vs want	This helps to meet a compelling need of the community or organization.	While not a compelling need, this is desirable on a broad basis and a worthy use of discretionary resources.	Clearly not a need, and desirable only on a limited basis.
8. Absence test	If discontinued, there would be no reasonable substitute, nor could it be provided by another party.	A reasonable substitute is available, or others may be able to provide this, but with some disadvantage to the beneficiary.	This can easily be provided by others, or a logical substitute is available, with little disadvantage to the beneficiary.
Total = _____	18-24 = High Value (emphasize investment)	13-17 = Mid Value (likely to keep)	<13 = Low Value (carefully scrutinize)
Program Evaluator:	Program Evaluated:		Date:

HAFB / Falcon Hill Update



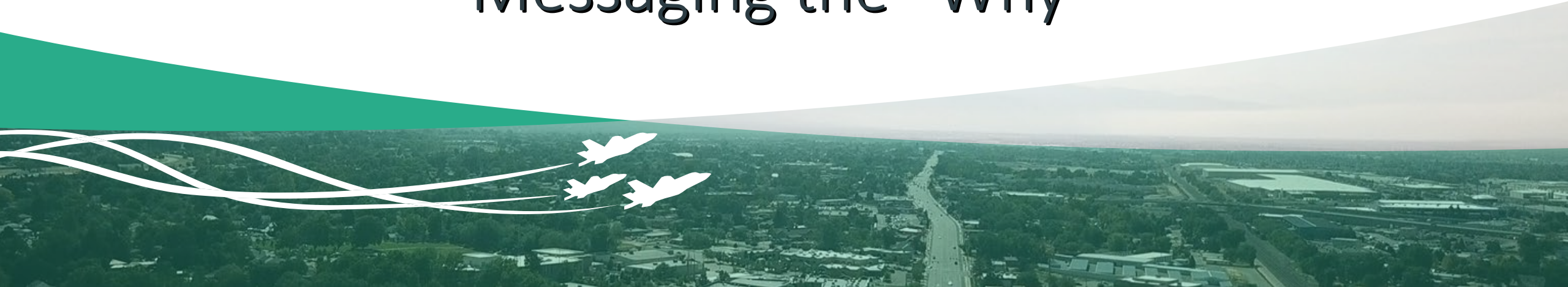
Lunch / Conservation Learning Garden Tour
Return no later than 1:00





Leadership Lessons

Downtown Redevelopment Messaging the “Why”



Situation Analysis – 4.5 Years in Communications

- *What a ride it has been.*

- *Methods Employed:*

PROMOTIONAL NEEDS: (CHECK ALL THAT APPLY)

☐ PRESS RELEASE
2-3 WEEKS PRIOR

☐ SOCIAL MEDIA
CAN HAVE MULTIPLE POSTS

☐ FLYER
2 WEEKS PRIOR

☐ POSTER

DEADLINE

☐☐☐☐

☐ INFO SHEET

☐ FACEBOOK EVENT
4-6 WEEKS BEFORE

☐ EVENTS CALENDAR
4-6 WEEKS BEFORE

☐ PAID ADVERTISING
1-2 WEEKS PRIOR

☐ CITY NEWSLETTER
TYPICALLY LAST WEEK OF MONTH

DEADLINE

☐☐☐☐☐

☐ UTILITY BILL INSERT
TYPICALLY LAST WEEK OF MONTH

☐ SIGNAGE

☐ CAFC MARQUEE

☐ CITY HALL TV
2 WEEKS PRIOR

☐ WEBSITE

DEADLINE

☐☐☐☐☐

☐ BLOG

☐ POSTCARD
MAILED 1 WEEK PRIOR

☐ EMAIL
2 WEEKS PRIOR

☐ TEXT MESSAGE

☐ BANNER

DEADLINE

☐☐☐☐☐





Downtown Redevelopment Messaging the “Why”

- *What are you hoping to achieve with more messaging, and who is the audience?*



Downtown Redevelopment Messaging the “Why”

- *What really is the “why?”*



Downtown Redevelopment Messaging the “Why”

- *How much are you willing to spend?*



Downtown Redevelopment Messaging the “Why”

- *What are the best strategies to accomplish the goal?*

Break
Return by 3:30



Current Development Projects



Conclusions, Adjustments, and Next Steps



Adjourn

