

Strategic Planning

To: CWC Board : April 4, 2022

The following memo was shared with the Executive/Budget/Audit Committee on March 21, 2022 - (Reference the 3.21.2022 EBA Minutes included in the Board packet)

MEMO: Distributed to EBA Committee: 3.16.2022

To: Executive Committee/Budget Finance Audit Committee

Chair: Chris Robinson

Co-Chair: Mayor Erin Mendenhall

Secretary/Treasurer: Mayor Jeff Silvestrini

From: Ralph Becker, Executive Director

Blake Perez, Deputy Director

Lindsey Nielsen, Associate Director

Kaye Mickelson, Administrator

The following recommendations come from the recently completed situational assessment by CGI - report accepted 3.7.2022 CWC Board Meeting.

A. Assessment of the Accord; Restatement and Recommitment of the Values and Principles from the Accord

Recommendation:

- Focusing on the more timeless values and principles of the Accord, separating these provisions from the more specific commitments detailed in the Accord, and adopting a restatement and recommitment to these values and principles.

Strategy:

- Continue public outreach
- Gather more information about specificity

Status:

- Public Comment process underway: 3.8.2022 until 3.22.2022 **(Public Comment raw data provided in 4.4.2022 Packet)**
- Ski Resort GM's being contacted for "specifics" **(see public comment document)**
- March 21, 2022 Executive Budget Audit Committee update **(3.21.2022 Minutes)**
- For adoption at April 4, 2022 CWC Board Meeting: Resolution 2022-15

B. Assessment of the Accord; Specific Commitments and Negotiated Actions

Recommendation:

- Recommend the CWC continue to focus efforts on advancing short-term projects and achievable success on discrete and immediate priorities without losing sight of the broad ambitions and interconnected nature of the Mountain Accord that will take a longer period of time and ongoing broad consensus-building efforts to achieve.

Strategy:

- Refine into Compact time)(**delay work on a Central Wasatch Compact at this time**).
- Create a matrix of action from Mtn Accord with specific action, status, and next steps (**Matrix included in 4.4.2022 packet for your review**).
- Continue annual short-term projects

Status:

- Potential work plan item for 2022/2023
- Review matrix of action: 4.4.2022 CWC Board Meeting
- Short term projects ongoing: to CWC Board May 2, 2022

C. Purpose of the Central Wasatch Commission

Recommendation:

- A core function of the CWC is to provide a forum for the the Central Wasatch Mountains to address multi-issue, cross-jurisdictional issues, proposals, and recommendations to collaborate on the balance of values and principles articulated in the Mountain Accord.
- **Mission and purpose statement example:** *The Central Wasatch Commission is an inter-governmental entity with jurisdictions in the Town of Alta, the Town of Brighton, Cottonwood Heights, Millcreek City, Park City, Salt Lake City, Sandy City, Summit County, with the Utah Transit Authority and Metropolitan District of Salt Lake and Sandy as ex-officio members. Building on the work of Mountain Accord, the Commission seeks to engage the public, build consensus, and coordinate the actions in the Central Wasatch Mountains. Engaging the multiple jurisdictions in the solutions for the Central Wasatch Mountains is an objective for CWC actions*

Strategy:

- At the direction of the Board, staff develops the new vision, mission, and purpose statement.
- Provide a forum for cross sectional and multi jurisdictional to discuss and address issues in the Central Wasatch.
- Engage the multiple jurisdictions (the State of Utah, Salt Lake County, U.S. Forest Service, etc.) in the solutions for the Central Wasatch Mountains is an objective for CWC actions. (What will work for each jurisdiction and what's the forum for it?)

Status:

- The CWC is succeeding and accomplishing its designated purpose by providing the forum it was designed to achieve. The CWC measure for success or failure is not the degree to which generational, landscape-scale actions delineated in the Accord have been fully implemented.

D. Governance Structure of the Central Wasatch Commission**Recommendation:**

- To continue the CWC structure, created by interlocal agreement, where the Commission is composed only of elected officials. There are non-elected, ex-officio representation. The CWC needs to settle on the way engagement occurs with the State of Utah and Salt Lake County.
- The CWC Board needs to define the roles for the Board, Executive Committee, Chair, and Stakeholders Council, and which decisions are made by each entity, plus, and how staff interact with each.

Strategy:

- The CWC should actively seek to improve involvement with the State of Utah, the U.S. Forest Service, Salt Lake County, and potentially other key governmental entities. The CWC should recruit and appoint state government formal relationships.
- Working with the Board, staff assigned to create a strategy for engaging with partner agencies.

Status:

- Pending approval and implementation.

E. Scope of Discretion and Authority Granted to Staff and Future Staffing Levels

Recommendation:

- CWC Commissioners should give direction for staff to analyze issues, formulate recommendations and build consensus around issues for the Central Wasatch Mountains.

Strategy:

- Commissioners will decide what it wants to receive from staff, including staff recommendations for action.
- Staffing levels depend on the objectives the CWC hopes to achieve going forward and will necessarily fluctuate from time-to-time to meet objectives and reflect CWC funding. **(Future Staffing Levels)**

Status:

- Board decision on staffing beginning July 1, 2022
- Pending objectives and budget

F. Majority Voting, Weighted Voting and Consensus Support

Recommendation:

- Recommend the CWC adopt a default standard of decision-making by majority vote. The CWC should retain a mechanism to trigger a consensus standard if determined by the Chair, Executive Committee, or by a majority of Commissioners.

Strategy:

- Proceed with action items as majority vote
- Chair or Executive Committee review types of action for approval
- List type of action on agenda (Majority or Consensus)

Status:

Executive (EBA) recommends a “default standard of consensus with a mechanism to shift to a majority vote” (3.21.2022 Minutes page 4). “If the EEVA believed an item required a majority vote, that would be noted on the CWC Board agenda”. (3.21.2022 Minutes page 5).

G. Frequency of Meetings

Recommendation:

- Recommend the CWC have quarterly meetings (rather than monthly meetings), and \the chair can elect to cancel regular meetings where a meeting is unnecessary or call a special meeting if needed.

Strategy:

- Begin a bimonthly meeting schedule in the new fiscal year. (Aug., Oct., Dec. 2022)(**EBA does not recommend quarterly meetings**).
- Executive, Budget, and Audit Committee (EBAC) meets monthly
- Dates in 2023 will be decided in Dec. 2022 by resolution
- Continue Board retreat in Nov. (**November 2022**)
- Consider a summer retreat

Status:

- The CWC Board must meet in April, May, and June for transition planning and completing budget FY 22/23
- Can begin bimonthly meeting in FY 22/23
- Reminder audit must be received by board by end of September 2022

H. CWC Representation and Engagement with External Entities

Recommendation:

- Encourage the CWC as an organization to seek opportunities to engage with individual CWC member jurisdictions and relevant non-CWC entities.

Strategy:

- Annual presentations, or more frequently as circumstances may warrant, to the legislative bodies of CWC member jurisdictions.
- Request regular formal presentation to CWC Commission meetings from the Forest Service, UDOT or other entities relevant to the ongoing work of the CWC.
- Chair and staff collaborate on who engages/participants in different meetings, events, and other interests.
- Staff develops a list of jurisdictions, various state departments, etc. on who to engage and level of interest
- Participating by formal invitation or informally in relevant boards and commissions

Status:

- Ongoing
- Develop future schedule for guest updates for board meetings

I. CWC Funding

Recommendation:

- Most commissioners were comfortable with their current contribution levels and indicated that the ongoing work of the CWC justified the financial commitment.
- Recommend the CWC continue to seek external funding to support short-term projects and other initiatives

Strategy:

- Review Mtn. Accord white paper on funding
- Determine if board would like to create a 501(c)3 subsidiary of the CWC

Status:

- Ongoing
- A robust but non comprehensive list of potential funding sources is provided in the CGI report
- Develop plan to pursue various funding sources

J. Stakeholders Council

Recommendation:

- The role of the Stakeholders Council should 1) create its own agenda and priorities and 2) receive direction from the CWC Commissioners for input and feedback. The Stakeholders Council is a valuable CWC forum to review proposals and develop solutions and should continue to provide this resource. The Stakeholders Council can take initiative to review topics and develop recommendations to the CWC that are priorities of Stakeholders Council members.

Strategy:

- The CWC could provide resources to train leadership of the Stakeholders Council to ensure meetings are run efficiently and disruptive topics are given fair consideration without compromising the effectiveness of the Stakeholders Council.
- Review and update the Rules and Procedures of the Stakeholders Council.
- The relationship between the CWC Board and Stakeholders Council would benefit from clarifying a process for consideration of topics the Stakeholders Council takes up.
- Standing agenda item for SHC Co-chairs

Status:

- As part of the CWC 2022-23 implementation, budget will be provided for Stakeholder Council leadership training, and a clarification of the role of the Council.
- SHC will develop work plans, strategies, and committees at the April 20th 2022 meeting.

