

SPECIAL CITY COUNCIL WORK MEETING
JANUARY 24, 2014

The City Council had a special work meeting on Friday, January 24, 2014, at 8:54 a.m. in the Brian Head Public Safety Building, 535 S. Vasel Rd., Brian Head, Utah.

MEMBERS PRESENT: Mayor Maile Wilson; Councilmembers: Ro Adams, John Black, Paul Cozzens, Don Marchant, Fred Rowley.

STAFF PRESENT: City Manager Rick Holman; City Attorney Paul Bittmenn; City Recorder Renon Savage.

OTHERS PRESENT: Pat Keehley, Jennifer Sorenson, Weslie Durtschi and Tracie Sullivan.

WELCOME: Mayor thanked everyone for coming to Brian Head.

REVIEW AGENDA: Pat Keehley reviewed the agenda; this is a general road map for the day. The nerf balls are to keep you on track and keep each other on track.

Ice Breaker: The ice breaker is to help you get out of your comfort zone. You don't start living until you get out of your comfort zone. We will do this to get you out of your seats. Everyone participating picked a question to answer.

Rowley – who has the most pairs of shoes? I know Don has 6 pair of shoes. Rick based on my experience it will be a female. Pat – the highest # for a man was in Chicago and he had 125. Maile – I have a nice selection color coded by style. Mayor – who has read the most interesting book? Paul Cozzens. Cozzens – Fountain Head it was a good book. Marchant – I think it is Fred. Fred – I read about the legend of salt. True brochette cheese is made by feeding pigs the leavings of your parmesan. Cozzens – who has the oldest car? I see a truck that says I use the sticker to find my car, I think it is Don. Marchant – it is a 1996. Marchant – Who can run the farthest without a break? It's not Ron, Fred runs a lot. Fred – I walk I don't jog. Marchant – either the mayor or Rick. Rick – who has the oldest computer? Not Paul. I will say Ron. Ron – I have a TRS 80, I don't use it but I have one. Ron – who has traveled the farthest south in the world? Paul. Paul – Australia. Fred – I have been to South Africa. John – Who has traveled the furthest North? Rick was born in Alaska, Don has been to Norway. Paul – who has done the most dare devil act? John Black. Cozzens – I ran a D7 cat when I was 11 and I popped it and slid to the bottom of a hill.

Ground Rules, Roles & Responsibilities: Pat - you can't be offended by nerfs. I learned years ago it is impossible to keep groups together without you helping me keep things on track. This is your meeting, what ground rules would you like?

Pat – as a facilitator I am completely neutral and will not take sides. Marchant – you direct and even subtly. Pat – to keep you focused and on track. It is your time I just want to organize it. If you ask my opinion I will give it. This is your meeting, what ground rules would you like? Rick – there are policy makers and staff: Elected officials determine policy and staff acting on those

policies. Staff has a day to day working knowledge of what they are doing and elected officials get contacted by community members with certain focus and hopefully the Council will support staff as well. Pat – Staff is implementers, elected officials set policies and hear the public. Adams – collect data from all sources. Black – are we talking just today? Pat – no, both today and in the future. Black – today staff and elected officials should give ideas and input equally. Fred – Renon said she is not supposed to talk, I think she can today. Marchant – they have historical perspective. Cozzens – staff and elected all come from different background and experiences and we can draw on experiences. Marchant – the idea to complement each other from the standpoint of an idea, we tried and it didn't work, but did we try this way. Staff looks at it as putting in practice, we hear from the public and want something to happen and they want us to make it happen. Someone wants a mac center and we get a lot of responses. Jason tells us it is not possible for a period of time, we can put it on the back burner and let it build. Input from the public is important. Pat – at what point does the Council get involved in the day to day implementation? Black – we have a good example on the ice rink with staff, council and private. We all wanted the same thing but approached from different avenues, we bring the vision together. Rowley – our job as supervisors should never happen, we set policies but should not walk in and give direct instruction. Do we talk to Rick or the Mayor, who do we run our stuff through that is not clear in my mind. Marchant – for me it is who is in their office. With department heads I go to Rick, he is in charge of managing the city; I don't think it is wise for me to go to the department heads when he has received instruction from Rick. Rick – that works because if you go through the city manager and Fred goes to the department head then we have a problem. I have seen most of you come to the city manager and he can go to the direct person and I can give feedback. Mayor – that is how we are structured, the department head should not have to try and figure out whom to listen to, it puts them in a tight spot and conflicts with their job and interferes with productivity. Fred – we talk to people in the community and hear their concerns and input and at that point we bring it to Rick and he channels it where it needs to go. Marchant – I might want to talk with Chief Allinson. Paul – an elected cannot get all information from one source, Rick may explain something different than I look at it or Kit looks at it. Fred – we ride in the truck with Russ at the Airport and see things and then bring it to Rick. Mayor – there is a difference in asking questions and telling them what to do. Black – you can offer suggestions with your experience, if that happens I copy Rick in an email so he knows the discussion. Rick – I don't have a problem with those observations, but if it is a frequent and changing operation that is where it crosses the line and creates confusion. Rowley – what about the Mayor, in Santa Clara the Mayor was half city manager so I would give direct instructions. How does that work with the Mayor to give direction to department heads, should it still run through Rick? Paul – I have seen it work both ways. Marchant – we have had city managers in the past that were like dictators.

Mayor – Rick and I work well with each other, if there is an issue we work together. If it is a public community concern it depends on what it relates to. Marchant – you are the face of the City not recognizing that it is a figure head, but it is still the direction it needs to go. Rick – because all 6 of you will be approached by the public and much will be operational, that is for me, but if policy the Mayor coordinates that process. Marchant – I have a good relationship with Russ at the Airport and we communicate often. Ryan is taking a more active role in that aspect as well, but usually after Russ and I have talked. He likes to keep the Airport Advisory Board involved and he likes keeping Ryan involved and if it is policy he brings it to me to bring to the

Council. Cozzens – I appreciate us learning our roles, but I want department heads to learn their roles as well and not make decisions that should be made by the Council. Rick – Paul is very good at telling us if it is not our responsibility and keeps us in check.

Pat – operational issues are funneled to Rick. Policy issues get funneled to the Mayor. We have caution that the council does not direct a supervisor and the staff does not make policy.

Rowley – John knows a lot of things about parks where does that lay if it is a suggestion? Black – that is when I let Rick know that I have had a discussion with staff. Rick – John is good at doing that, I hope there is an opportunity to talk with the department heads and staff and if it is not their direction set down and talk together. Rowley – the employee gets in a pinch because if the Council tells them something and they don't do it they may think their job could be in jeopardy. Mayor – it is how it is communicated and the tone. Cozzens – if it is an emergency we need to have exceptions. Paul – I think there are times council wants feedback from staff. Last year they shut down Cedar Middle School and it was important to communicate that to the Council. Cozzens – Rick is good to communicate that to us. Marchant – the Chief will contact Rick and Rick will let us know. Rick – in Cedar City it is great because Councilmembers are known by employees, and sometimes employees bypass the chain of command we would like that to be followed. I think the Council should listen to them but then ask them to follow the chain of command.

Pat – we need to be clear on roles and responsibilities, but it is a ground rule to respect and adhere to the roles. Mayor – that goes way beyond today. Pat – the ULC&T Roles and responsibilities is a great resource, you also have ordinances. Rick – the discussion today is clearer than the ordinance. It gives roles of City Manager, Council and Mayor. Rick – I will not be offended if someone constructively criticizes me. Pat – a ground rule that it is ok to offer ideas on how to improve. Mayor – go to the person and address the person and not create a contentious environment.

A summary of the Roles and Responsibilities is as follows:

Staff	Elected Officials
Implementers	Consider and pass policies
Provide ideas and input	Listen to the public
Provide historical perspective on programs and policies	Collect data from all sources
Change operations to improve	Receive ideas and input from staff
Provide information upon request	Complement each other's backgrounds
Do not make policy	Don not contact staff directly, unless an emergency
Present research and information to the Council	Forward operational issues to the City Manager
Offer and receive friendly suggestions and feedback	Offer and receive friendly suggestions and feedback
Respect the chain of command, except in emergencies	Respect the chain of command, except in emergencies.

OVERVIEW OF STRATEGIC PLANNING: Pat – this is a process that will be mapped out. Many groups have a lot of data and takes several days. The timeline is the retreat today, February we will meet with department heads, March and April we will have public meetings, in May do a second retreat and have some final decisions on the mission and goals and June it will have a final publication. Rick – we talked about going to the Home Builders, Realtors and service groups. Marchant – if we don't identify and invite people don't get the word that we want them to give input. Mayor – it will be good to do both. Marchant – we can do both together. We need to invite service clubs, public, home builders, university, school board, chamber, downtown alliance to all be involved. Communicate and let people know we are interested in hearing. Pat – there are advantages and disadvantages to all of you being there when we meet with these groups. It tends to distract if all of you are there. You are relying on each other. Marchant – I flavor things that I participate in a different way.

What is in a strategic plan – vision, goals, objectives, mission statement, measures, values, organizational.

Rowley - constraints/limitations or are they assumed? Pat – that is a part of the process. Mayor – that is a good place to get staff involved on the constraints.

Pat – I found a few strategic plans I liked, Fayetteville, North Carolina is one I liked. At the top is a Vision and Mission Statement, then Goals, Performance Measures and Action agenda. Up the side is Shared Values.

Phases1 staff and citizen input; strategic plan; plan development and review and implementation. They did a citizen survey; sometimes the council won't meet until they have collected data. You could do that in the timeline. Marchant – how effective are surveys? Pat – they are useless unless you plan to use them. Black – there is always questions on the validity. Pat – that is addressed if you use a good sample. Rick – we did a survey 20 years ago and had people walk the city and go door to door. Rowley – at times we react to things that one person wants. Pat – there are always surprises. It is important to work beyond the 6 months, the publication is important to the community. You use this to improve. The goal should be solid, but to update should be done every 2 to 3 years. It is a living document. On the measure side, the outcome you won't see big changes for 12-18 months, review them like crime rates, review them every quarter.

Durham, North Carolina and the City of Washington produce nice documents. They want a strong & diverse economy, safe & secure community; thriving and livable neighborhoods, well managed City. Mission is to provide quality services to make Durham a great place to live, work and play. The vision Durham is a leading city in providing excellent and sustainable quality of life.

Washington City they have it on their web and did one in 2008 and in 2012.

Rick – one of the descriptions is we are looking well beyond next budget session, maybe beyond 5 years, looking down the road. Rowley – it is like a road map, we have goals for this so we need to go down this road.

Pat – we have the vision and the resources and goals are aligned in that direction. What happens if you don't have goals then you have leaking in many different direction. We want to focus the direction; this is the hardest part for politicians. Once we get our goals we figure out the budget to make decisions. There will be tough decisions. Black – we need to look not just at the budget but at all resources. As we brainstorm goals we will park the action items because we are talking about the future.

Time Horizon – what is our guideline, 35 years, 50 years? Marchant – long term with intermittent stops, we want to see things happen. Cozzens – we can liken it to our water, we are looking at the west desert filings and but we have steps to take. Marchant – it is like climbing a ladder, establish it on a firm foundation and when we get to the top we want to take items with us. Rick – let's plan out until 2050.

Vision – Ford took a year to set their vision. The participants put words on sticky note that they think would be part of the vision. Key words that came out are: safety, opportunity, innovative, quality (clean, orderly, jobs, family), fun, family stimulating, resourceful, prepared, water.

The Mayor & Fred would work together to write the draft vision using the words.

Rick – the mission statement is why we exist. Pat – it is about today, where we are now. Words to include are reliable, courteous, heritage, efficient, innovative. Citizens and visitors, well designed, fiscally sound, delivers essential services reliability and efficiently, service and volunteerism is a priority/asset.

Rick came up with the following draft: Cedar City is committed to building on our rich heritage and is dedicated to providing innovative, efficient, fiscally sound and courteous service to our citizens and visitors.

Values – integrity, volunteerism, respect, pride (parks, arts, citizens), business friendly.

Pat - You want to capture 80% of your work in a mission statement. Rowley – you look back at our heritage and what was accomplished many years ago and we want to continue on with those things.

Rick read the current mission statement. There are overlaps.

STRENGTHS & WEAKNESSES (historic): Strengths, weaknesses, opportunities & threats (SWOT) exercise. They were split in two groups, on group working on strengths and weaknesses, the other group working on opportunities and threats.

Strengths	Weaknesses
Transportation	Old infrastructure – roads
Railway	Extended annexation declaration area
Geography	Workforce population – don't have work base companies think we should have

Community assets, SUU, SWATC & ICSD	Economic base in terms of level of pay
Community togetherness	Economic downturn
Work ethic	Lack of diversity in decision making
Climate – 4 seasons	Good ole boy power cartels
Conservative financially	Restricted involvement
Commercial & industrial base	Code enforcement
Festivals and events	Water situation
Historic downtown	Beautification of lots and structures
Updated master plans	Underground utility locations are in employee heads instead of on paper
Essential service delivery	
Quality of life	
Educational environmental	

Opportunities	Threats
Location	Financial
Industry business community	Unmanaged growth
SUU	Water
Citizens	Natural disaster
Recreation	Infrastructure problems
Tourism	Environment
Expanding events	Crime
Quality of life	Fire
Growth opportunity	Outside threats (I-15)
Economic development opportunity	Air quality
Business friendly	Economic
Innovative	Social challenges & unrest

Overlaps – water is a weakness and a threat. Infrastructure weakness and threat; Economic base weakness and threats; festivals/tourism strength and opportunity; geography/location strength and opportunity; industry is strength and opportunity.

Imagine if you are here in 2050, we are celebrating because we have been working at the plan for many years, someone walks up to you and says over the years what did you do to capitalize on the strengthen, overcome weakness, build on opportunities and minimize or prepare for the threats.

Rowley – we developed water from new resources and developed/implemented plans to conserve water, worked with developers to make properties available for new clean industries. Rick – grew concentrically, delivering services in a concentric method is less expensive to tax payers, and we didn't allow growth a mile away. Rowley – managed, built underground utilities to make them robust. Rick – updated infrastructure. Rowley – created fun activities. Rick – protected our airport and our citizens. Cozzens – kept taxes at bay by being fiscally responsible and developed emergency preparedness plans for all contingencies. Rowley – became a premier

tourist destination in the intermountain west. Cozzens – developed private/public partnerships that allowed the free market to work without a burden on taxpayers. Rowley – library thriving, well developed and contiguous trail system throughout the city, we planted trees. Marchant – city wide beautification. Rick – honored sustainability. Rowley – we have a new south interchange. Shakespeare & Arts facility visited by millions and added a visitor center at the mouth of the canyon. Black – developed a citywide information and history trail system. Marchant – have an international airport. Rowley – stayed on the cutting edge of technology. Marchant – Aquatic & Heritage center making money. Adams – home rentals, long & short term stay and adapted to economic changes. Rowley – energy efficient construction. Rick – completed the Coal Creek flood control channel.

We need to clarify, classify and combine. Each participant was given dots to identify their top priorities. At the end of each bullet is the number of votes received.

Cozzens – water is key, but we need to figure out how to pay for it also and plan for that.

- Brought water in and (planned) to pay for it. Conserve water/Coal Creek recharge & develop relationship (7)
- City wide beautification, plant trees and clean up vacant land & trails (2)
- Concentric city growth managed the economy – good planning – economic changes – south interchange, new industries (5)
- Tourism – Shakespeare & Arts & visitor center – premier tourist destination (5)
- Taxes at bay/paid bonds and have reserves/fiscally responsible (6)
- Used technology responsibility (0)
- Infrastructure – utilities/airport (3)
- Community Services – aquatic, ice rink, fun activities, public/private partnerships, library growth (1)
- Develop emergency plan (3)

Categories

- Resources
- Tourism
- Growth
- Fiscal responsibility

If we imagined a web page we could have the four categories as tabs for more information. The participants were paired up and came up with the information for each category.

Fiscal Responsibility

1. Responsible stewards of public funds
 - a. Priority for necessary improvements
 - b. Debt retirement
 - c. Continue to balance the budget

Rick – we don't have an option, we have to have a balanced budget. Conservative.

Resources

1. Water conservation efforts & education
2. Continued new acquisition of water
3. Continue to foster relationships with water purveyors (CICWCD)
4. Continue with your own water system in cooperation with but not limited to CICWCD.

Rick – are there other issues?

Tourism

By using our natural and created resources we will...

- Create a tourism master plan
- Identifying critical tourist areas
- Create a welcoming, friendly environment for tourists
- Create a unified effort among diversified attractions to encourage a complete visitor package
- Coordinate with Iron County Tourism board, and hotel & restaurant owners to provide incentive packages
- Improve entrance signs
- Involve citizen groups in creating a friendly atmosphere for tourists

Marchant - we see the friendly or not friendly in hotels, restaurant, Aquatic Center or areas that the public transacts business. The hotels should be well trained in how to accommodate their guests. Sometimes even in our groups we should do training.

Add/consider train on manners or customer service. Rick – how much of this will the City be doing versus Iron County Tourism and Convention for hotel/motels. Marchant – it is a good question; we have so many groups, Shakespeare, Hotel/Motels, restaurants, etc. Rick – if we make it too detailed are we accepting more of the responsibility for which we don't have when we have a tourism bureau and hotel/motel association? Marchant – have them develop training among the groups. Rowley – we are the de facto of tourists. Rick – if we have too much detail we will have so many comments that we can't handle it. We may initiate getting the Hotel/Motel and Tourism Bureau together. Black – facilitate a tourism master plan and nothing else and see what comes out of the public meetings. The entrance signs can go to the Parking Lot.

Encourage well Managed Growth & Economic Development

Promote quality employment and economic opportunities

- Seek businesses that increase Iron County wages
- Recruit business that retain the quality of resources (low or non-pollutants, low water users, natural resources)

Encourage wise land use planning

- Promote a concentric growth pattern (consider changing the word concentric)
- Effectively use updated planning tools (general plan, master plans, etc.)

Rick & Don will work on a final draft of the mission statement.

Cedar City is dedicated to building on our rich heritage by being responsible stewards of Cedar City's assets and services and acting with integrity in fulfilling our responsibilities to our fellow citizens and treat our neighbors and visitors with dignity and respect

Parking Lot

Citizen survey

Airport/helicopter issues

Entrance signs

Pat – how are you all feeling? Black – it won't amount to a hill of beans if we don't continue to work on it. Marchant – do you fine tune it, or where does it go from now. Rick – there is value in having everyone participate in these; is there value in having a common editor to put it in similar structure without 4 or 5 authors.

REVIEW NEXT STEPS AND PARKING LOT ISSUES: Who, What, When.

Draft version – Maile & Rick by Jan 31st

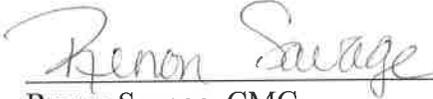
Set up public meetings - Maile & Rick

Edit drafts of goals - Maile & Rick

Finalize mission – Rick & Don by Jan 22nd

Cozzens – what if we have Upper Limits come to the City Council and give an update.
Marchant – it is a better setting in the Airport Board meeting.

ADJOURN: Councilmember Black moved to adjourn at 4:06 p.m.; second by Councilmember Adams; vote unanimous.



Renon Savage, CMC
Cedar City Recorder

