

CLEARFIELD CITY COUNCIL MEETING MINUTES
6:00 P.M. WORK SESSION
August 18, 2020

City Building
55 South State Street
Clearfield City, Utah

The meeting was held electronically via Zoom Meeting address:

Zoom Meeting
<https://us02web.zoom.us/j/85461683774>
Meeting ID: 854 6168 3774

PRESIDING VIA
ZOOM MEETING:

Mark Shepherd Mayor

PRESENT VIA
ZOOM MEETING:

Kent Bush Councilmember
Nike Peterson Councilmember
Vern Phipps Councilmember
Tim Roper Councilmember
Karece Thompson Councilmember

STAFF PRESENT
VIA ZOOM MEETING:

JJ Allen City Manager
Summer Palmer Assistant City Manager
Stuart Williams City Attorney
Kelly Bennett Police Chief
Adam Favero Public Works Director
Eric Howes Community Services Director
Curtis Dickson Community Services Deputy Dir.
Spencer Brimley Community Development Director
Rich Knapp Finance Manager
Trevor Cahoon Communications Coordinator
Nancy Dean City Recorder
Wendy Page Deputy Recorder

Mayor Shepherd called the meeting to order at 6:02 p.m.

DISCUSSION ON CITY PRIORITIES

JJ Allen, City Manager, stated the Council held a retreat on February 7, 2020 and a majority of the time was spent discussing the hedgehog concept. He mentioned the allegory of the fox and the hedgehog was discussed along with the following three intersecting circles:

- What are you deeply passionate about?
- What can you be the best at?

- What drives your resource engine?

Mr. Allen noted it was decided the City's hedgehog concept was to be "creating a place where people want to be." He indicated the current discussion would be spent discussing more about the what.

He asked staff and Council to participate in an exercise of writing the first three ideas that came to mind when they thought about creating a place where people wanted to be. The following ideas were shared and discussed:

- Gatherings
- Plaza/Event
- Safe
- Inclusive
- Community
- Informed
- Customer Service
- Beautiful
- Walkable
- Connections
- Responsive to needs of residents
- Enjoyable
- Supportive
- Connectivity
- Community
- Fun Activities
- Variety (something for everyone)
- Basic Necessities (water, electricity, etc.)
- Consistent
- Enduring
- Friendly
- Welcoming
- Adaptable
- Differentiated
- Destination
- Transparent/Open

Mr. Allen mentioned many of the ideas shared were adjectives or intangible. He asked for the group to share ideas that existed in the community that were tangible. The following ideas were shared about tangible things that already existed in the City that contributed to creating a place where people want to be:

- Low crime rates
- Pickleball complex
- Downtown planning
- Welcoming
- Parks

- Recreation programs
- Resources (domestic violence, housing, and grant funding opportunities)
- Community Events
- Fourth of July
- Diverse housing
- Inclusiveness
- Customer Service Center
- Form Based Code
- Civic Center
- North Steed Pond and Park
- Trails
- Clearfield Aquatic and Fitness Center
- Pop Up Events
- Communication/Marketing and Engagement
- Arts (band, choir, plays)
- Schools – Clearfield High School
- Job Corp
- Leadership
- Commissions (Planning Commission, Parks and Recreation Commission, Youth Commission)
- Volunteers
- Mabey Pond

Mr. Allen pointed out those specifics and the intangibles listed were considered the “sacred cows” and would be good to keep at the center or heart of what made Clearfield a great place to be. He stated having those ideas in context would be important as the group began considering which programs or amenities should be eliminated.

He reminded the group of the homework assignment given in the staff report. He asked the group to share what criteria should be used when considering whether or not to do something such as continue a program or provide a service. The following criteria were shared:

- Necessary government function
- Benefit to residents (social, financial) Mr. Allen felt it would need to be quantified in some way.
- Demand / tradition / sacred cow / rituals
- Cost / benefit (return on investment)
- Services for general welfare (what if it was absent?)
- Consistency / flexibility
- Needs versus wants
- Reduce burden that allows better focus
- Does it help the target demographic
- Effectiveness
- Efficiency
- Why (purpose)

- Resource accountability
- High value versus low value activities
- Sustainability

Summer Palmer, Assistant City Manager, stated the City valued those things that created a place where people wanted to be. She shared the following equation that could help bring quantification to what was valued:



Ms. Palmer mentioned the formula could be used to help determine the things with lower values and higher values. Mayor Shepherd pointed out the formula was great from a business standpoint but it might not be the best fit for measurement for a municipality. He mentioned the City might want to break things down into good, better, best categories. There was a discussion about how the criteria list or formula or categories could be helpful in determining how to better use the City’s efforts and resources to improve its programs or services.

Councilmember Peterson recommended all the different services or programs could be categorized in separate groupings and then the best fitting criteria could be used within that set of services or programs for evaluation. Stuart Williams, City Attorney, mentioned using a silo method might be easier to evaluate things, but it might not work because as a City it would be important to find balance between multiple services with limited resources available.

Mr. Allen expressed his opinion there should be some formality used to help make decisions. He mentioned the meeting would not allow adequate time to fully analyze the ideas brought forward and it could take months if not years to complete such a task. He noted the City would not be able to focus on the hedgehog unless it removed those things which were not as important. He wondered if a committee should be formed with a few executive staff and government officials to help with further analysis.

Councilmember Thompson suggested as the criteria was reviewed it would be important to make sure exclusiveness was not an unintended consequence. Ms. Palmer added many criteria should be used to evaluate each activity not just the financial impacts so it did not become exclusionary. There was a discussion about how to move forward and consider which programs or activities the City should eliminate or modify so it could better focus on its hedgehog.

Councilmember Peterson commented there were other things to consider during the evaluation process if a program or service ranked lower in value that were tied to the emotional level which could help in the ranking.

- Does this meet the need of the underserved population?
- Was this something that could be done regionally?
- Was this something that related to the core values?
- What would the impacts be if the City stopped doing this?

Mr. Allen stated the evaluation process would not be easy. Mayor Shepherd agreed it would be like eating an elephant. He wondered if the process of review and evaluation of City programs and services would begin with the Council or at the staff level. There was a discussion on how to best begin the analysis of City programs.

Mayor Shepherd recommended each department start by making lists and analyzing things to determine what should be cut and then after the review recommendations could be made to the Council. There was a discussion about staff beginning the analysis and then providing a recommendation to the Council based on the time and resources available or offering suggestions if there was another option that could provide the same effect which was more efficient or cost saving.

Mayor Shepherd stated the process and analysis would help the City learn what it was good at and allow more focus on creating a place where people wanted to be. Mr. Allen commented the approach of having the department heads begin the process would be good. He expressed his opinion a list of fifteen criteria might be too many so perhaps it could be narrowed.

Mayor Shepherd recommended a committee, as suggested earlier, could help with narrowing the criteria and categorizing things. Mr. Allen pointed out the Community Services Department was in the process of doing something similar with its programs and would be sharing recommendations with the Parks and Recreation Commission at an upcoming meeting. He indicated he could work closely with each department head and determine the relevant criteria for that particular department. Mayor Shepherd expressed his trust in staff to get things started in the right direction. There was a discussion about understanding the vision and putting the resources of the City towards those things that would help in creating a place where people wanted to be.

Mayor Shepherd asked which members of the Council would be willing to participate on the committee. Councilmembers Bush and Phipps committed to serve on the committee.

Mr. Allen stated September 1, 2020 had been planned as a third retreat type discussion; but he did not feel holding it so quickly would give sufficient time to have the criteria narrowed and department analyses completed. Mayor Shepherd expressed his opinion mid-October would be a good goal to have the criteria narrowed and begin discussions during work sessions on any of the recommendations from departments.

Mayor Shepherd announced next week's meeting on August 25, 2020 would be live rather than a Zoom meeting. He mentioned the public could either attend in person or watch on Facebook

Live meetings would still allow individuals not coming in person the opportunity to comment on any public hearing item by using the forms on the City's website prior to the meeting.

Nancy Dean, City Recorder, mentioned accommodations could be made for any members of the Council that wished to attend remotely rather than in person. She reminded the Council of the tour planned for Thursday, August 20, 2020 at 11:00 a.m. of the Wasatch Integrated Davis Materials Recovery Facility.

Councilmember Thompson moved to adjourn at 7:59 p.m., seconded by Councilmember Bush. The motion carried upon the following vote: Voting AYE – Councilmember Bush, Peterson, Phipps, Roper, and Thompson. Voting NO – None.

**APPROVED AND ADOPTED
This 8th day of September, 2020**

/s/Mark R. Shepherd, Mayor

ATTEST:

/s/Nancy R. Dean, City Recorder

I hereby certify that the foregoing represents a true, accurate, and complete record of the Clearfield City Council meeting held Tuesday, August 18, 2020.

/s/Nancy R. Dean, City Recorder