

CLEARFIELD CITY COUNCIL MEETING MINUTES
6:00 P.M. WORK SESSION
February 7, 2020

Warehouse 22
1055 West Hwy 193 Unit 6
Syracuse, Utah 84075

PRESIDING:	Mark Shepherd	Mayor
PRESENT:	Kent Bush	Councilmember
	Nike Peterson	Councilmember
	Vern Phipps	Councilmember
	Tim Roper	Councilmember
	Karece Thompson	Councilmember
STAFF PRESENT:	JJ Allen	City Manager
	Summer Palmer	Assistant City Manager
	Stuart Williams	City Attorney
	Kelly Bennett	Police Chief
	Devin Rogers	Police Assistant Chief
	Adam Favero	Public Works Director
	Brayden Felix	City Engineer / PW Deputy 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

Mayor Shepherd called the meeting to order at 8:00 a.m.

TRAINING, STRATEGIC PLANNING, AND PRIORITY REVIEW

Clearfield's Breakthrough, Productivity, and the Hedgehog

JJ Allen, City Manager, explained the intent for the meeting was to discuss and identify the Council's vision for Clearfield's future. He expressed his opinion that it felt like the City was on the verge of breaking out of its past into a remarkable future. Mr. Allen referenced the book *Good to Great* by Jim Collins and explained some of the discussion points for the day would be taken from the book.

Summer Palmer, Assistant City Manager, shared an experience where she was asked what Clearfield was doing to create the redevelopment of its State Street corridor. She commented about how it had taken years of effort to prepare the right environment for the transformation.

Councilmember Peterson commented the change began over a decade ago with an intentional effort to move the City in a different direction. Mayor Shepherd expressed his opinion that success was based on the effort to plan for the future and not as much for the current conditions with the understanding that the result of the effort might not be seen for years. Councilmember Peterson added how important it was to the process to be able to make decisions that might be unpopular, but being willing to stay the course.

Mr. Allen explained Mr. Collin's description of a flywheel beginning to build momentum and attracting key players to support the process. The flywheel's success breeds support and commitment, which breeds even greater success, which breeds greater support. Mr. Collin's concept states, "Whereas in business, the key driver in the flywheel is the link between financial success and capital resources, I'd like to suggest that a key link in the social sectors is brand reputation – built upon tangible results and emotional share of heart – so that potential supporters believe not only in your mission, but in your capacity to deliver on that mission." Mr. Allen asked what Clearfield's breakthrough looked like to the members of the Council. The following comments were shared:

- When the vision was recognized by broader community and Clearfield became a destination.
- When businesses want to locate in Clearfield without needing an incentive.
- When the transient nature of the City shifted because people chose to stay and be a part of the community.
- When there was a beautiful, attractive downtown area.
- When Clearfield was recognized as a leader in emerging industries and technologies.

Mr. Allen introduced the core value focus for 2020 would be productivity. He asked the members of the Council how they saw productivity. The following comments were shared:

- Measurable progress.
- Deliverables that met goals with close attention to what the benchmarking would be for the organization's overall goal.
- Efficient use of the limited resources – possibly stopping some things that weren't critical to the overall goal.
- Establishing the relationship between resources used and results achieved.
- Efficiency versus effectiveness – just because something was efficient might not mean it was effective.
- Using resources to the satisfaction of the stakeholders.

Mr. Allen informed the Council that the department heads held a retreat in January. He stated different books tied to productivity were assigned to be read by different department heads and then those books were discussed. He explained the common thread of the reading and the ensuing discussion was that productivity was not necessarily about doing more; it was really about focusing the organization's efforts on the right things. Mr. Allen commented the City Council had previously identified areas of focus that were prioritized and placed on a Trello board for tracking. He indicated there had been discussion by staff and members of the Council on how the results were being measured and followed. He stated as department heads worked to find a better way there began to be a focus on Mr. Collin's book and its introduction of the Hedgehog Concept.

Eric Howes, Community Services Director, introduced the Hedgehog Concept to the Council. He stated the premise of Mr. Collin's Hedgehog Concept was based on a Greek story about a fox and a hedgehog. The story identified a fox with all the advantages of beauty and speed and a hedgehog that was not very smart and slow to move. He stated the hedgehog did one thing very well and that was protecting itself from predators by circling into a ball. The goal of the fox was to get the hedgehog and so the fox made a plan, but as he executed his plan he realized he wasn't quick enough and failed. Isaiah Berlin, author, suggested the theory was that people were either foxes or hedgehogs. Foxes pursue many ends at the same time and see the world in all its complexities, scattered or diffused moving on many levels, never integrating their thinking into one overall concept of vision. Hedgehogs simplify a complex world into a single organizing idea, a basic principle or concept that unifies everything. It doesn't matter how complex the world, a hedgehog deduces all challenges and dilemmas into one simple idea; anything that does not hold to the hedgehog idea holds no relevance. The Hedgehog Concept was stated as the fox knowing many things but the hedgehog knowing one big thing.

Mr. Allen shared Mr. Collin's description of the Hedgehog Concept as having three intersecting circles:

- What you are passionate about?
- What you can be the best in the world at?
- What drives your economic engine? In a social organization the third circle shifts from an economic engine to a resource engine described as "How can we develop a sustainable resource engine to deliver superior performance relative to our mission?"

He suggested the hedgehog moment was when the intersection of the circles for the organization were identified. He stated the rest of the meeting would be used to talk about the three intersecting circles for Clearfield City.

Mr. Allen asked the Council and staff what they were passionate about. The following comments were shared:

- Residents' quality of life
- Clearfield rising
- Image and perception
- The future
- Doing nothing – improving processes so there was more time to focus on the hedgehog
- Updating infrastructure
- Having and keeping a well-trained and professional staff
- Developing a strong team to fulfil the overall goals
- Consistency
- Part of a healthy/productive team that was not complacent
- Continuing to learn and gain perspective/learning
- Engaging the community
- Finding a better way
- Providing opportunities
- Making things better
- Customer experience

- Controlled and thoughtful improvement
- Safety
- Ownership

There was a discussion about not being complacent, having enough time and resources to be innovative, being proactive, and internal assessment of where the investments needed to be made. Ms. Palmer explained the definition of passion as something one was willing to suffer for. She asked how the items identified displayed passion. There was a discussion about why the items listed were believed to be about passion. Councilmember Peterson added she was passionate about taking risks that were deeply uncomfortable if they created the best possible future for the residents of Clearfield. She expressed her desire to change the perception of Clearfield City. Mayor Shepherd stated he cared about people and his passion was to create a place where they wanted to be. He wanted people to love Clearfield. Councilmember Roper added the vision was so important to the members of the Council because they lived in the City and it was family to them and they wanted to make it the best possible place to be. Ms. Palmer suggested one of the reasons why the Council and staff were so passionate about the image of Clearfield was because they knew the people who lived there and their challenges and triumphs. She added we want to provide the best experience possible for the residents. The Council agreed.

The Council took a break at 10:00 a.m.

The meeting resumed at 10:16 a.m.

Mr. Allen asked the Council and staff what they felt the City could really be the best at. The following comments were shared:

- Creating life experiences for transient stakeholders (residents and businesses)
- Community involvement, engagement, customer experience
- Being better than other cities
- Making every dollar enhance the community's experience
- Best at being a temporary city
- Community investment
- Creating that place through vision
- Community engagement
- Adaptability
- Creating a cohesive team
- Communal and municipal symbiosis – working well with everyone involved in the community for the community
- Creating opportunities
- Creating a culture
- Taking care of the seemingly small stuff
- Creating a feeling of home
- Inclusiveness and responsiveness

Councilmember Thompson commented he associated upward mobility with providing opportunities. He expressed a desire to hold on to affordability in the future so that there would still be opportunities available for future generations creating long term viability for the City.

Ms. Palmer suggested it might be difficult to be the best at providing opportunities when the City was competing with other cities that had more resources and capital. There was a discussion about what types of opportunities were within the control of the City and how to communicate that to stakeholders. There was a discussion about community engagement and how to measure it. Mr. Allen commented Mr. Collin's book suggested that in the social sector the measurement was much more qualitative than quantitative as seen in business. He suggested it might be helpful to make a determination about who or what the City should be compared to. There was a discussion about where the comparison should be centered. It was suggested that the more specific the City was about the "who" and/or "what" of the comparison, the more it would be willing to invest in being the best. Mr. Allen commented the "who" might change depending on the service being provided. Spencer Brimley, Community Development Director, stated the City could determine what the best looked like for any given service and then work toward achieving that without comparing itself to other communities.

Mr. Allen asked the Council and staff what they felt drove the resource engine of the City. The following comments were shared:

- Decisions of the City Council and application by staff
- Population
- Demographic
- Attractiveness
- Stability
- Stakeholders' attitudes toward the City
- Availability of resources
- People
- Community programs
- Maintaining the status quo along with the desire for the bright and shiny
- Desire and its inconsistency and incompatibility
- Aesthetics and its role in people's perceptions
- Social involvement
- Capacity to intentionally change and/or adapt
- Political will to manage the resources at the City's disposal

Mayor Shepherd left the meeting at 11:35 a.m.

Mr. Allen commented that some of the drivers for the resource engine mentioned were intangible. He explained the hope was that at the end of the day the intersection of all three circles would become clear. Councilmember Peterson expressed her opinion that the driver was more of an outcome of the other two circles. There was a discussion about how the residents, businesses, taxes, and time were all drivers for the City's resource engine and how each impacted the specific demographic in Clearfield.

The Council took a break for lunch at 12:00 p.m.

The meeting resumed at 1:05 p.m.

Department Breakout Sessions

Mayor Shepherd and members of the City Council were given the opportunity to meet individually with departments to ask questions, discuss topics of concern, and hear more about strategic efforts for 2020.

Mayor Shepherd returned to the meeting at 2:00 p.m.

The Council took a break at 2:15 p.m.

The meeting resumed at 2:32 p.m.

Three Intersecting Circles and the Strategic Objectives

Mr. Allen referred to Jim Collin's book and shared, "The critical step in the Hedgehog Concept is to determine how best to connect all three circles, so that they reinforce each other. You must be able to answer the question, how does focusing on what we can do best tie directly to our resource engine, and how does our resource engine directly reinforce what we can do best? And you must be right."

There was a discussion about the intersection of the three circles and what the City could be best at in the future. Mayor Shepherd commented it was easy to determine what individuals were passionate about but he struggled with determining what "we" as a City were passionate about. He added the passion would need to show in everything the City did. Councilmember Bush asked if the passion could change over time. Stuart Williams, City Attorney, commented passion could evolve over time.

Mr. Allen suggested there was a lot of traction during the earlier discussions about people fueling the City's passion. He added that what the City seemed to be best at was providing opportunities for community involvement. Ms. Palmer expressed her opinion that collectively the Council and staff seemed to be most passionate about creating places people wanted to be. She commented that each individual had a different role in that passion. Mayor Shepherd suggested the passion was to create a "place" not necessarily "places." Mr. Allen added he liked how the word "place" was adaptable to whatever the role was. There was a discussion about how that passion reached every aspect of the community and the role of each department. It was also discussed about how the "want" invigorated the passion. There was a discussion about the resource engine for the passion and what drove it.

Mr. Allen asked if there were resources that detracted from the City's hedgehog. Ms. Palmer purposed the City would want to distance itself from those types of resources. Mr. Allen suggested an example might be whether to continue using City resources to administer the CDBG program. He continued the program might be consistent with the hedgehog or it might

not be and a discussion would need to take place later in the year to make that determination. Ms. Palmer expressed her opinion it was important to bring the focus back to what made the City effective and efficient and were some of the current processes in place only because they had always been done that way. Councilmember Peterson added it was important to get the best outcome for every dollar spent because of the City's limited resources. She suggested if one of the interests was improving productivity there were budget implications right up front because the best way to accomplish the hedgehog might have a significant dollar amount attached to it. She commented it was not her intent to discourage that kind of innovation but merely acknowledge the need to make those investments when necessary to prioritize accomplishing the passion. There was a discussion about how the process might be seen as an evolution rather than an immediate overhaul. Mr. Allen stated the concept had significant implications to the City's budget process. He suggested it was important to view every budget line through the lens of creating a place where people want to be.

Mr. Allen asked if everyone was comfortable with the City's hedgehog being "creating a place where people want to be" and could the City be the best at that. There was a discussion about other key components that might be considered but the conclusion was the best option was "creating a place where people want to be." Mr. Allen mentioned that each department would be measuring different things as they worked to support the concept and communicate the progress to the Council. He suggested the results might be more qualitative than quantitative in some cases. There was a discussion about communicating the hedgehog concept to the community and how important it was to be the first and key source for that message.

Conclusions, Adjustments, and Next Steps

Mr. Allen asked what adjustments were warranted regarding staffing, financial resources, and what processes should be stopped or evolved. Councilmember Peterson suggested each department assess what was negatively affecting productivity and making it hard to focus on the City's hedgehog; then determine what the next step was to create greater focus. She commented that as an elected official focusing on the hedgehog would change her interaction with residents and what things warranted her time and energy.

Mr. Allen commented that there might need to be adjustments made to the priority lists on the Trello board with focus on the City's hedgehog. He also suggested it would likely take months for individual departments to analyze processes effectively based on the hedgehog. There was discussion with the department heads about how they might use the concept to improve processes and interactions that could help to engage the community at a higher level and how the hedgehog changed the City's message to the community.

Mr. Allen expressed his appreciation to the Council for its participation and direction. He stated that staff would take the concept and look at everything it did through that lens and adjust its focus as necessary.

The meeting adjourned at 4:35 p.m.

APPROVED AND ADOPTED
This 9th day of June, 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 Friday, February 7, 2020.

/s/Nancy R. Dean, City Recorder