

**MINUTES OF THE UTAH LEAGUE OF CITIES & TOWNS  
BOARD OF DIRECTORS MEETING**

Utah Local Governments Trust

55 US-89

North Salt Lake, Utah 84054

Monday October 15, 2018

9:00 AM

CONDUCTING: ULCT Board of Directors President John Pike

**EXECUTIVE BOARD PRESENT**

Mayor John Pike, President, St. George

Mike Mendenhall, 1<sup>st</sup> Vice President, Spanish Fork

Mike Caldwell, 2nd Vice President, Ogden

Council Member Beth Holbrook, Bountiful

**BOARD OF DIRECTORS PRESENT**

Jewel Allen, Grantsville

Richard Barnett, Richfield

Andy Beerman, Park City

Damon Cann, North Logan

Don Christensen, West Valley City

John Christensen, Mayfield

Brett Graham, Holladay

Michelle Kaufusi, Provo

Nicole Martin, Herriman

Erin Mendenhall, Salt Lake City

Emily Niehaus, Moab

Jeff Silvestrini, Millcreek

Dustin White, Roosevelt

**ULCT STAFF PRESENT**

Cameron Diehl, Executive Director

Nick Jarvis, Chief Operating Officer

Susan Wood, Director of Communication and Training

Abby Bolic, Operations Coordinator

David Church, General Counsel

Rachel Otto, Director of Government Affairs

Meg Ryan, Manager-Land Use Academy of Utah

Roger Tew, Senior Policy Advisor

Brandon Smith, Legislative Research Analyst

Karson Eilers, Legislative Research Analyst

1 John Hiskey, Senior Policy Advisor

2

3 Visitors: Steve Fairbanks – Past Board Member, Scott Riding, Nick Starn, Kyrene Gibb, Steve  
4 Fairbanks, Justin Smart, Wendy Hansen, Mike Applegarth, Ron Mortinson

5

6 WELCOME AND INTRODUCTIONS

7

8 ULCT President John Pike called the meeting to order and welcomed all to the meeting. He  
9 excused Maile Edwards – Cedar City, Dawn Ramsey – South Jordan, Jim Talbot – Farmington,  
10 Len Arave – North Salt Lake, and Gary Hill – UCMA

11

12 BOARD MEMBER EXPECTATIONS

13

14 Cameron Diehl thanked the members of the Board of Directors for their willingness to serve. He  
15 indicated the Board had 21 members representing 248 cities and 1,380 elected officials. He  
16 explained League staff would keep its focus on legislative advocacy, training, and the  
17 underlining communication platform. He encouraged the members of the Board to review the  
18 memo regarding the takeaways from the April Board Retreat in St. George.

19

20 Cameron mentioned other organizations similar to the ULCT throughout the Country were  
21 experiencing similar issues with explaining and articulating the role of local government. He  
22 commented it was a critical message that needed to be heard. He also reviewed the Local  
23 Government Principle Prism, the structure of ULCT, the role of the Executive Board, and the  
24 duties of the Board of Directors.

25

26 Cameron asked the members of the Board to report League business to the member cities within  
27 each geographic region in an effort to establish confidence that they are represented at the  
28 League and to create a two way dialogue about legislative priorities. He added there was a need  
29 for volunteers for a convention site selection committee, a communications rapid response ad  
30 hoc group, a subgroup to work with Penna Powers on rebooting the local control message,  
31 members willing to testify at the capitol, and a subgroup on potential amicus briefs. He stated an  
32 email would be sent to Board members asking for volunteers to participate in the various  
33 opportunities.

34

35 Nicole Martin expressed the need to coordinate and manage messages about local control and  
36 local government in general as well as managing who the spokespeople were for the messages.

37

38 REVIEW AND APPROVAL OF THE MINUTES

39

40 The Board reviewed the minutes from the August 20, 2018 ULCT Board of Directors meeting.  
41 Nick Jarvis mentioned a change had been made to the minutes to indicate Damon Cann  
42 represented North Logan rather than North Ogden and Kent North Logan was removed.

43

44 ***Mike Caldwell moved to approve the minutes from the August 20, 2018 ULCT Board of***  
45 ***Directors meeting as amended. The motion was seconded by Damon Cann. The vote was***  
46 ***unanimous. The motion carried.***

1  
2 CONFLICT OF INTEREST DISCLOSURE

3  
4 No disclosure of potential conflict of interest was presented.

5  
6 Jon Pike, President, directed members of the Board to the Annual Conflict of Interest Disclosure  
7 in the packet and asked them to fill them out and return them to Nick Jarvis.

8  
9 ULCT BOARD AND COMMISSION REPORTS

10  
11 Cameron Diehl explained ULCT had representation on twenty-five boards and commissions  
12 across the State. He stated the Board made final approval of nominations to serve on those  
13 boards and commissions. He indicated Brandon Smith was coordinating the two-way  
14 communication between the Board and those serving on boards and commissions. No action was  
15 required at the meeting.

16  
17 ULCT BOARD AND COMMISSION APPOINTMENTS

18  
19 There were no board or commission appointments.

20  
21 Beth Holbrook explained she served on the Utility Facility Review Board which was a subset of  
22 the Public Service Commission. She stated that particular board dealt with legislation and  
23 lawsuits between local government and Rocky Mountain Power. She reported there had been a  
24 resolution on a lawsuit that had been in process for a couple of years regarding the relocation of a  
25 transmission line easement that affected Summit and Wasatch counties. She continued the  
26 transmission line easement was moved slightly and paid for by the private property owner.

27  
28 ULCT BOARD OF DIRECTORS VACANCY

29  
30 Mike Caldwell reported Dean Baker from Naples resigned from the Board. He thanked him for  
31 his service.

32  
33 ***Mike Caldwell moved to appoint Dustin White from Roosevelt to fill the vacancy through***  
34 ***September 2019. The motion was seconded by Nicole Martin. The vote was unanimous. The***  
35 ***motion carried.***

36  
37 ULCT PERSONNEL

38  
39 Cameron Diehl explained that as a result of the restructuring of staff positions last year, the  
40 position of Director of Research and Technology previously held by Nick Jarvis had been left  
41 vacant. He proposed to replace the position with a Director of Policy in an effort to make ULCT  
42 more proactive on legislation with a greater emphasis on policy. He commented the proposal  
43 might require a budget amendment by the Board at its meeting in December.

44  
45 Erin Mendenhall encouraged staff to be cognizant of recruiting diversity. Cameron assured the  
46 Board that was a priority for staff and detailed past efforts to seek diversity.

1  
2 REVIEW AND APPROVAL OF CHECK REGISTER

3  
4 Nick Jarvis presented the check register report. He explained the process for review. Jon Pike  
5 asked if the late fee issue had been addressed. Nick reported the issue had been addressed and  
6 automatic payments were established to avoid any future issues.  
7

8 ***Damon Cann moved to approve the September 2018 check register as presented. The motion***  
9 ***was seconded by Andy Beerman. The vote was unanimous. The motion carried.***

10  
11 FY 2018 YEAR-END FINANCIAL REPORT

12  
13 Nick Jarvis presented the FY 2018 Year-end Financial Report. He reported at the end of FY  
14 2018 revenues outpaced expenditures by just over \$500,000. He explained staff had made a  
15 significant effort to be conservative with expenditures. Cameron Diehl commented the financials  
16 had been incomplete in the past but that practice was changed with significant help from other  
17 staff members. He added staff also wanted to be conservative in an effort to cover the costs  
18 associated with remodeling the ULCT offices. Nick also reported the budget included interest  
19 income resulting from the League revenues being invested in the PTIF (Public Treasurers  
20 Investment Fund). He reported the League was in a sound fiscal position as it moved into the  
21 new fiscal year.  
22

23 Damon Cann asked if the Municipal Finance Authority (MFA) coop funds were gone. Nick  
24 reported the funds were gone. Dave Church reported on the status and dissolution of the MFA  
25 coops. Jon Pike expressed appreciation for the efforts of the current staff to resolve past  
26 discrepancies and issues.  
27

28 ***Jewell Allen moved to approve the FY 2018 Year-End Financial Report as presented. The***  
29 ***motion was seconded by Richard Barnett. The vote was unanimous. The motion carried.***

30  
31 PUBLIC OPINION AND MESSAGING SURVEY – Y2 ANALYSIS (WFRC)

32  
33 Cameron Diehl reported the League, in conjunction with the Salt Lake Chamber of Commerce  
34 and Wasatch Front Regional Council, contracted with Y2 Analytics for research and analysis  
35 regarding public opinion on population growth and the current housing crisis.  
36

37 Scott Riding, Y2 Analytics, reported the study looked for major differences by areas and types of  
38 cities regarding housing issues and the public’s perceptions. He stated, in general, the  
39 recommendations were the same regardless of the size of the city. He stated the study was a  
40 three-phase research project that looked at historical data for themes; took that research to focus  
41 groups to better understand voter expectations, motivations, and fears regarding growth in their  
42 communities; and, conducted a scientific survey of over 2,000 voters across nine highest growth  
43 counties to quantify awareness and understanding, and to test preferences for various housing  
44 options by community. He reported the details of the survey were provided to the Board in its  
45 agenda packet.  
46

1 Scott defined the priorities for the discussion as the following:

- 2 • The current state of trust in local government
- 3 • Perceptions of local growth and its consequences
- 4 • Moving the needle of public opinion

5

6 The following results were identified (Local elected officials were defined as mayors and city  
7 council members.):

- 8 • Local elected officials were seen relatively favorably.
- 9 • Local elected officials were seen as best responsible and trusted for planning long term  
10 needs of communities.
- 11 • Local elected officials were seen as most responsible and trusted for communicating with  
12 the public.
- 13 • Local elected officials were seen as most responsible and trusted for researching local  
14 views.
- 15 • Local elected officials were seen as most responsible and trusted for ensuring necessary  
16 infrastructure was in place.
- 17 • Local elected officials were see as most responsible and trusted for looking out for  
18 community interests.
- 19 • The current housing marketing conditions were blamed primarily on real estate or  
20 housing developers in Utah and then the government in the city or town where the  
21 respondent lived.
- 22 • Issues surrounding growth were a top priority for respondents, most particularly housing  
23 affordability.
- 24 • There was a perception that current population growth in Utah came from people moving  
25 in from out-of-state rather than from children and grandchildren settling in the local  
26 communities.
- 27 • There was a perception that the respondents don't have a meaningful say in the way their  
28 community was growing and developing.
- 29 • There was a perception that increased traffic and congestion always accompany growth  
30 and development in communities.
- 31 • There was a perception that crime rates increased with growth in the community.
- 32 • Infrastructure issues and broken promises were the most damaging communications that  
33 undermined trust in local elected officials.
- 34 • The current housing crisis and having children and grandchildren being able to afford a  
35 decent place to live in the community were the most persuasive arguments for local  
36 control of growth.

37

38 Scott mentioned the voters appeared to support the League's position that local elected officials  
39 had primary responsibility for planning communities. He cautioned that voters would hold local  
40 elected officials more responsible for perceived failures because of that trust. He reported the  
41 perception that local elected officials should lead planning efforts was common across all types  
42 of communities. He commented proactive communication was key and would be required to  
43 address the housing crisis.

44

1 Scott indicated the survey tested housing attributes that appealed to the respondents such as  
2 housing types, number of new occupants, proximity to amenities, mixed use features, approval  
3 process, transportation access, density, location in the community, and infrastructure  
4 accommodations. He stated the survey indicated the top components were type of housing,  
5 ownership, transportation, and mixed use.  
6

7 Nicole Martin expressed concern that people have great concerns about density and then have no  
8 interest in hearing the rest of the story. Scott suggested substance did matter but the optics  
9 mattered as well. He stated there were types of developments that made sense when coupled with  
10 proactive communication. He offered access to tools that would assist communities in using the  
11 data as they planned for new development.  
12

13 Andy Beerman expressed appreciation for the data but suggested it was only half of the equation.  
14 He suggested there still needed to be some data found that addressed how the housing crisis  
15 occurred. Cameron Diehl commented effort was being made to identify the causes. He agreed  
16 there was an incomplete narrative and those false assumptions were driving the course. Erin  
17 Mendenhall commented there had been talk of high impact fees affecting development. She  
18 expressed appreciation for the survey data that identified infrastructure as a concern for voters.  
19 She encouraged a mindful approach to the real costs of future development when local  
20 government can't afford to pay for the new infrastructure needed. Cameron commented that  
21 point would be brought up at LPC with a request for participation in a survey asking for  
22 feedback so a consensus could be determined.  
23

#### 24 ULCT REBOOTING LOCAL CONTROL 25

26 Cameron Diehl stated the League supported local control which meant that the government  
27 closest to the people governed best. He indicated the word "control" had become a negative term  
28 so there was a need to analyze how the League could signal a collaborative tone. He reported  
29 Penna Powers was asked to look for a new strategic messaging framework that would reboot  
30 local control while providing communication tools that could be used at the Legislature.  
31

32 Justin Smart, Penna Powers, explained the discussion would include words that could be used by  
33 League members in the policy space so as to be perceived differently while providing leverage.  
34 He stated it was important to reinforce the message that League members were trusted, equal  
35 partners in the policy arena while highlighting the need for decision-making to reside at the  
36 appropriate level and for policy outcomes that benefitted their respective constituencies.  
37

38 Justin presented a proposed messaging framework to be specifically used in the policy arena.  
39 The proposed Policy Pillars follow:

- 40 • Respect for Roles – all levels of government need to recognize each level has a role to  
41 play.
- 42 • Collaborative Approach – displays a willingness to come to the table.
- 43 • Focus on Outcomes – signal the League is focused on outcomes.  
44

1 Beth Holbrook was curious about the order of the pillars. She commented respect could be  
2 offered but it didn't mean it would be reciprocated. Justin commented the order was based on the  
3 concept that each level of government had a role to play.

4  
5 Justin presented a prism that would guide decisions and assist in communicating with residents.  
6 He suggested it would not be a big adjustment rather a retooling. The proposed Policy Pillars  
7 Prism follows:

- 8 • What problem is the bill trying to solve?
- 9 • Is the bill a "one size fits all approach?"
- 10 • Does the bill empower or restrict the ability of mayors and council members to govern?
- 11 • Does the bill have a financial impact on local government?

12  
13 There were general comments about the concept proposing a fair message while emphasizing  
14 how League members were an extension of their residents. There was a discussion about further  
15 clarifying some of the points in the prism to add clarity. Cameron reviewed the prism previously  
16 used by ULCT staff in evaluating bills and how it was used at the Legislature.

17  
18 Justin presented language that might be used to convey the League's message as follows:

- 19 • As elected officials at every level work to find positive outcomes for our residents, we  
20 must demonstrate respect for everyone's roles.
- 21 • Whether elected officials at all levels of government find themselves on the same side or  
22 opposing sides of an issue, we must pursue a collaborative approach to finalizing any  
23 decision.
- 24 • We will be successful as we focus on quality outcomes.

25  
26 Justin presented modular hashtags that might give purpose to drawing threads through  
27 conversations and reinforcing concepts. There was a discussion on the use of hashtags and what  
28 hashtags might reach the most people. It was suggested that there was a need to simplify the  
29 message portrayed through hashtags.

30  
31 Justin recommended the following moving forward:

- 32 • Shift from the umbrella of "local control" to three Policy Pillars: Respect. Collaboration.  
33 Outcomes.
- 34 • Link the Policy Pillars to the evaluative Prism developed ahead of the 2019 Legislative  
35 Session.
- 36 • Widely incorporate the Policy Pillars into written and spoken communications (speaking  
37 engagements, city/county newsletters, "Message from the Mayor," etc.)
- 38 • Implement a modular hashtag approach on social media to reinforce ULCT's tagline and  
39 the Policy Pillars as needed.
- 40 • Establish an ongoing dialogue with State officials.
- 41 • Seek and accommodate opportunities to promote win-win scenarios in the public view,  
42 where local and State elected officials can be seen working together for community  
43 benefit.
- 44 • Share data as appropriate from citizen surveys, community inputs (EMS, service  
45 providers, other operations), etc. with your counterparts at other levels.

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Jon Pike asked the Board to review the information so it could be revisited at the December meeting.

BALLOT PROPOSITIONS UPDATE

Jon Pike commented the ballot propositions update would be addressed during LPC.

CLOSED SESSION (if needed)

There was no need for a closed session.

OTHER BUSINESS

There was no other business to come before the Board.

***Mike Caldwell moved to adjourn at 11:50 a.m. The motion was seconded by Beth Holbrook. The vote was unanimous.***