

UTAH LEAGUE OF CITIES & TOWNS
BOARD OF DIRECTORS MEETING
 ISLANDS BALLROOM AT THE LIVING PLANET AQUARIUM, 12033 LONE PEAK PARKWAY, DRAPER, UT 84020 & VIA ZOOM
 MONDAY, OCTOBER, 2019 @ 11:30 - 4:00 PM
 (TIMES ARE APPROXIMATE)

- ❖ *Orientation for New Board Members (Optional) – Cameron Diehl, Executive Director & Nick Jarvis, Chief Operating Officer* *11:30 AM*
- ❖ *Buffet Lunch Available* *11:50 AM*

- 1. **Welcome and Introductions – Council Member Mike Mendenhall, ULCT President** **12:00 PM**
- 2. **Conflict of Interest Disclosure – Council Member Mike Mendenhall, ULCT President** **12:05 PM**
 - ACTION: Disclosure of any potential conflict of interest with agenda items
 - HANDOUT: None
- 3. **Tentative Calendar of 2019-2020 Meetings – Cameron Diehl, Executive Director** **12:06 PM**
 - ACTION: Review and approval of schedule of meetings
 - HANDOUT: [Tentative Calendar of 2019-2020 Meetings](#)
- 4. **ULCT Board & Commission Reports & Appointments – Abby Bolic, Operations & Membership Coordinator** **12:08 PM**
 - ACTION: Quality Growth Commission Appointment
 - HANDOUT: None
- 5. **Advocacy, Engagement, & Outreach Update – Cameron Diehl, Executive Director** **12:12 PM**
 - Tax Task Force Update
 - Gubernatorial Election Engagement
 - Officer Outreach Plan
 - ACTION: For information and discussion
 - HANDOUT: None
- 6. **ULCT Strategic Planning & Visioning Effort– Cameron Diehl, Executive Director & Facilitator John Park, CEO, John Park Consulting Services** **12:20 PM**
 - ACTION: For engaged discussion & planning
 - HANDOUTS: [Strategic Visioning Process Outline](#)
[Introduction to the ULCT Strategic Visioning Effort 2019](#)
[Summary Results from 2019 Strategic Survey](#)
[April 24, 2019 Memo: Basic ULCT Operating Revenue & Expenditures](#)
[ULCT Conference Budgets](#)
[ULCT Strategic Visioning Effort 2019 - Issues Affecting Current Strategy](#)
[ULCT Staff "Four Square"](#)

Previous documents related to strategic planning:
[Mission Statement, Core Values, and Strategic goals \(updated 2000\)](#)
[June 18, 2018 Memo: Takeaways from April board retreat in St. George](#)
- 7. **Adjourn** **4:00 PM**

Next Meeting: Monday, November 18, 2019



ULCT Board of Directors Meeting Schedule 2019 - 2020

*All meetings will be held at noon at the ULCT Offices unless held
in conjunction with other events or otherwise indicated.
Scheduled meetings may be canceled if appropriate*

Monday, October 7, 2019 - Lincoln Center

Monday, November 18, 2019

Monday, December 16, 2019

in conjunction with LPC & approval of annual audit

Wednesday, January 29, 2020 – Utah State Capitol

in conjunction with Local Officials Day at the Legislature

Monday, March 30, 2020

Discussion of budget priorities

Wednesday April 24, 2020 – St. George, UT

in conjunction with the ULCT Midyear Conference

Monday, May 18, 2020

Consideration of Tentative Budget (via Zoom)

Monday, June 15, 2020

Approval of FY 2021 Budget/public hearing

Monday, August 17, 2020

Wednesday, September 23, 2020 – Salt Palace

in conjunction with ULCT Annual Convention

MAKING LIFE BETTER





ULCT Board of Directors Strategic Planning & Visioning Effort to October 7, 2019

- 1 Introduction and review of strategic process- John Park
- 2 Review of strategic efforts (handout) taken previously (10 minutes) – Cameron Diehl
 - a Mission Vision
 - Goal discussion from previous meetings
 - Brief review of revenues, expenditures, and conferences

Issues affecting Current Legislative Approach (10 minutes)

 - a Legislative advocacy becoming a year-round issue. -Cameron and Rachel
 - Appropriate change leadership philosophy and style. John Park

Staff efforts to this point to focus on league priorities. (5 minutes)

 - a Have/Don't Have -Want/Don't want model.
 - Discussion on tracking progress – Action Strategy software
- 5 Introduction of existing priorities and discussion, are they still relevant? – President Mike Mendenhall, Immediate Past President Jon Pike, and league staff
 - a Review of 2019 strategic survey
 - Legislative advocacy
 - Review the pillars: respect, collaborate, outcomes, #citieswork
 - Training, education, conferences
 - Salt Palace
 - Communications
 - Internal to members, external to stakeholders, external to public
6. Strategic planning session. Led by Cameron Diehl and John Park
 - a. Have/Don't Have -Want/Don't want discussion
 - b. Priorities goals.
 - c. Discussion on resources needed to meet goals.
 - d. Reprioritizes goals if needed

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7. Discussion of four major efforts. (time permitting) Cameron Diehl
 - a. Legislative priorities: topics, principles, and political capital at the capitol
 - b. Making league legislative process more efficient (LPC, caucuses, resolutions, engaging the League Army)
 - c. Salt Palace next steps (and other events)
 - d. Dealing with affiliate groups
 - i. Police
 - ii. Fire
 - iii. RDA group
 - iv. Building Officials

8. Strategic Execution
 - a. Creating SMART goals – **S**pecific, **M**easurable, **A**ttainable, **R**elevant and **T**ime bound.
 - b. Real time updates for Executive team and staff.
 - c. Plan Review meeting

9. Next Steps



TO: ULCT Board of Directors
FROM: Cameron Diehl, Executive Director
DATE: October 7, 2019
SUBJECT: Introduction to the ULCT Strategic Visioning Effort 2019

On behalf of the ULCT staff, we are excited for the board to further develop a strategic vision for the league. We want to articulate why we do what we do and align our board and staff actions with our mission. We are a membership driven organization and, per our April 2018 retreat, we are focused on our three primary categories of advocacy, training (conferences), and communication.

Since that 2018 effort, we have sought to root our advocacy in principles of local government, mutual respect, collaboration, and shared outcomes, improve the focus of our conferences and trainings, foster partnerships for additional training resources, and enhance our overall communication with our membership, political stakeholders, and the public. We have unveiled the #CitiesWork hashtag to propel the overall message.

Here are the four objectives that we as staff hope to accomplish during the October 7 retreat:

- Review the strategic survey results from the membership
- Lay the foundation for strategic goals for the board
- Articulate ULCT legislative priorities and how we prioritize our staff time and bandwidth
- Articulate training and communication priorities (including role of sponsors and partners at conferences, staffing, caucuses, etc.) and how we prioritize our staff time and bandwidth

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TO: ULCT Board of Directors
FROM: Cameron Diehl, Executive Director and
Karson Eilers, Legislative Research Analyst
DATE: October 3, 2019
SUBJECT: Summary Results from 2019 Strategic Survey

Introduction

In the spring of 2017, ULCT surveyed members to better understand what their priorities for the organization were. The ULCT Board of Directors and staff have worked diligently to align resources accordingly. Two years on, staff has circulated another survey to gauge whether members’ priorities have shifted. Generally speaking, the results from this year’s survey do not differ significantly from 2017. The 2019 survey had 105 responses, broken down by city size in the table below.

	Staff	Elected	<i>Total</i>
1st Class	12	4	16
2nd Class	5	3	8
3rd Class	17	14	31
4th Class	5	9	14
5th Class	12	15	27
Towns	4	5	9
<i>Total</i>	55	50	105

The survey is broken up into five sections: engagement, member priorities, communication, conferences, and legislative advocacy. This document includes summary results in each of these categories.

Section I – Engagement

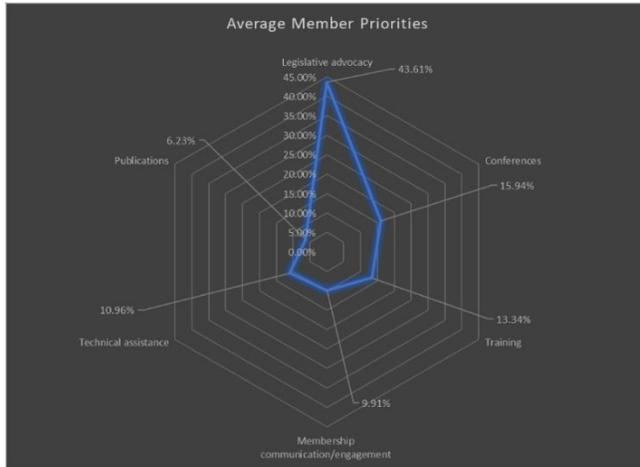
The first area the 2019 strategic survey addresses is membership engagement. Specifically, staff categorized six general areas where ULCT members interact with the organization. On average, respondents interact with the League in at least three categories. Those categories, followed by the percentages of selection, are:

- Read and listen to email, video, or podcast updates from staff (92%)
- Attend conferences and events (e.g. Annual, Midyear, Local Officials Day, Elected Officials Essentials) (83%)
- Participate in training (e.g. LUAU, OPMA, budgeting, GRAMA, etc.) (57%)
- Participate in the Legislative Policy Committee (46%)
- Participate in policy workgroups (21%)
- Communicate with my League Board member (24%)

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Section II – Member Priorities

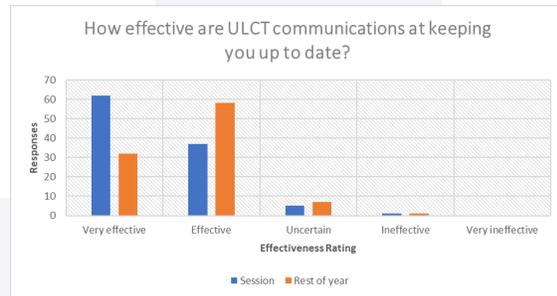
Survey respondents were tasked with prioritizing the services ULCT provides through a simple hypothetical budgeting scenario. The budgeting scenario asked them to allocate \$100 amongst six service categories, including legislative advocacy, publications, technical assistance,



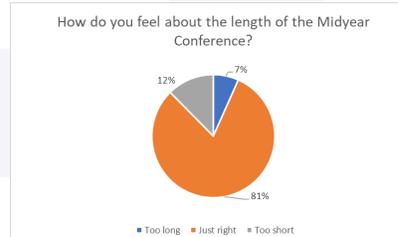
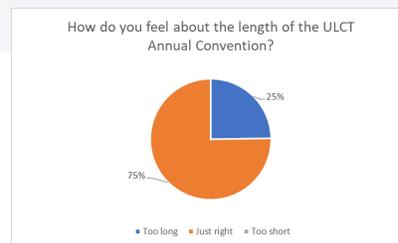
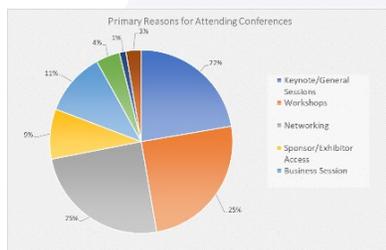
membership communications/involvement, training, and conferences. The diagram below represents the results of the survey question. Each service category has its average resource allocation percentage displayed adjacent to it. The largest priority is legislative advocacy. On average respondents allocated 43.61% of their service budget to it. Conferences and training have closer scores of 15.94% and 13.34% respectively. These are followed by Technical assistance with 10.96%, membership communication with 9.91%, and publications with 6.23%.

Section III – Communication

Communication Channel	Responses
Friday Facts	96%
Daily legislative updates	75%
Facebook	17%
Directors Message	27%
#CitiesWork Podcast	13%
Twitter	9%



Section IV – Conferences

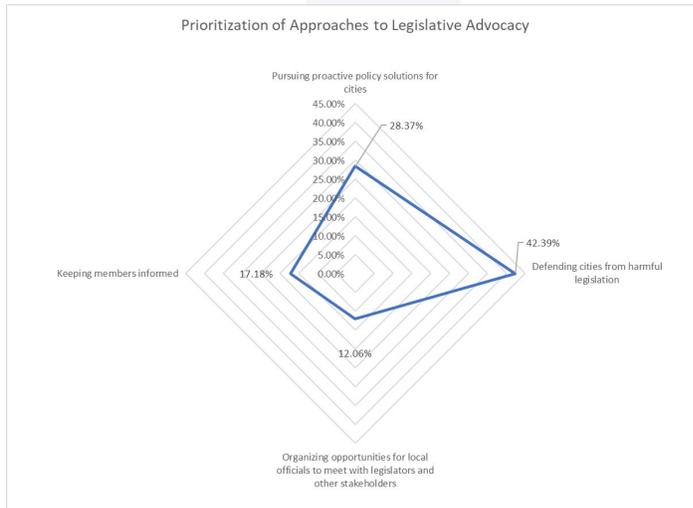


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Section V – Legislative Advocacy

The final part of the survey approached legislative advocacy and outreach. Respondents were asked to rank the most important reasons for ULCT consider when opposing legislation that negatively affects municipalities. The aggregate ranking resulted in surprisingly narrow margin of difference.

Average ranking of factors to consider when opposing legislation:	
The bill interferes with a traditional role of municipal government (preemption)	3.19
The bill restricts legal authority of elected officials (undermines local authority)	3.29
The bill has a negative fiscal impact on municipalities (unfunded mandate)	3.50
The bill restricts municipal functions or services (undermines local authority)	3.54
The bill preempts a subject matter that municipalities have regulated (reactive preemption)	4.48
The bill impacts all municipalities to some degree (scope)	5.32
The bill preempts a subject matter that municipalities have not yet regulated (presumptive preemption)	5.95
The bill impacts a handful of municipalities to some degree (scope)	6.73



Next, ULCT staff identified 4 broad objectives in legislative strategy. Given the ever-increasing number of bills that affect municipalities and a finite staff bandwidth, these objectives are often in conflict. Survey respondents identified “defending cities from harmful legislation” as their most important policy objective, followed by “pursuing proactive policy solutions for cities.”

In conclusion it’s worth including a handful of open-ended responses from the survey as well:

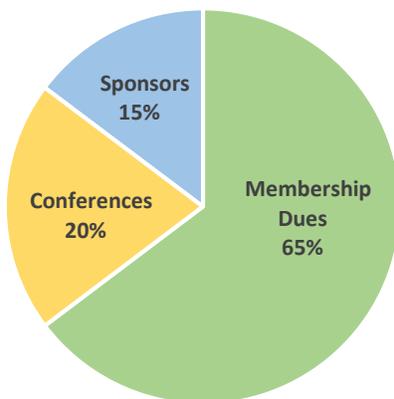
- “Keep fighting the good fight. (And some really bad fights along the way.)”
- “You have open and willing to listen and respond. Many other boards come in with an agenda to sell and I haven't felt that way. Keep up the good work!”
- “Keep up the good work. This is the best the ULCT ever in the 20+ years I’ve been in local gov’t!”
- “You're doing great. We appreciate your work and expertise”
- “You guys are doing a great job representing cities of different scales and needs. Thanks for all your hard work!”

Major Sources of Revenue & Expense for Generic ULCT Budget

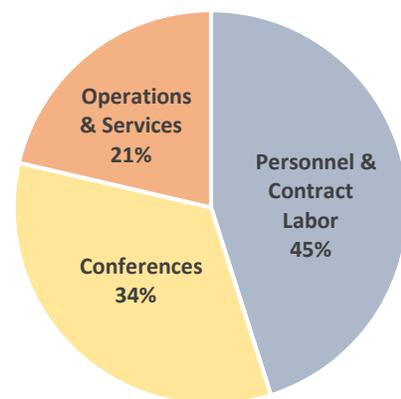
ULCT Standard Operating Revenue & Expense

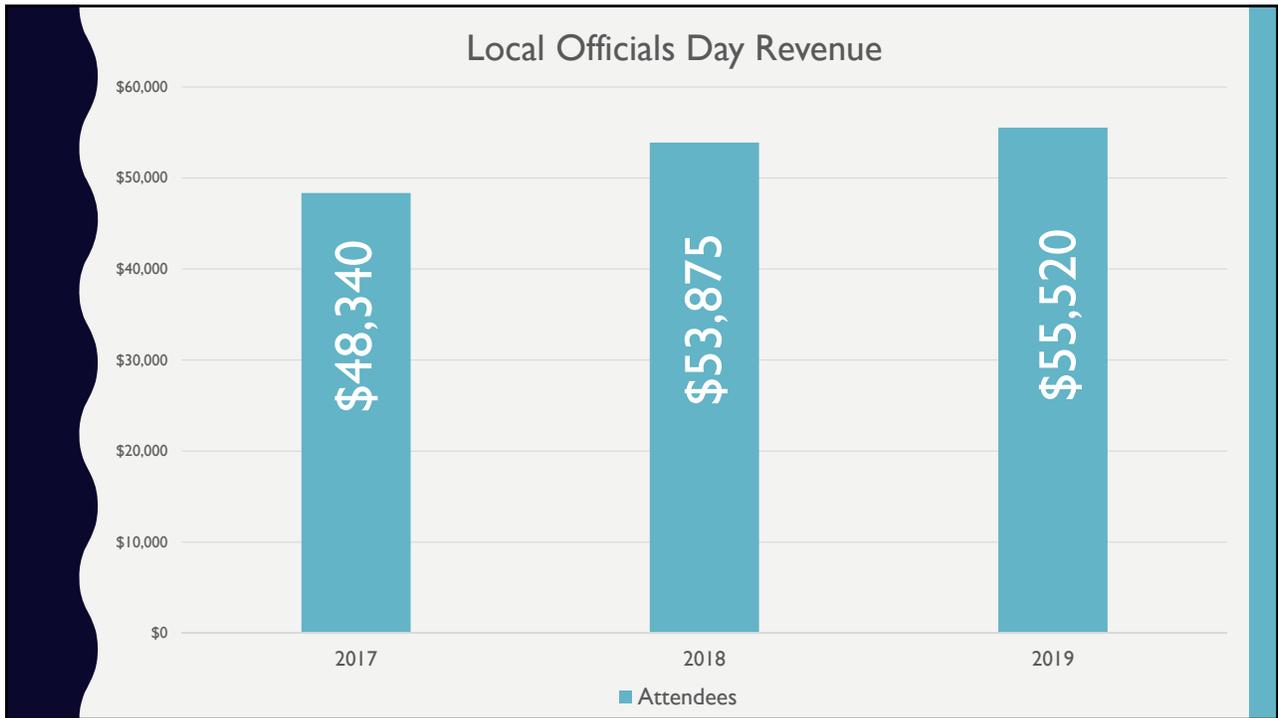
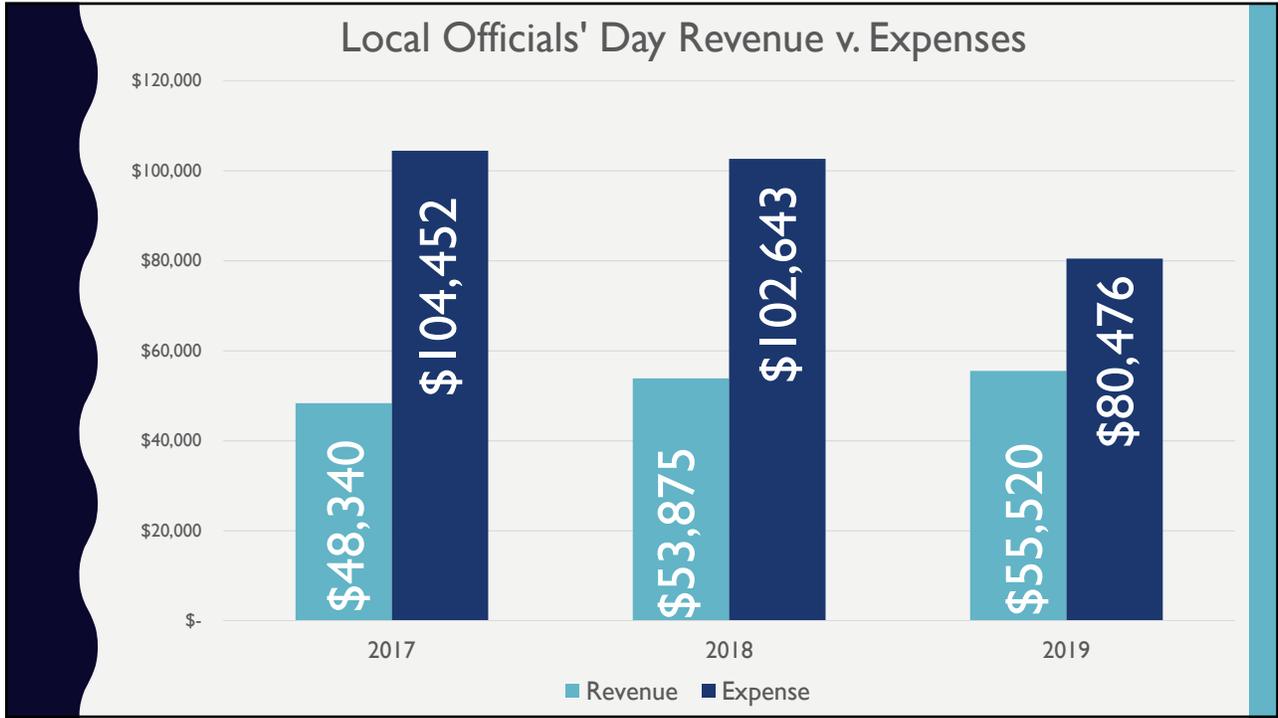
		% of Operating Budget
Operating Revenues:		
Membership Dues	1,700,000	65%
Conferences	540,000	21%
Sponsors	387,000	15%
	2,627,000	100%
Other Revenues:		
Interest:	22,000	
Grants:	300,000	
Reserves/Others:	477,000	
Total Revenue:	3,426,000	
Operating Expenses:		
Personnel & Contract Labor	1,189,550	45%
Conferences	885,000	34%
Operations & Services	563,450	21%
	2,638,000	100%
Other Expenses:		
Grants:	278,000	
Capital Improvements:	510,000	
Total Expense:	3,426,000	

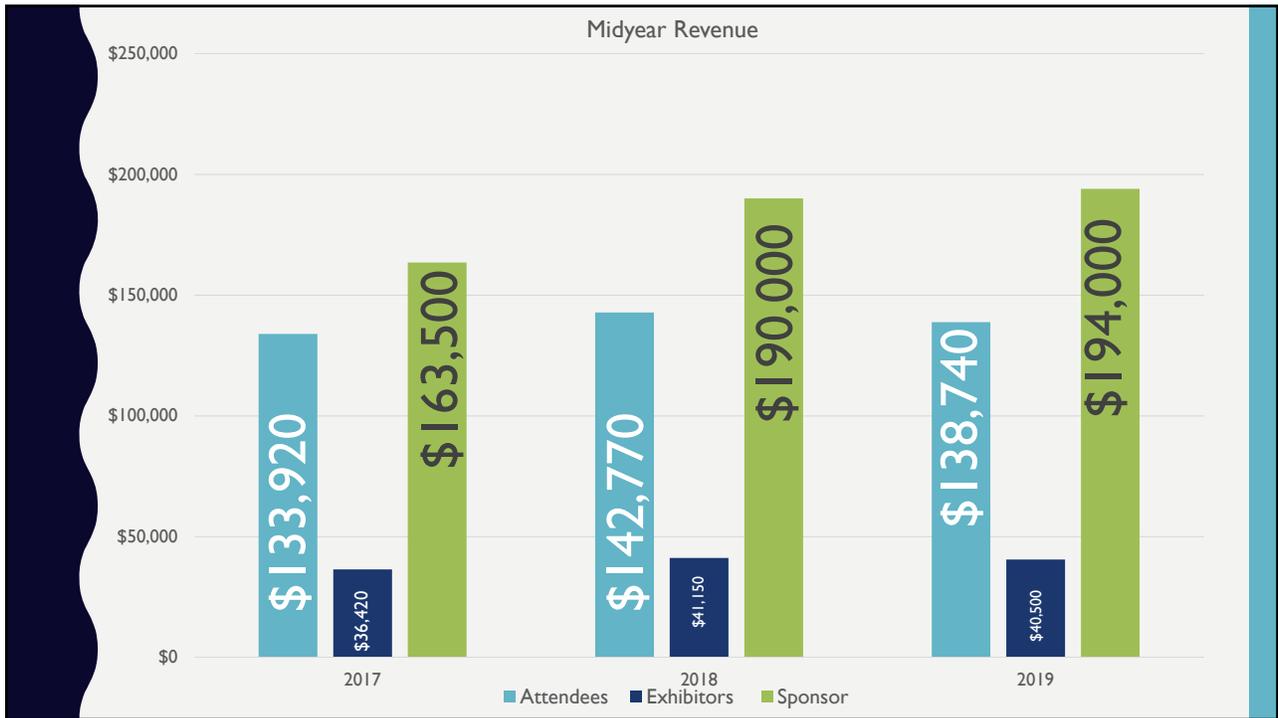
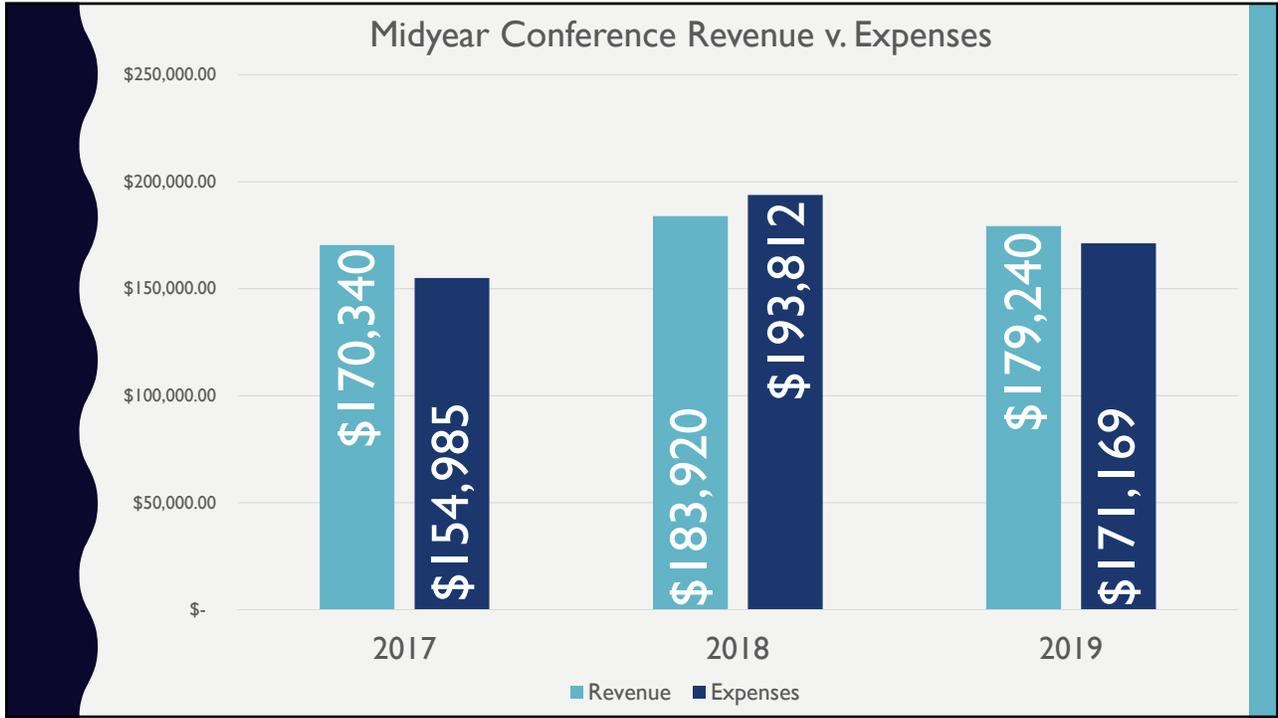
ULCT Standard Operating Revenue

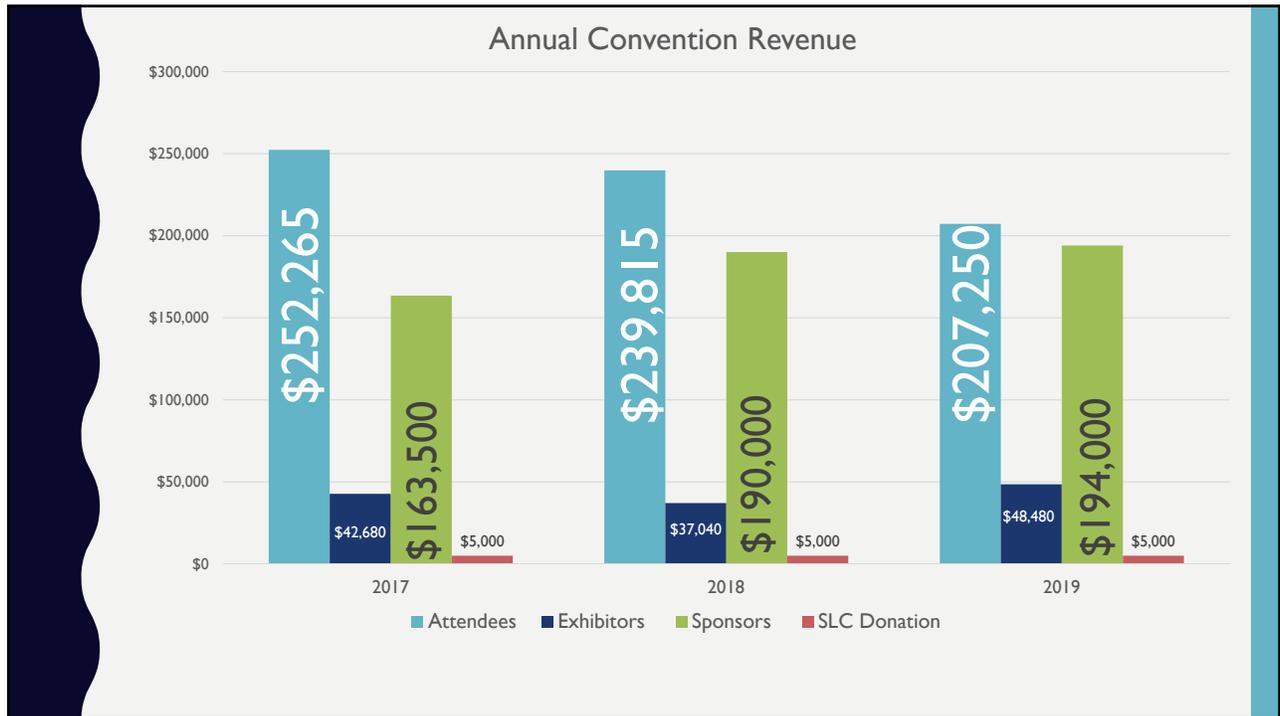
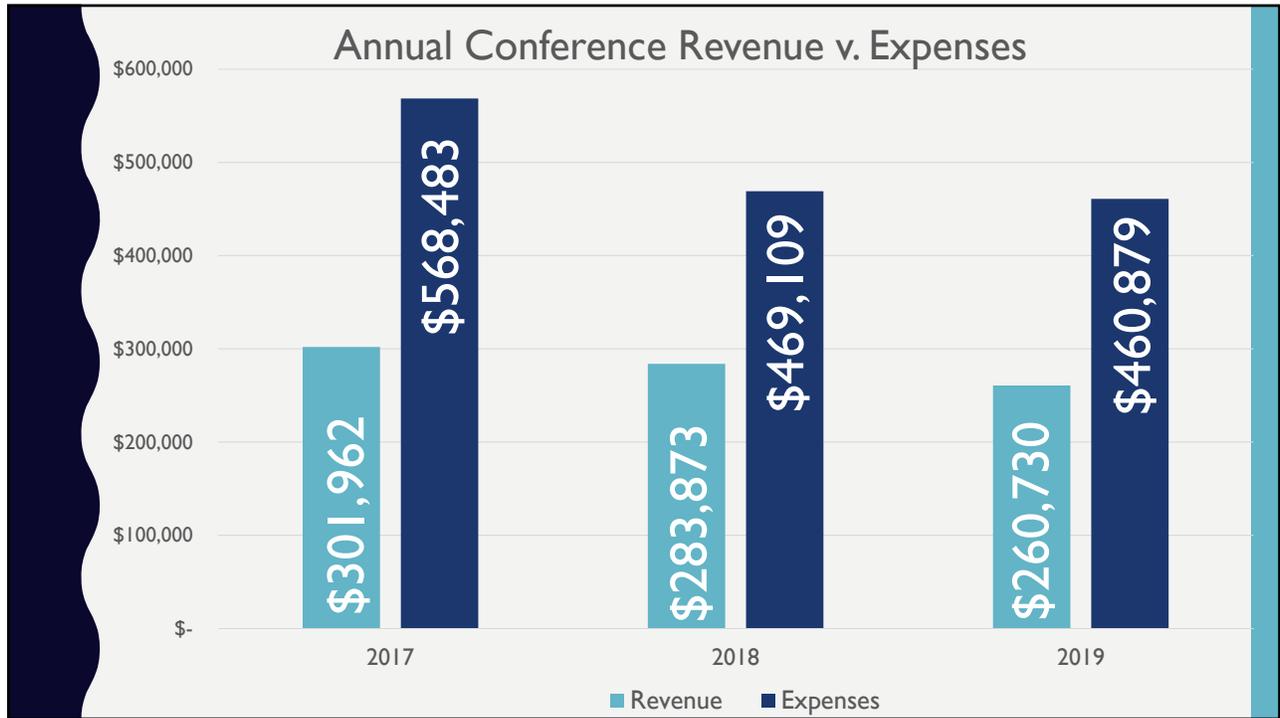


ULCT Standard Operating Expenses











TO: ULCT Board of Directors
FROM: Cameron Diehl, Executive Director
DATE: October 7, 2019
SUBJECT: ULCT Strategic Visioning Effort 2019
- Issues Affecting Current Strategy

LEGISLATIVE

Over the last few years, ULCT staff has seen a major increase in the number of bills and issues that the legislature is considering that impact cities. In fact, legislators already have more than 800 bill files open and it is only October! As a result, we are concerned about our political capital at the capitol and our internal bandwidth to handle the myriad of policy topics and considerations. After all, if everything is a priority, then nothing is a priority!

Here is the non-exhaustive list of legislative issues (80ish) that we've worked on in the past few years:

- Administration: GRAMA, OPMA, enterprise funds, recreation centers, relationship with other public entities, use of public funds, forms of government, recall, campaign finance, business licensing (home occupations and food trucks), procurement, transparency, tobacco 21
- Housing/homelessness: affordable housing, housing affordability, air quality scores for buildings, general plan updates, homelessness funding, homeless resource center siting
- Judiciary: justice courts, prosecutorial oversight, misdemeanor law, JRI, indigent defense, government immunity
- Land use: legislative authority over zoning, referendum, impact fees, development fees, standard of review, gravel pits, agricultural protections, integration with transportation, building code, billboards, short term rentals, code enforcement process, cannabis, economic development, annexation and disconnection process, inland port precedent
- Public safety: body-worn cameras, Utah Communication Authority, 911 service, Tier 2 retirement, line-of-duty benefits, asset forfeiture, due process
- Taxes/revenues: property tax truth in taxation process, centrally assessed value, local option sales tax, 50/50 formula, resort community, transient room tax, RDAs/CRAs, fee authority, business input exemption, impacts to sales tax base
- Transportation: local option sales taxes, transit, integration with land use, utility fees, road user charge, motor fuel tax, TRZs, B&C formula and uses, air quality, active transportation planning
- Utilities: municipal power, enterprise funds, renewable energy sources, plastic bag ban, waste disposal fees, relocation notice, small cell deployment

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- Water: conservation, secondary water, development of new sources and infrastructure, funding for repair and replace, extraterritorial jurisdiction for watershed protection, surplus water, forfeiture, water banking

In the last three years, here are the year-round legislative committees that require ULCT attention:

- Tax Modernization Task Force (13 meetings thus far in 2019)
- Transportation Task Force (2-3 times per week in 2017 and some in 2018)
- Commission on Housing Affordability (2 times per month past two years, plus subgroups)
- Executive Water Task Force (1 time per month)
- Water Finance Board (1 time per month)
- Law Enforcement Legislative Committee (1 time per month)
- GOED strategic planning effort (several meetings with various groups)

ULCT appoints more than 40 city leaders to more than 20 state boards and commissions which often are the starting point for legislation.

These are all in addition to the regular monthly interim meetings where ULCT staff has proactively increased our number of presentations, multiple special legislative sessions (motor fuel tax [twice], inland port, cannabis [twice]), and the 45 day general session.

In addition, here are our internal groups that ULCT staff leads:

- Legislative Policy Committee (LPC) (every other month in offseason, weekly in session)
- Land Use Task Force (2-3 times per month)
- Land Use Academy of Utah (4-6 times per year)
- Caucuses (at conferences, LPC)
- Joint Highway Committee (2 times per year)

ULCT staff tries to stay abreast of the priorities and concerns of our members through the following elected official or staff organizations:

- Associations of government
- Councils of government
- Conferences of mayors
- Associations of municipal councils
- Utah City Management Association
- Utah Municipal Attorneys Association
- Utah Municipal Clerks Association
- Utah Business Licensing Association
- Utah Code Enforcement Officers Association
- Utah Chapter of the American Planning Association

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- COLA (Building inspectors)

In addition, the following city based organizations pursue legislative agendas at the capitol:

- Utah Chiefs of Police Association
- Utah Fire Chiefs Association
- Utah Statewide Association of Prosecutors
- Water Utility Council (American Water Works Association Utah Chapter)
- Utah Alliance for Economic Development
- Utah Redevelopment Association

We are frequently asked to present to all of these groups. Often, their legislative agendas are consistent with ULCT positions and their expertise and advocacy can be major assets to ULCT. At times, their legislative advocacy can sometimes absorb political capital for cities in general or be in direct conflict with ULCT positions.

Additionally, we communicate with our members via Friday Facts, a daily email during the legislative session, a bi-weekly podcast, other videos, and in-person presentations at conferences, regional events, LPCs, or city council meetings. For every minute that the ULCT legislative team spends communicating with members, that is one less minute that can be spent advocating with state policymakers.

Finally, the ULCT Board of Directors in the fall of 2018 adopted the communication pillars of “respect, collaborate, and outcomes” to guide our legislative advocacy and the hashtag #citieswork to supplement and supplant the traditional term of local control.

Here are the key legislative advocacy questions we want to discuss with the board:

1. *How do we better prioritize our time and bandwidth with a legislature that is becoming more of a year-round body?*
2. *Are there topics or principles that are less important that the board is willing to allow staff to ignore so that we can focus on higher policy priorities?*
3. *Do we have the right balance between membership communication and legislative advocacy?*
4. *At what point should we stop negotiating on key issues for the 2020 legislative session?*
5. *How should ULCT handle staff organizations that take legislative positions or hire their own lobbyists, regardless of whether those positions are consistent with or conflict with ULCT policy positions? Should those organizations be required to communicate with ULCT in some way?*
6. *Is there a better way to provide space for ULCT members to raise policy ideas for the board or membership to consider?*
7. *What are the key priorities and objectives of Local Officials Day and are we meeting them?*

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ULCT ORGANIZATION FOUR SQUARE BY STAFF

WHAT WE HAVE AND WANT TO KEEP	WHAT WE DON'T HAVE AND WANT
<p><u>Advocacy:</u> Political influence and effectiveness at the capitol Leadership on policy solutions that impact cities Support of the membership Prism of principles Perception of collaborative partners by other legislative stakeholders Amicus program</p> <p><u>Training/conferences:</u> Well-attended events Growing partnerships for research (i.e. USU) Where cities look for answers, resources, and to think big picture; fresh ideas Relevant and inspiring general speakers Involvement of partner organizations Entertainment options Networking opportunities "Event" that people plan for and want to attend Revenue for ULCT Professional details and look</p> <p><u>Communication/engagement:</u> Well-read Friday Facts Opportunities for members to engage Assertive communication plan Responsive to the interests of and questions from members</p> <p><u>Internal/other:</u> Board is supportive of staff & members Functional office space Flexibility with family needs Atmosphere of creativity and togetherness, where we collaborate, aren't micromanaged, have room to use our expertise; team focus Always looking to the future and willing to change operations as needed</p>	<p><u>Advocacy:</u> Opportunity for individual members to bring up policy ideas for the organization Year round efficiency with LPC and caucuses</p> <p><u>Training/conferences:</u> Sponsorship program tied to the Salt Palace with clarity about fulfillment Dedicated employee to organize events Clarity on time frames for implementation More networking opportunities, including for ULCT staff More deep dive trainings that don't duplicate what other organizations offer Clarity on what trainings our members want Better defined training (101, 201, 301 level) Specific resources for newly elected officials Technologically savvy check in, data tracking, onsite badge printing Growing attendance, including state leaders More efficient business session More accreditation options (i.e. CLEs) Scholarships or other incentives to attend Other partners for entertainment Fresh format at Annual (Salt Palace) Re-consider purpose of Midyear</p> <p><u>Communication/engagement:</u> Functional website Robust Women in Local Gov't caucus More regular engagement with rural members Board engagement with members & public Promotion of key initiatives (i.e. "Fit City")</p> <p><u>Internal/other:</u> Regular reports that provide valuable information to the membership More staff help during the busy times (leg. session, conferences)</p>

WHAT WE HAVE AND DON'T WANT	WHAT WE DON'T HAVE & DON'T WANT
<p><u>Advocacy:</u> Excessive legislative meetings year-round Affiliate organizations lobbying at capitol in conflict with ULCT Concern about mission and scope of Local Officials Day Other organizations, lobbyists, & legislators utilizing the name of the League to support their efforts when we have not indicated such</p> <p><u>Training/conferences:</u> Staff impacts: risk of burnout, all have roles in event planning (round peg, square hole) Concerns that we don't serve rural interests Uncertain purpose of essay contest Uncertain ROI for costly evening events (logistics, expense) Annual: may be too long & too complex Competing needs from different cities</p> <p><u>Communication/engagement:</u> Membership seeking assistance from the over-extended Director instead of from staff</p> <p><u>Internal/other:</u> Heavy reliance on dues for budget Staff concerns about bandwidth and roles</p>	<p><u>Advocacy:</u> Reputation of saying "no" to everything Perception of caving under political pressure</p> <p><u>Training/conferences:</u> Stagnation in conference programming Decline in member attendance ("waste of time and money") Other organizations trying to mission-creep on us or duplicating our events Cost prohibitive for attendees Decline in private sector support "Nascar" effect in conferences Hostile management or loss of board confidence</p> <p><u>Communication/engagement:</u> Indifferent membership that does not read/watch/attend ULCT resources Negative public image Splintered membership</p> <p><u>Internal/other:</u> High staff turnover or divided staff Year-round staff burn-out A place that doesn't offer room for growth and new ideas/change</p>

TRAINING

The following organizations are either currently offering or considering offering trainings and resources to municipal elected officials and staff:

- Utah State University (water conservation, land use, human resources, State and Local Government Center)
- University of Utah (Gardner Institute)
- Weber State University (Walker Institute)
- Southern Utah University (MPA credit)
- Brigham Young University (Marriott School of Business)
- Utah Valley University (economic development)
- Utah Local Government Trust (sponsor)

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- Utah Risk Management Mutual Association (sponsor)
- Economic Development Corporation of Utah (ULCT staff on their board)
- Utah Land Use Institute
- Utah Office of the Property Rights Ombudsman
- Rural Planning Group
- Utah Department of Transportation
- Community Development, State of Utah
- Envision Utah (ULCT staff on their board)
- Many private sector entities, including several league sponsors
- Many more (we receive several inquiries per week where entities request that ULCT promote their trainings to our membership)

ULCT's conventions have had steady and consistent attendance over the past few years. We also provide our Elected Officials Essentials training every other year and at least four LUAU trainings per year. ULCT staff has worked to build relationships with many of the aforementioned organizations, many of whom have more staff than ULCT and/or a singular focus to one topic. Currently, ULCT has one staff member who oversees land use training and all staff pitch in to prepare conventions and other trainings. ULCT has contracted with an event planning firm to assist with conventions and with a retired city manager to help improve our training programming.

Here are our key training related questions:

1. *Without becoming redundant, engaging in mission creep, or competing with other entities beyond our ability, what should the focus be of ULCT trainings (including conferences)?*
2. *How do we provide the most value to a newly elected mayor as well as to a four term council member?*
 - a. *Examples: topics, mentors for the legislative process and for their city duties [ULCT staff, current city leaders, retired city leaders], 101/201/301 courses at convention, muniversity deep dives throughout the year*
3. *What should our role be, if any, in training municipal staff in addition to elected officials?*
4. *What is the appropriate balance of sponsor and exhibitor revenue and membership revenue from dues and convention registrations? ("NASCAR-ization" of events)*
5. *Is the board willing to authorize the creation of a new staff member to coordinate events?*

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COMMUNICATION AND ENGAGEMENT

ULCT is modernizing our website and our email delivery system to our members. We engage with our members through a variety of channels, and league staff is asking the questions internally of “why do use this communication channel and who is the audience?” For example, are we communicating specifically with our members to show the value of ULCT and of cities generally, communicating as part of our legislative advocacy, or educating the public about local government?

- Podcast
- Daily email during the session
- Friday Facts
- Spotlight within FF
- Updated website
- Director’s message (video)
- Op-eds in Utah Policy or newspapers
- Other videos, training and advocacy
- Leg Wrap Up and white papers on legislation

OTHER IDEAS

- Should ULCT request each mayor to assign an official ULCT liaison in every city?
- Should we have a dedicated staff member for membership engagement and/or event management?
- What is realistic for board members to do to engage with ULCT members in their regions?
- How can we improve the efficacy of caucuses?
- How can we facilitate members raising policy ideas for the board or LPC to consider?
- How can we take the Spanish Fork Fit City program broadly to other cities?
 - Potential partners: Get Healthy Utah, Locke Ettinger, SelectHealth, county health departments, Move Utah, etc.

MISSION STATEMENT

Unity, Support and Influence

We are dedicated to building a stronger unity between cities and towns of Utah that will serve as the basis for a greater sharing of common interests, increased support for common causes and the exertion of an effective political influence on state and federal government decision makers addressing key issues relevant to cities and towns.

Defining Public Expectations

We are dedicated to defining what is expected both politically and economically of Utah's elected officials and public managers and assisting each individual's efforts to reach those expectations through training, general assistance and promoting a responsiveness to the needs and interests of the general citizenry.

Valued Services to All Cities and Towns

We are committed to providing services that is of significant value, and is meaningful and beneficial to all cities and towns within the State.

Honor and Respect

We strive to achieve a level of credibility, respect and honor for cities and towns by ensuring a continuing enhancement in the professionalism and high quality of the League's organization.

Proactively Meeting Needs

We are aggressively seeking to identify, understand and meet the needs encountered by today's public sector managers and elected officials.

CORE VALUES

Unity, Support and Influence

- We strive to maintain a strong unity among all municipalities.
- We share common interests among municipalities yet allow for exceptions and differences encouraging each municipality to communicate their differences.
- We collectively support common issues on a non-partisan basis.
- We exert an effective political influence through our show of unity and coordination with other professional and governmental organizations.

Define Public Expectations

- We define what is expected of elected officials and public managers.
- We educate elected and appointed officials through effective training.
- Valued Services to All Municipalities
- We are committed to provide significant services to all municipalities and to share information and research through the application of new technologies.

Honor and Respect

- We act as the "spokesperson" for the majority position of all municipalities and maintain our credibility with State and Federal government leaders to ensure that our "voice" is heard.

- We seek to educate and inform Federal and State legislators by providing direct testimony and disseminating information.

Pro-Actively Meet Needs

- We aggressively seek to identify and meet the emerging needs of both large and small municipalities resulting from changes in the laws, regulations and technology advancements.
- We provide the means through which municipalities can share their knowledge and experience with one another.

Increased Participation of Member Cities

- We seek to increase the participation of members in the efforts and activities of the organization by improving communication with members and acting as a central contact point.

PRIORITIZED STRATEGIC GOALS

Delivery of Essential Services

Provide services to all League members that are responsive to immediate needs and address the unique concerns associated with the various municipalities throughout the state.

Effective Communication

Continue to effectively communicate with municipalities, professional staff, legislators and others.

Interaction with State and Federal Agencies and Special Interest Groups

Effectively lobby state and federal government agencies, administrative, legislative and executive bodies and all decision makers. Communicate with special interest groups relative to legislative issues. Regularly evaluate, both formally and informally, the effectiveness of the League's efforts on legislative issues.

Increase Member Participation

Increase the active participation of members in the League's activities such as lobbying, training, research and use of technology.

League Management

Efficiently and effectively manage the resources of the League in order to maximize the overall delivery of services, promote positive employee morale, and provide for the direction and oversight of the Board.

Staff Capability and Professionalism

Maintain a level of professionalism within the League staff that allows for the effective delivery of all key services, is recognized by the League membership and is respected by outside agencies and organizations. Utilize a flexible organizational structure that promotes team building.

Active Involvement and Support of Board

Increase the level of the Board's activity by becoming more of a working Board that more fully utilizes the skills of each respective Board member.

Revenue Generation

Strengthen the revenue sources that support the League including general membership, special services, and the acquisition of private and public grant support.

League Membership

Maintain the membership of municipalities in the ULCT.



TO: ULCT Board of Directors
FROM: Cameron Diehl, Executive Director
DATE: June 7, 2018
SUBJECT: Takeaways from April board retreat in St. George

The Board of Directors requested that ULCT staff outline the key takeaways from the board retreat. On behalf of ULCT staff, we appreciate the vocal statements of support for the direction and progress of the organization during the past eighteen months. This memo outlines the key topics that the board discussed of legislative advocacy, communication (including the re-brand of local control and Making Life Better), training, and board duties.

I) Legislative advocacy

A) What is the value that ULCT provides to membership?

- ULCT gravitas provides a broader voice than each individual city and access to a broader audience (power in numbers)
- Guiding principles—referenced in the 2017-2018 prism and through policy resolutions—for how to approach legislation
- Opportunity to bring an issue to other cities to get buy-in (so long as it is consistent with the principles)
- Formulate policy ideas, strategy, and communication based on analysis (decisions will be made on anecdotes or analysis, so we must provide analysis)

B) What members provide to ULCT:

- Data, insight, and potential consequences of proposed legislation
- #Leaguearmy personal engagement across the state with legislators through relationships of trust and accountability
- Recognition that the success of one city is the success of all cities; willingness to stand together

C) Next steps for ULCT:

- Re-package local control and Making Life Better (see below)
- Integrate more cities into legislative decision-making process
- Strive for equity and balance between cities of different sizes and recognize the return on investment of cities within the organization

MAKING LIFE BETTER



- Embrace the prism of principles and stand firm regardless of consequences (with the caveat that at times we must consider political realities)
- Provide policy information and talking points to local officials so that they can advocate with legislators and the general public
- Give assignments to local leaders to do outreach and hold legislators accountable for their votes (i.e. unofficial report card, thank you letters, priority votes)
- Bring the membership together on big topics, similar to HB 362 in 2015, that facilitates group effort and group success; proactive strategy
- Emphasize legislative research (staff and deliverables); do not ramp it down in order to ramp up non-legislative research

II) Communication and Local Control

A) General

- Our target audience should be our membership and state policy makers, both in advocacy communication and training communication (rapid response as well)
- Defer to our membership to distribute the aforementioned messages to the general public
- Support cities who implement policy effectively and solve problems (best practices)
- Articulate that cities are standing up for their residents and help that message resonate with residents
- Tell the story of what local government does, how we do it, and how it impacts quality of life
- Appreciation for the expanded communication tools—Friday Facts, Director’s Message, social media, Wednesday Webchat, local media outreach—and would support more videos about legislative issues, advocacy, and training

B) Next steps:

- More likes/shares of ULCT content on social media
- Polish messages to be direct and short
- Explain the “why” of the battle
- Provide tools for cities inform their residents that city leaders are standing up for them to the legislature and not the other way around, and for cities to educate their residents about trends (i.e. population growth, need for city projects)
- Build a year round approach to communication about legislation and local authority
- Help cities navigate when their legislators or residents are antagonistic toward them
- Have coordinated response against social media attacks from opponents

MAKING LIFE BETTER

C) Local control/Making Life Better re-brand, why:

- Not a bumper sticker; need to define it (see prism from the 2018 legislative session)
- Making Life Better has run its course and is not tied to local control
- Re-package message about local control because the word “control” is often used against us; ULCT “controls” our membership and cities “control” their residents
- Local control message needs to get to the resident’s doorstep; we protect them, not our turf
- Legislators do not have knowledge of how to run a city but we do

D) Local control re-brand, how and themes:

- Community driven local decision making
- Grass roots decisions
- Promote, not protect, local decision making
- Resident self-determination
- With great power comes great responsibility
- Think regional, act local
- Avoid one size fits all; even if state claims that they are pursuing “efficiency” across boundaries
- City best positioned to balance individual rights with community interests
- Public has more of a voice at City Hall: two council meetings per month v. 1 minute in committee hearing during the session
- Front line for the future (potential 2018 Annual Convention theme)

III) Training

A) Mission:

- Articulate what we train on, what we don’t train on, and what the add on trainings are
 - Generalized trainings = expectation from dues
 - Specialized trainings = fee
 - We do not re-write codes
- Focus on our areas of staff expertise
- Build an organized library of resources (website)
- Recruit “Fire fighters:” city experts who help fellow cities comply with the law or solve problems
- Incorporate affiliate organizations (i.e. UCMA), state entities (Archives on GRAMA, Auditor/Treasurer on finance, etc.), and other allies for training
- Partner with universities, foundations, etc. to bolster research arm

- Update existing ULCT research (Making Sense of Dollars, Benchmarking database)

B) Conferences:

- Beginner/intermediate/advanced tracks
- Train on communication strategies with public, sensitivity, social media, open houses, etc.
- Create a scholarship option
- Provide lobbying 101 training annually to local officials; ensure they know their voices are crucial
- Emphasize building relationships with legislators, the prism, and talking points on key issues

C) Regional trainings:

- Outreach throughout the year between city leaders and legislators on key topics (organize by Senate district?)
- Utilize technology to facilitate events

IV) **Articulate expectations for future members of the board of directors:**

- Governing board with fiduciary and policymaking responsibilities
- LPC participation, either in person or remotely
- Subgroup (issue specific, caucuses, rapid response, etc.) leadership and participation
- Regular outreach and report back to ULCT membership (within your geographic region, regardless of whether you represent a geographic region, size of city/town, or are at large)
- Regular outreach to legislators