



**Minutes of the  
Millcreek City Council  
March 16, 2020  
2:00 p.m.  
Special Meeting**

The City Council of Millcreek, Utah, met in a special public meeting on March 16, 2020 at City Hall, located at 3330 S. 1300 E., Millcreek, UT 84106.

**PRESENT:**

**Council Members**

Jeff Silvestrini, Mayor  
Silvia Catten, District 1  
Dwight Marchant, District 2  
Cheri Jackson, District 3  
Bev Uipi, District 4

**City Staff**

John Geilmann, City Manager  
John Brems, City Attorney  
Elyse Sullivan, City Recorder  
Rita Lund, Communications Director  
Francis Lilly, Planning and Zoning Director  
Kurt Hansen, Legislative Policy Director  
Jim Hardy, Building Services Director  
John Miller, City Engineer  
Laurie Johnson, HR-Finance Director  
Mike Winder, Economic Development Director

**Attendees:** No public attendees.

**WORK MEETING – 2:00 p.m.**

**TIME COMMENCED: 2:32 p.m.**

Mayor Silvestrini called the meeting to order.

**1. Welcome, House Keeping, and Ground Rules – Mayor Jeff Silvestrini**

Mayor Silvestrini said John Geilmann held a retreat for City department directors and it was a good way to figure out weak spots, strengths, and set priorities. He went over Millcreek’s vision statement. “Millcreek is a diverse community where residents and businesses are empowered to respectfully engage and interact with each other in governance and volunteerism to maintain a fiscally responsible, environmentally sustainable City that provides a ‘welcome home’ feeling to everyone – past, present and future.” He confirmed that the Council read the book, “Our Iceberg is Melting” and he wanted to use that parable with the City. He said the goal of the day was to be closer to a plan of things the Council needed to do to implement priorities and avoid perils.

**a. Good to Great and other Preliminary Training for the Retreat – City Manager John Geilmann**

John Geilmann went over concepts for the training which he derived from the book, "From Good to Great." He said what makes a good organization great, is the hedgehog concept. The world can be divided into foxes and hedgehogs. The fox is sleek and pretty. The hedgehog can protect itself really well. A hedgehog is not a strategy, intention, plan, or goal to be the best, it is an understanding of what you can do to be what you can be best at doing. He wanted the Council to focus on three concepts like the hedgehog: passion, be best at, and resource engine. He said the City should "never put that which matters most at the mercy of that which matters least" and to ask themselves "is this in the best interest of the whole City." He also said his motto with staff was to "Play to Win." If you are going through the pain of training to compete, you may as well play to win. He said goal setting was more than just writing something down. He said a bad manager only sets goals and does not focus on the skills and resources necessary to achieve the goals. He went over task versus ego-oriented people. Task-oriented people are focused on what needs to be done. Ego-oriented people are focused on how outcomes affect their self-worth. Ego-oriented behavior is known as outcome orientation and task-oriented behavior is performance orientation. Task-oriented individuals play to win, they focus on the present. Ego-oriented individuals play to avoid embarrassment, so they play to not lose and look to the future.

**b. Exercise One: Check EGOs – Mayor Jeff Silvestrini**

Mayor Silvestrini directed the Council and department directors to write on a sticky note the word, "Ego" and put in on their name tags. They then walked out of the room and put their name tags on a table outside of the room to check their egos at the door. Mayor Silvestrini then went over the rules for the day.

**2. Exercise Two: Best/Least Questionnaire Review and Discussion – Mayor Jeff Silvestrini**

Mayor Silvestrini said the City Manager sent out questionnaires a few weeks back, one to all city staff and one to the governing body (Council). The one sent to staff asked the following questions: 1) of all the services Millcreek provides, what service are we, as city staff, best at providing and why; 2) of all the services Millcreek provides, what service are we, as city staff, not so good at providing and why; 3) based on your knowledge and understanding, what service is the city's top (most important) priority and why; and 4) based on your knowledge and understanding, what service is the city's lowest (least important) priority and why. Similar questions were asked of the governing body, from their perspective. Mayor Silvestrini reviewed the results of those questionnaires and compared the answers from staff to the Council. Geilmann said the answers were lumped into similar categories. Some of the shared answers from both questionnaires on services provided included business licensing and customer service as being what the City was best at and building permitting/timeliness for building inspections as what the City needed to improve upon. Shared answers for the highest priority were customer service, economic opportunities through planning and zoning and development, and transparency. Some of the shared answers for the lowest priority was identity/making better what the City already had.

Mayor Silvestrini discussed the "Our Iceberg is Melting" book. He said the team of penguins in the book were self-selected. The iceberg had fissures and canals (issues) that were not visible to most and threatened the whole iceberg (organization). The penguins had egos and had to learn new behaviors in order to solve their problems.

**3. Exercise Three: “Speed Dashboarding” & “Iceberg is Melting Issues” – City Manager John Geilmann**

John Geilmann said the exercise was designed to share insight with the department directors in a fast pace about potential issues that Millcreek could face. The Council visited one-on-one with each of the ten department directors for six minutes; 3 minutes for the department director to talk and 3 minutes for the Council Member to talk.

**4. Working Dinner and Complete Exercise Three – Mayor Jeff Silvestrini**

The Council wrote down what they felt were the City’s fissures, canals, caves, water, winter, snow walls, squid, seals, and whales paralleled from the “Our Iceberg Is Melting” book.

Council Member Marchant: fissures – accessory dwelling units, anti-idling, courts, road cuts, and permit software; canal – aging population, public works funding, and contract funding; cave – contracts with the County; water – COVID-19; winter – tax revenue prospect; snow walls – road repairs and “not in my backyard” attitude; and seals and whales – communication challenges and website support.

Council Member Jackson: fissures – roads, storm water system, and contracts; caves – employee burnout and retirement; water – lack of funding, not enough staff, and bond repayment; winter – time and tax increase; squid – community engagement, excellent staff, and volunteers; and seals and whales – economic downturn and residents who fight taxes/fees.

Mayor Silvestrini: fissures – declining public engagement and public works situation; caves – bad roads/sewers; water – roads, bond repayment, and infrastructure/storm drains; winter – need to increase taxes, recession/declining revenues, storm water utility fee, and property tax; squid/snow walls – community spirit, Council goodwill, Venture Out, and staff; and seals and whales – recession/declining revenues.

Council Member Catten: fissures – staff/employee burnout and administrative support; canals – standardizing/reworking specific and general plans and processes; caves – infrastructure; water – storm drains, roads, and State legislative action; winter – funding shortfalls, City Center plans and funds; snow walls – additional staff training; squid – community engagement and unity as a city; and seals and whales – city center, recession, and increased taxes.

Council Member Uipi: fissures – urgent issues that move priorities; canals – outdoors and public works; caves – families with kids decreasing, affordable housing, tax increase, and contracts; water – residents; winter – economic development and housing; snow walls – community councils; squid – valued employees and engagement/outreach; and seals and whales – morale, communication, and messaging.

Department Directors: fissures/canals/caves – funding, staffing, COVID-19, code enforcement, public engagement, and technology/cyber security; water – economy; winter – season and technology; snow walls – court/prosecution, contracts, policies, and trust; squid – taxes, fees, and satisfaction from supervisors; and seals and whales – FEMA, MS4, and constituents.

The Council and staff discussed lack of support with code enforcement. The Mayor asked the Council to consider the following questions: What is out there and coming at us? What actions

will bring the most value to the City? What are the cities priorities when weighed against the value they bring to the entire City?

#### **5. Exercise Four: Priorities and Values Scale – Mayor Jeff Silvestrini**

The Council was asked to write down answers to, “What actions will bring the most value to the City?”

Council Member Uipi: hire more team members to boost morale, room for innovation, and decrease burnout; use the Youth Council to find ways to support small businesses; send monthly newsletter to increase communication with seniors; offer training and shadowing opportunities to staff for promotional opportunities; bring public works operations in-house to save the City from increasing taxes; make the community councils have boundaries that align with the City Council districts so that each Council Member has one community council; and rewrite ordinances so that it fits with the characteristics of the City, not the County.

Council Member Catten: storm drain utility fee for less emergencies, better infrastructure, and more money for other things; accessory dwelling unit ordinance to address housing shortage, affordability, and cross-generational benefits; public works contract renegotiations to save money, scale of economics for city, and better service; continued focus on community engagement (spending money on public-facing expenses) for better input and happier community; staff training and cross-training for more efficient and competent employees; tax increase for more money, less budgetary stress, and to be able to provide more services; and additional bonds for roads, city hall, etc. to allow room for growth and funding for essential needs.

Mayor Silvestrini: implement a storm water utility fee which will enable the City to address storm water and capital improvement projects; assess/remedy employee burnout and retention to retain/attract the best employees who help the City fulfill its missions (do a salary survey and try to be in the top 3 of municipal employers); and continue robust public engagement to preserve/enhance goodwill to enable the City to fulfill its mission.

Council Member Jackson: start an education campaign so residents have more buy-in, become advocates for the City, and push back less; enact needed fee/tax increases so the City has the money it needs; rework ordinances so residents are better able to understand city government and there are easier processes for city staff; and create processes for successful transitions so there is less turmoil when staff changes.

Council Member Marchant: more e-newsletter subscriptions to get more citizen involvement; create anti-idling signage and placement for cleaner air; play hardball with Salt Lake City Public Utilities Department for longer lasting roads; complete the City Center to pay back the bond and create a community gathering place; impose a storm water fund to increase funding for the roads and avoid potential lawsuits; and evaluate establishing the City’s own public works department to be more responsive to services and have more funds for road repairs.

Department Directors: City owned public works operations and imposes a storm drain utility fee; assess what revenue increases are realistic and get there as soon as possible for fiscal clarity; maintain and determine more paper revenues for staffing and needed resources; code compliance process (ALS) to complete process and create purpose for residents and staff; hire a

website/social media employee for information outreach; do a comprehensive rewrite and codification of the zoning and subdivision code which will keep staff busy in downturn, allows opportunity for engagement, allows the City to get ahead of the curve, and have clarity in implementation; consistency of messaging for happier residents and less confusion; improve roads and sidewalks for visibility of incorporation benefits and because it's needed; and build a relationship with Salt Lake City water for an arrangement or agreement for community nirvana.

John Miller said the City needed a public works yard and until then, it would be a moot point to take over public works operations. The City would need 6-10 acres to house equipment and such. John Geilmann said when he was first hired, the Mayor wanted excellent planning and zoning services, an effective building department, and to hire a City Recorder for the City. He said he had accomplished those initial marching items. He wanted to know the Council's top priorities moving forward.

Mayor Silvestrini said he wanted a storm water utility fee implemented by July 1<sup>st</sup> and the Council agreed. Council Member Marchant said to keep the City Center on track and complete it. Council Member Catten expressed concern about the Unified Police Department (UPD) contract, a public works yard, and a future city hall. Council Member Uipi brought up concern about all contracted work. Council Member Jackson recommended an education campaign. Mayor Silvestrini suggested starting conversations on private-public agreements for city hall space. Geilmann brought up that the projects being built in the coming years in the City Center would be coming in after bond payments were needed. He asked the Council to prioritize revenue streams to pay for the wanted priorities. Laurie Johnson said keeping the property tax to pay for police services was better than an unknown fee to pay for UPD. She said the simpler the revenues, the better residents would understand it. The Council requested that the storm drain utility fee education be sped up. Mayor Silvestrini brought up preparing for a public works interlocal agreement and finish the accessory dwelling units (ADU) ordinance. Geilmann said within three years, the City needed to look at parcel acquisition. He also brought up a water district that involved Millcreek. The Council listed their priorities, the value they brought to the City, and the necessary staff to work on them.

- 1) Implement a storm water utility fee by July 1, 2020 which would provide added revenue and better infrastructure; John Miller, Rita Lund, John Brems.
- 2) Complete the City Center/bond repayments by July 30, 2021 which would generate revenue for bond repayment and create place and legacy for Millcreek; Francis Lilly, Mike Winder, Laurie Johnson, John Brems, Jim Hardy, John Miller, and Rita Lund.
- 3) Increase property tax for UPD by mid-August 2020 for public safety, perception, and fiscal clarity; Laurie Johnson and Rita Lund.
- 4) Prepare for a public works interlocal agreement for fiscal clarity, stability, local control, and to improve service; John Miller, John Brems, Rita Lund, and City Council.
- 5) Finish the ADU ordinance for affordable housing; Francis Lilly, Kurt Hansen, and Jim Hardy.
- 6) City land acquisition for civic pride and placemaking; Laurie Johnson, John Miller, John Brems, and Mike Winder.
- 7) Culinary water collaboration and governance to have local control and be fiscally responsible; John Brems, Kurt Hansen, Jeff Silvestrini, and City Council.

## **6. Exercise Five: Stop Doing and Start Doing – City Manager John Geilmann**

Geilmann asked the Council if staff needed to start or stop doing anything. Council Member Jackson asked for a Promise Program strategic plan. Council Member Uipi asked about staff cross-training and wanted increased internal communication. Mayor Silvestrini asked if the retreat was valuable. The Council said it was. Council Member Marchant suggested doing a retreat twice a year. Mayor Silvestrini said the Council could have similar discussions regularly at their third Monday Council work meeting. Council Member Catten suggested that the City should start using every opportunity to collect resident email addresses or run a campaign to collect them. Mike Winder suggested getting them from the State Legislators since they already had lists.

**7. Closed Session (If Needed)**

**8. Summary/Assignments – Mayor Jeff Silvestrini**

There was none.

**ADJOURNED: Council Member Catten moved to adjourn the meeting at 7:18 p.m. Council Member Marchant seconded. Mayor Silvestrini called for the vote. All Council Members voted yes. The motion passed unanimously.**

**APPROVED:** \_\_\_\_\_ **Date**  
**Jeff Silvestrini, Mayor**

**Attest:** \_\_\_\_\_  
**Elyse Sullivan, City Recorder**