

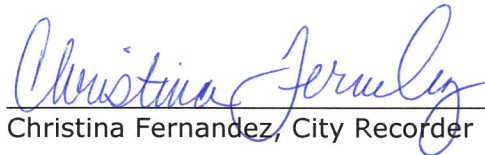
**NOTICE OF SPECIAL WORK MEETING
OF THE CITY COUNCIL
OF THE CITY OF ST. GEORGE,
WASHINGTON COUNTY, UTAH**

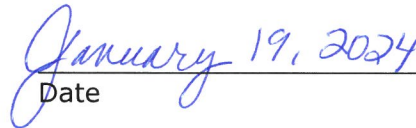
Public Notice

Public notice is hereby given that the City Council of the City of St. George, Washington County, Utah, will hold a special work meeting on Tuesday, January 23, 2024 commencing at 9:00 a.m., at the Dixie Power Administration Building located at 145 West Brigham Road, St. George, Utah.

The agenda for the meeting is as follows:

- 1. Discussion regarding the Fiscal Year 2024-2025 Budget.**
- 2. Reports and updates from the Mayor, Councilmembers, and City Manager.**
- 3. Request a closed meeting to discuss litigation, security, property acquisition or sale, or the character and professional competence or physical or mental health of an individual.**


Christina Fernandez, City Recorder


Date

REASONABLE ACCOMMODATION: The City of St. George will make efforts to provide reasonable accommodations to disabled members of the public in accessing City programs. Please contact the City Human Resource Office, 627-4674, at least 24 hours in advance if you have special needs.

City of St. George Strategic Planning



St.George

Randy Pennington
Pennington Performance Group

LEADERSHIP



“Truth is all around us. What matters is where we put our focus.”

-Roger Von Oech



“Government is a trust,
and the officers of the
government are the trustees;
and both the trust and the
trustees are created for the
benefit of the people.”

-Henry Clay



A man in a light blue shirt is standing and pointing at a whiteboard in a meeting room. Several people are seated in the foreground, looking towards the whiteboard. The scene is dimly lit, with the whiteboard being the primary light source.

Review Agenda

Establish the Ground Rules

“Be curious, not judgmental.”

- Not Walt Whitman
or Ted Lasso





**Your strategy
is the plan for
winning in the
marketplace
you serve.**

**“Plans are worthless,
but planning
is everything.”**

- Gen. Dwight Eisenhower



Leadership vs. Management



How our session is designed

- Discuss what you want to accomplish rather than how you will get it done
- Work on the team to have everyone on the same page
- Final product will reflect key actions to move us forward based on our Mission, Vision, and Values rather than a To Do list of projects



The present should be guided
more by the **future** than the **past**.



Session Deliverables



**RE-CONFIRMED
PURPOSE & VISION**



**ESTABLISHED
PRIORITIES AND
PROVIDED DIRECTION**



**IDENTIFIED NEW AND
EMERGING ISSUES**



**DISCUSSED HOW THE
LEADERSHIP TEAM
CAN BE MORE
EFFECTIVE**

Questionnaire Analysis

- **Successes:** Activities and results that have moved us forward
- **Opportunities:** Activities and results that have not moved us forward at the pace or in the direction we desire

Questionnaire Analysis

Overview

- Successes in the past year:
 - Increased emphasis on public safety
 - Begin evaluation on operational efficiency
 - Increased wages across the organization
 - Partially completed Downtown Plan
 - Focus on water reuse and water securing technology
 - CDA approved for Tech Ridge
 - Approved addition to the airport
 - Roadway improvements
 - Staff communication with city administrator
 - Budget evaluation

Questionnaire Analysis

Remaining Issues from last year

- Resolution of litigation and avoidance of legal fees
- Keep focus on proper role of government
- Outdated website
- Completing our General plan
- Codification of new Downtown Plan
- Protect water
- Evaluate and eliminate City property that does not hold a public use need
- Continued cost reduction focus
- Succession planning
- Ordinance cleanup
- Operation of meetings

Questionnaire Analysis

Remaining Issues from last year (Staff)

- Funding fleet replacement
- Resume or redefine City Women
- Employee review overhaul
- Employee training
- Five year capital project planning with pro forma statement
- Energy and water conservation planning
- Citizen engagement

Questionnaire Analysis

Important policy goals or issues

- Public safety
- Water and Energy
- Budget - services provided, service levels, and funding
- Infrastructure – Streets, roadways
- Continue system efficiency evaluation
- Update website
- Complete General Plan
- Affordable housing

Questionnaire Analysis

Capital projects priorities

- George Washington Blvd connection
- Water reuse and projects (including line replacement)
- Complete City Hall (new and old)
- 3000 East expansion
- 1450 S bridge
- Fire station 1 and at the Ledges
- Airport tower
- Graveyard Wash Reservoir
- Moving people from I-15 to Ivins
- Complete promised parks
- Gap Canyon Pkwy

Questionnaire Analysis

Programs we should start

- Recognize and support groups/individuals who provide services
- Communication improvements
- Constitution training course for elected officials and staff
- Affordable housing emphasis
- Digitize city processes
- Proactive PR
- Indoor recreation
- 3-1-1 system
- Quality of life programming

Questionnaire Analysis

Programs we should consider

- Ensure public transportation meets needs of community
- Encourage/allow the private sector to provide services that the are better suited to offer
- City provision of new services and programs:
 - Basic services to individuals (food, shelter, transportation, financial assistance, etc.)
 - Green initiatives and sustainability
 - Reliable internet services

Questionnaire Analysis

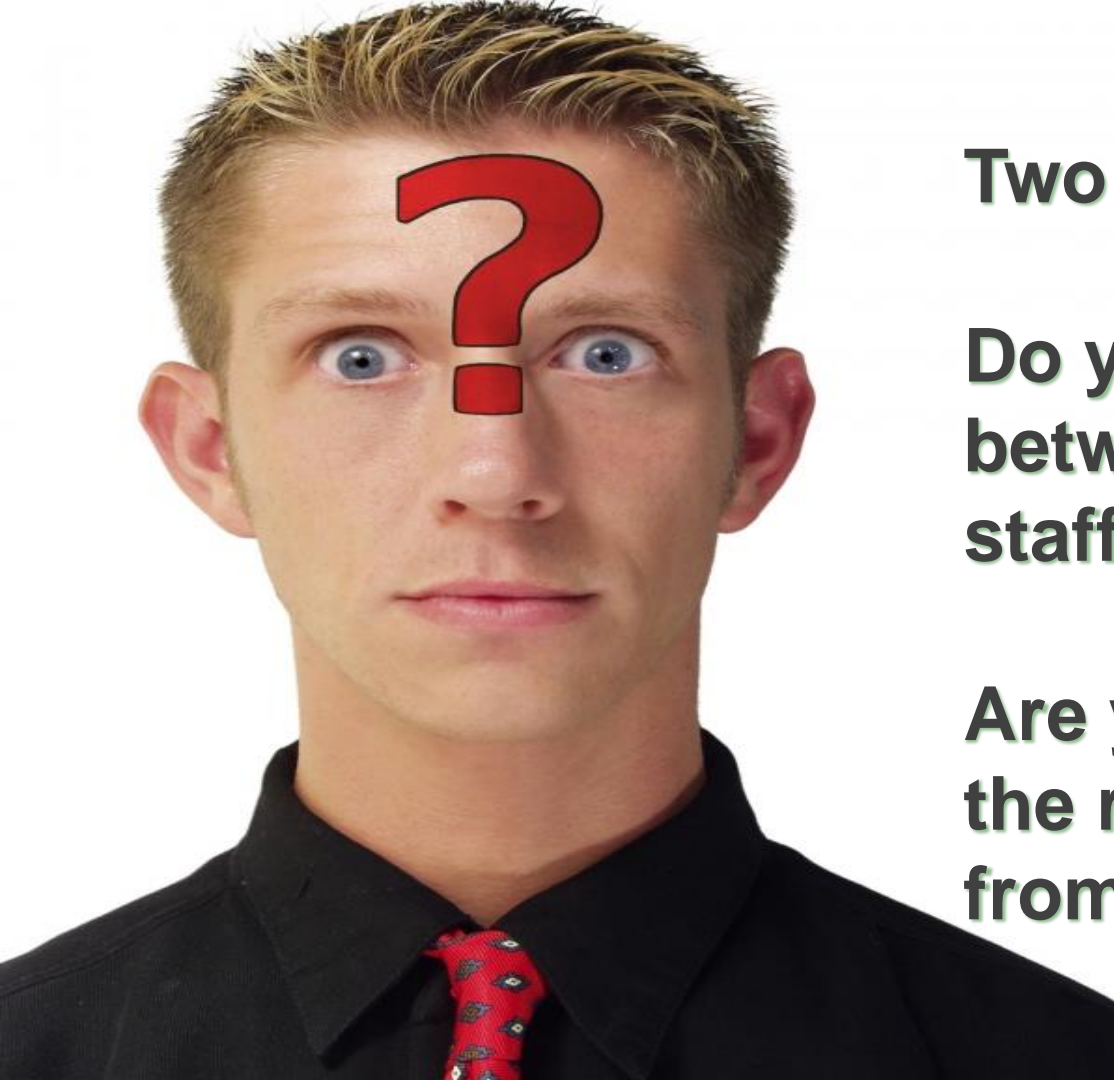
Programs we should not be offering

- Outdated services that are not sustainable with continued growth
- Zion bus route
- Constantly evaluate pros and cons of delivering services through the private sector

Questionnaire Analysis

Programs we should consider

- Ensure public transportation meets needs of community
- Encourage/allow the private sector to provide services that the are better suited to offer
- City provision of new services and programs:
 - Basic services to individuals (food, shelter, transportation, financial assistance, etc.)
 - Green initiatives and sustainability
 - Reliable internet services



Two questions:

**Do you see similarities
between Council and
staff responses?**

**Are you surprised by
the responses you saw
from Council and staff?**

Council 2023 Budget Priorities



- Community safety and security.
- Maintain and improve basic core municipal services including power and water.
- Preserve and improve public infrastructure and transportation – support for non-vehicular options is not unanimous in coming year.
- Preserve and expand existing businesses and attract new businesses including updating commercial plans.
- Financial stability and resiliency.
- Strengthen communication with citizens, business community, and other stakeholders.
- Maintain a highly qualified workforce.
- Maintain the integrity of existing neighborhoods including completing General Plan updates.

Challenges to Address for Achieving Our Vision



- Getting ahead of planning for remaining development opportunities.
 - Ensure that we find the correct is balance between individual rights and overall community direction.
 - Ensure that we allow for diversity of development within neighborhoods.
- Avoiding infrastructure becoming obsolete through proactive investment in maintenance.
- Supporting growth of a diversified economy that is less reliant (over the long-term) on growth and development.
- Proactively addressing mobility to minimize congestion.
- Supporting strategies and activities within the community to make it easier to find people to work here. Consider micro-assists with defined goals where appropriate. Achieve consistency in how we provide assistance to the community.
- Determining a sustainable funding structure for Parks & Recreation and Safe St. George.

Other Council Direction to Staff



- Bring all options for a sustainable funding structure for Parks & Recreation and Safe St. George.
- Utilize a “Forced Choice Ranking” process to determine capital project priorities based on available funding.
- Develop and implement a process for regular review of the businesses we are in to ensure that the citizens’ funds are being efficiently and effectively used.

Potential target areas include:

- Transportation
- Convention Center
- Golf
- Marathons
- Aquatic Center

Other Council Direction to Staff



- Ensure that Council and Work session agendas are distributed on time.
- Provide opportunities for lots of discussion on issues prior to placing it on an agenda for a vote. Confirm that Council has the opportunity to see and ask questions about final versions of items in advance of placing them on a meeting agenda for a vote.
- An agenda item for bringing new items up for discussion will be added to the end of Work Session meetings. Support by two Council members will be needed to place an item on future agendas. This will be evaluated in three months and fine-tuned as needed.

Other Council Discussion and Direction



- Council will seek to ask questions in advance of a meeting to ensure that staff can provide answers that the public needs to hear in the meeting.
- Council affirmed that questions posed to staff in Council or work sessions do not reflect lack of trust in their abilities.
- Council and leadership staff both confirmed the desire for City staff to speak to Council members in their role as citizen of St. George without fear of repercussion. Council also confirmed its understanding that staff should follow the chain of command when speaking in their role of city employee except in cases of serious concerns. Council members will encourage staff to follow their chain of command and speak with the City Manager to ensure that information being shared is factual.
- The City Manager encourages Council to contact Department Heads and staff directly with questions.



**You are perfectly
aligned, structured,
and operating to
achieve exactly the
results that you are
achieving today.**



Game Plan





Discussion:

- Where are we as a community, organization, and Council?
- Are you generally optimistic or pessimistic about the future?
- Are we headed in the right direction as a City?
- Is Council more effective than one year ago? Are we focusing more on the majority of issues on which you agree rather than the few issues where there are differences?

City of St. George
Mission & Vision



Mission

We provide services that focus on people and advance a thriving community.

Vision

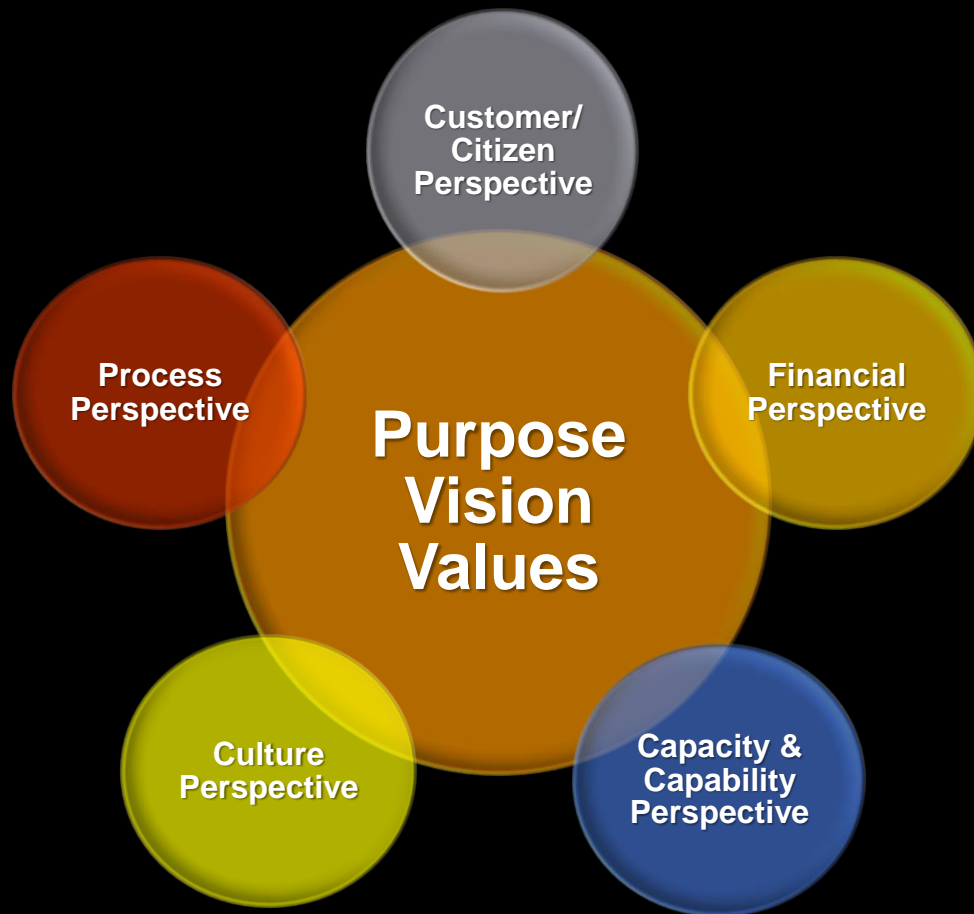
We are an active community, rich in culture with a diverse and vibrant economy that supports people doing great things.

A man in a dark suit and white shirt is shown in profile, resting his chin on his hand in a thoughtful pose. The background is dark. Overlaid on the man's jacket are several large, 3D-style blue question marks of varying sizes. In the top left corner, there is a small grid of white dots.

Questions:

- Do our Mission and Vision reflect where we want to be?
- How do we see the role of city government and the Council in advancing our mission and vision?
- What are the gaps between where we are and where we aspire to be?

New Next[®] Planning Perspectives



*City of St.
George
2023 Goals*



Be great at the basics – Deliver high-quality essential services.

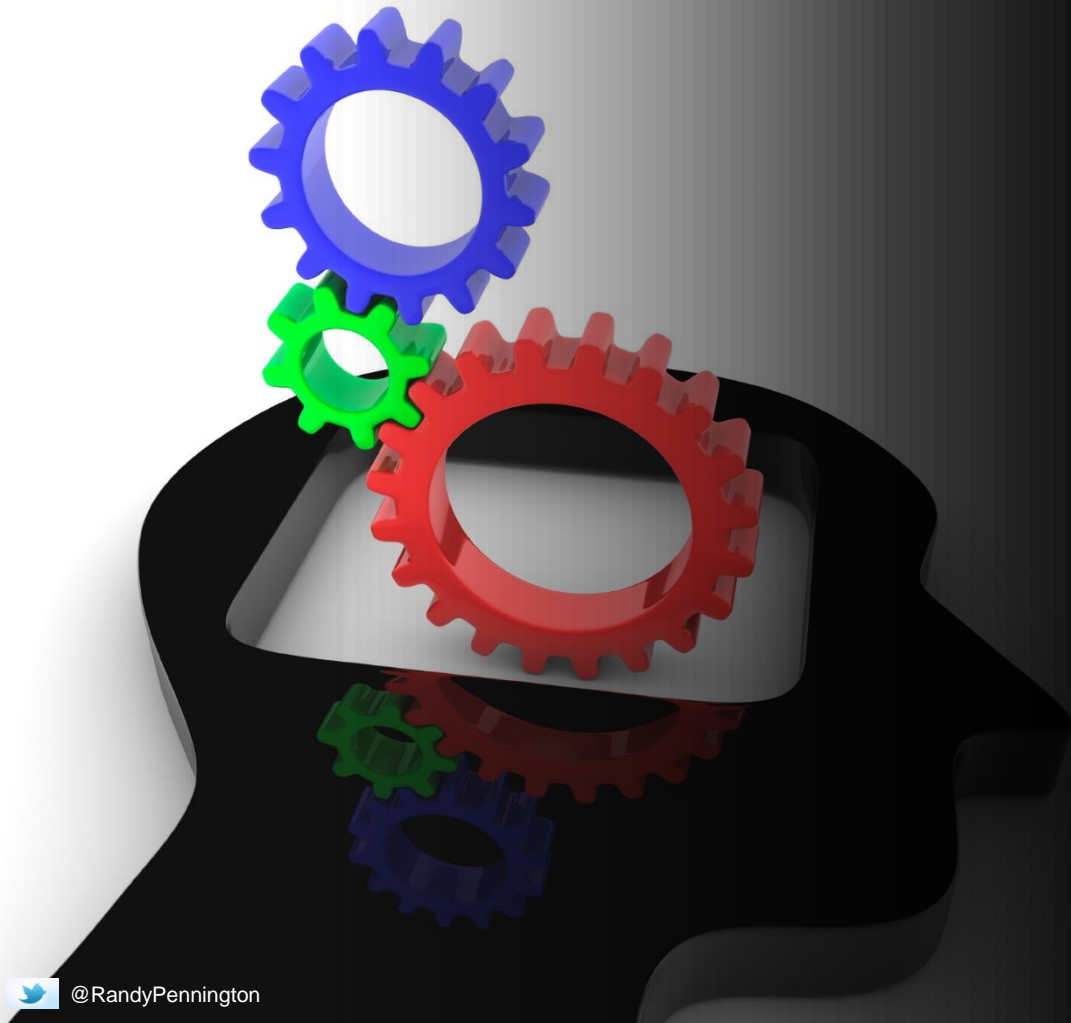
Deliver exceptional experiences - Provide services and amenities that make St. George distinctive.

Support and sustain a strong economy – Create the environment that attracts and supports a diverse economy.

Encourage community and connection – Support opportunities for citizens to engage with the community and each other.

Maintain financial strength– Manage and leverage St. George's assets to ensure sustainability.

Sustain organizational excellence- Build and sustain a team and culture that makes St. George a destination employer for people who deliver excellence.

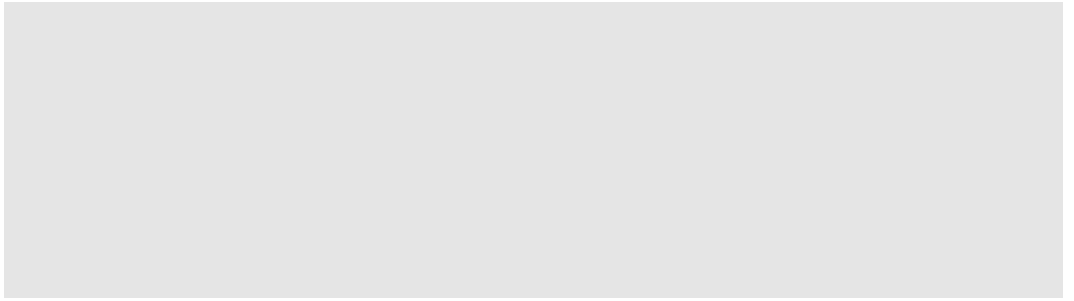


What are your assumptions about the future?

- Economic
- External events and influences
- Community values and priorities
- Operational capacity and capabilities



Council Priorities Discussion for Next Year



Two critical questions:

What has to go right for us to achieve our priorities?

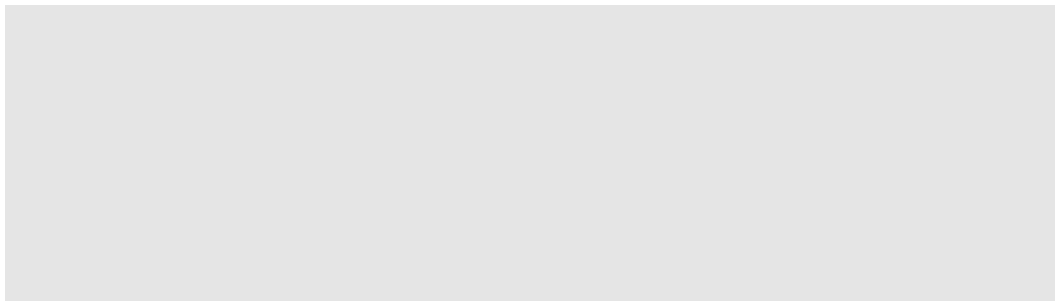
What can't go wrong if we are to achieve our priorities?



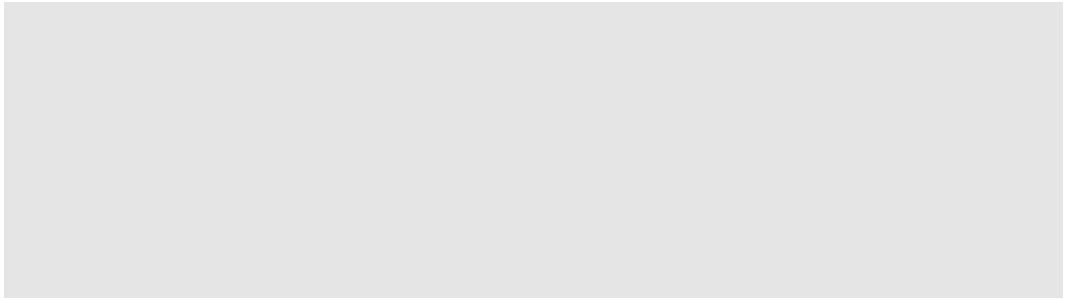
Let's review the day



Progress & Next Steps Discussion



Defining Success, Accountability & Follow-Up



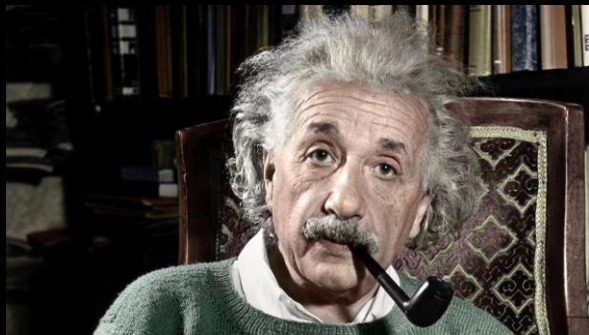
Council and Staff effectiveness

**Change and
transformation doesn't
fail because of faulty
management ...**

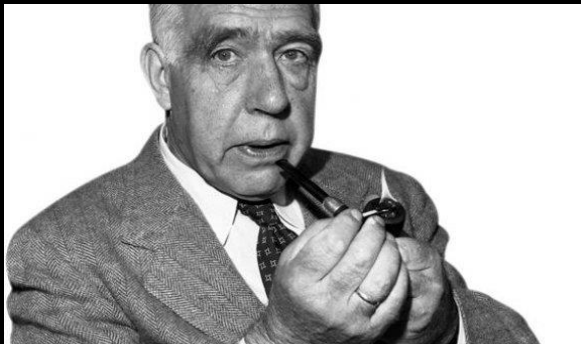
**Change fails because
of faulty leadership.**



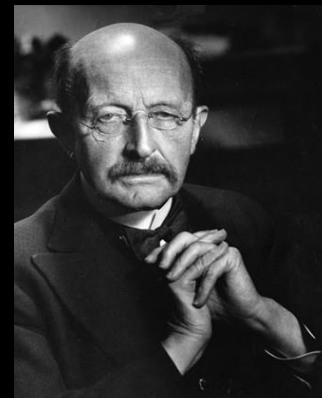




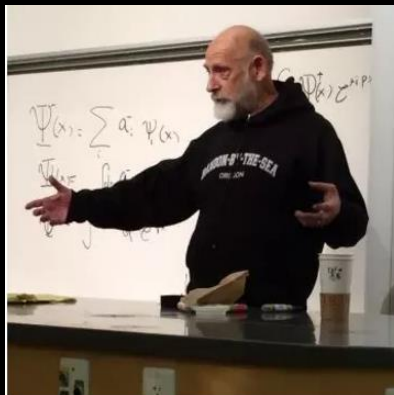
Albert Einstein



Niels Bohr



Max Planck



Leonard



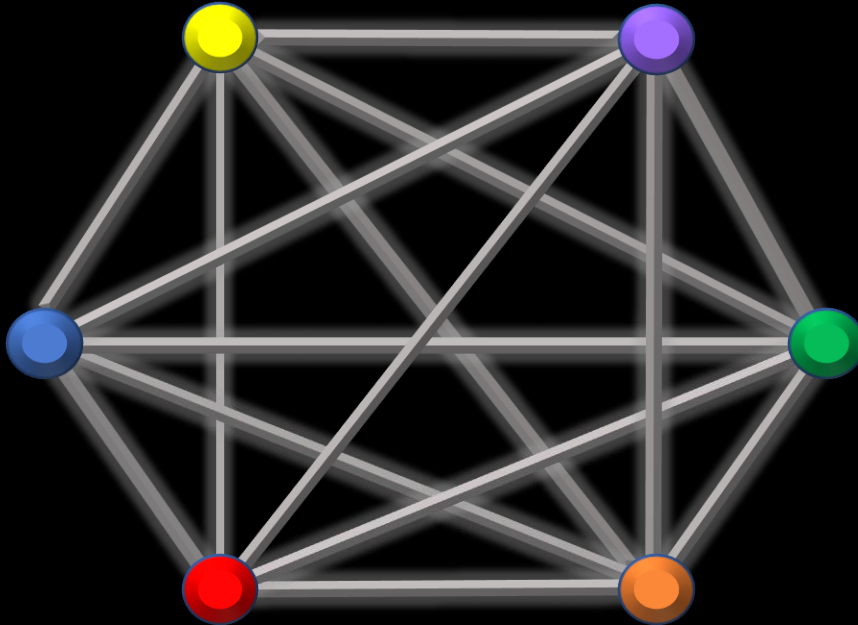


**How you lead in
one area of your
influence affects
your success in
every area of
your influence.**



New Next[®] Leadership

Six Dimensions of Success



Transformational Leadership

Change Leadership

Developmental & Growth Leadership

Organizational Leadership

Interpersonal & Relational Leadership

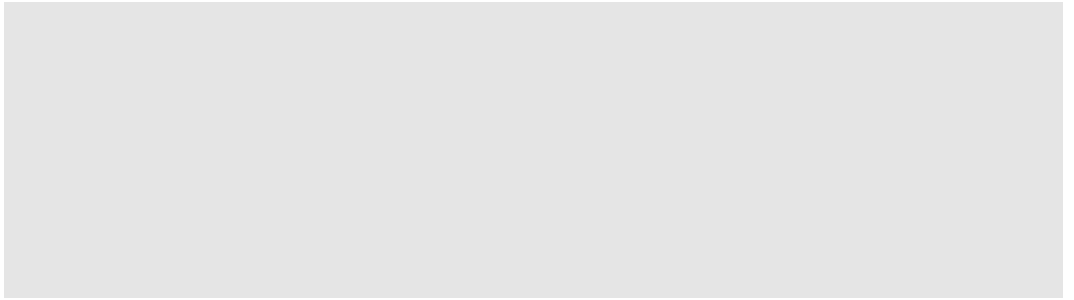
Personal Leadership

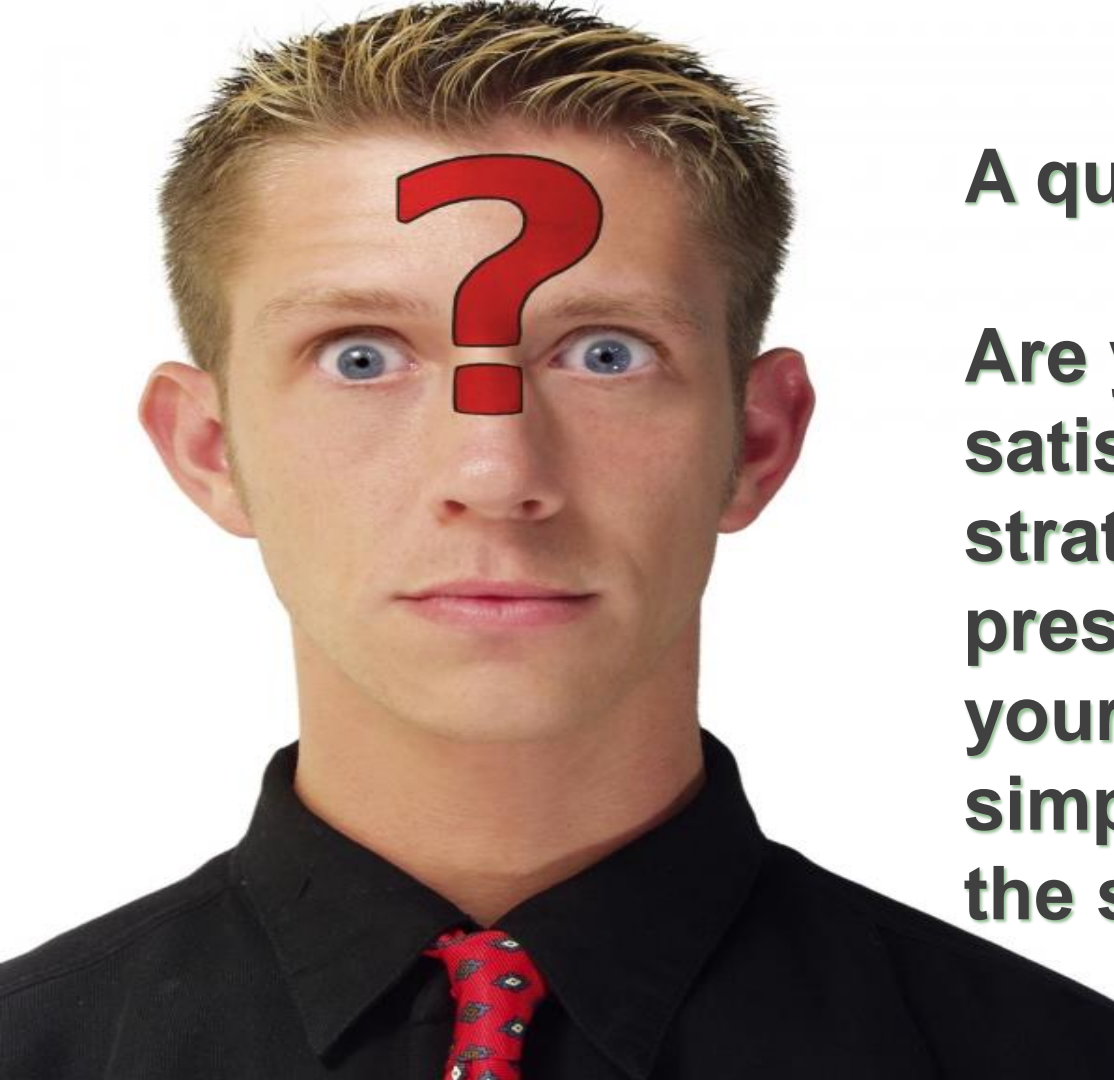
If you want things to be better, they have to be different.

If you want things to be different, they have to change.



Review Next Steps & Action Items





A question:

**Are you, as Council,
satisfied that the
strategies and ideas
presented represent
your goals rather than a
simple endorsement of
the staff's goals?**

“Government is a trust,
and the officers of the
government are the trustees;
and both the trust and the
trustees are created for the
benefit of the people.”

-Henry Clay





Thank You!

**I look forward to seeing
your success!**

**Follow Randy on Facebook,
Twitter, Medium, YouTube, and
Linkedin**