

**COUNCIL RETREAT MINUTES**  
**FEBRUARY 19, 2021**

The City Council held a meeting on Friday, February 19, 2021, at 8:00 a.m. at Southwest Technical College, 757 West 800 South, Cedar City, Utah.

**MEMBERS PRESENT:** Mayor Maile Wilson Edwards; Councilmembers: Ron Adams; Terri Hartley; Craig Isom; W. Tyler Melling; Scott Phillips.

**STAFF PRESENT:** City Manager Paul Bittmenn; City Attorney Tyler Romeril; City Recorder Renon Savage; Finance Director Jason Norris; City Engineer Jonathan Stathis; Police Chief Darin Adams; Fire Chief Mike Phillips; Economic Development Director Danny Stewart; Leisure Services Director Ken Nielson.

**OTHERS PRESENT:** Garth Green, Cinthia Van Last, Tom Jett, Laura Henderson, Teri Kenney.

Mayor Edwards welcomed everyone and thanked Southwest Tech for hosting us and having a collaborative partnership.

**STRATEGIC PLANNING TRAINING WITH TRAVIS SIMKINS:** Professor of Marketing at SUU. I am excited to give you a lot of questions to think about. I am from Wyoming, my dad was born in Cedar City, grew up in Parowan. I have worked at Weber State, US Customs with a Mexican branch in Loreto. Went to Las Vegas for a few years until 2007. Went back to Afton Wyoming and opened a business and was able to get it to the point I could leave. Got a marketing degree in Wyoming and then to Arkansas State, then a position opened here and was happy to get back. I love to teach students, Small Business Management, I love talking to real people. My background in corporate America is in management and with a PHD in Marketing. I fell in love with project management. How do we coordinate across departments? City Government is an interesting animal. What are projects? Phillips – road, infrastructure, vision of the future. Travis – what is different between projects and operational work. Delta Regional Authority is with government, academia and industry. They are in a region they get together once a month for 6 months and talk. (Exhibit “A” was reviewed)

What is the difference between project and management? Paul – working with a group of citizens to improve public safety. Engineering is building stuff; leisure is putting on an event or working with engineering to do a trail. Travis – is paving a road something you do daily or is it a project. How projects and everyday interface operations.

Mayor – a project could take 10-12 years but has a longer life span from start to finish. Travis – government projects are very different in nature. Scope, quality, stakeholders, schedule, budget, resources, risk, customer satisfaction. The project management institute is the no it all for project management pmi.org has information on what they have recently done. They talk about the framework of a project which makes it easier to manage. What is the biggest problem with projects: scope, schedule and cost. Through projects government is

expanding to incorporate more. An issue with government projects is overspending, so they have an oversight committee. They teach to understand framework. Communication between various groups/departments are problematic sometimes.

What is project Management (see Exhibit "A"). Give people what they want. Through time and value, they move you for a current state to a future state. How do we define value? The worst project is one that shouldn't have got started. Projects are stressful, you are under the gun, over budget, etc. we get thrown into projects sometimes because there was no one else to do it. What are projects and what are operational. How do projects align with the organizational strategy? Sometimes projects we choose may look the easiest but are they really. Project management is framework, initiate planning, performing and closing. The framework is 10 knowledge areas (see Exhibit "A"). How do we establish our scope and what we want to accomplish? Sniper, under fire, you focus what is in your scope, if it is not in the scope, it is not what we are doing. Do we understand how scope is in the schedule and cost? Would it be better to have more? What is the definition of quality? Resource management, what happens if I need an engineer and he is not happy, will I get the best resource I need. If we do better at planning will we have a better team. Communication are meetings endless status reports. Risk is huge, how we mitigate and manage. Procurement, how do we get what we don't have. If you have a project manager that receives contracts that were already in place stakeholders. One of the most impactful stories, rural Mississippi got \$2 million for a park and they were super excited. Two months into it they had community activists that didn't want the park, they were wanting to do something good for the community and they found it was in the best duck hunting property. They lost the \$2 million and the park. If they would have talked with the people that wanted it and those that were impacted first, the outcome would have been different. Talk in the beginning. It costs more to make changes in the middle or the end than in the beginning. Is there a process to identify stakeholder needs? 10 knowledge areas through the 5 process groups, initiating (start), planning, executing, monitoring and controlling and closing.

What are the contexts that initiate projects (see Exhibit "A"). Mayor – Airport has lighting, runway projects to meet FAA requirements with all kinds of regulatory requirements so that the FAA doesn't shut it down. Travis – government is a lot different than private.

Travis – there is no one worse than the public to deal with, I found that in private business. I started a bowling alley, 2 movie theatres and 2 restaurants. This was done in an old auto part store that was renovated. The public is demanding. You have a big responsibility that is hard and is not appreciated. Why are government projects unique? (see Exhibit "A"). All projects we need to figure what we do, how to prioritize and how to move them from point A to point B.

Leadership vs. Management, what is power? Phillips – control, Melling – influence, Hartley – authority. What is a short definition – the ability to get something done. What are different types of power. Why did I introduce myself as Doctor? Mayor – the perception of authority. Travis – I can present myself as an expert. Expert – pressure based, avoiding, refusing to participate are all a part of power. What is the best? Phillips – it depends on the person and what you are trying to have authority over. Travis – yes, it depends. Sometimes you must