

Snyderville Basin Special Recreation District
Board Work Session Minutes
Wednesday, March 18, 2009
Schefter Conference Room - Trailside Park
5715 Trailside Drive
Park City, Utah

Board Members in Attendance: Tracey Douthett, Sharon Odell, Ron Perry, Scott Siemon, Marilyn Stinson. Kevin Simon participated by conference call. Scott McClelland arrived at 6:35.

Absent: None

Staff/Employees Present: Bonnie Park, Rena Jordan

Attending Guests: None

The work session meeting of March 18, 2009 began at 6:15 pm.

Rena Jordan distributed a document summarizing capital funds available to the District, and the capital wish list presented by department managers at the February retreat.

Scott Siemon expressed concern that the Board has not had the opportunity to discuss the policy form of governance philosophy presented at the retreat. He believes that information is one man's opinion on the way in which Board roles and responsibilities are defined, but is not fully convinced this direction for the District has been discussed and agreed to by the Board. He believes this discussion needs to take place.

Jordan reminded the Board that her position description has not yet been finalized, and depending upon how the Board chooses to move forward with her responsibilities the governance role of the Board will be better defined. Discussion followed on the roles of the Board and the powers delegated to the Director in the District policy manual.

Only allowing the Board to set limitations and guidelines of the Director is of concern to Siemon. Jordan reminded the group that the Board will need to decide how and for what they will hold her accountable. She is passionate about developing the staff and helping them become better leaders.

Siemon asked about level of staffing at the Fieldhouse. Jordan said this is a question that needs to be addressed at the time the budget is discussed. If the expectation is for someone to be at the front desk all the time, then the expectation to have the desk staff set up for parties or walk through the locker rooms needs to be re-visited. Jordan's philosophy is to delegate as much as possible in order to develop good leaders.

Siemon said his discomfort comes from not fully understanding the Board member's role. Jordan said the Board wanted to try on the role of being strategic leaders. She believes there was alignment that the Board wanted to follow the model of setting limitations of the Director, and allowing her to manage.

Douthett said she believes the guidelines are better defined for her. The Board has a passion to uphold fiduciary responsibilities and provide quality facilities and programs, but the staff provides the means to get there. Siemon said he will review the current policy manual and decide what delegated authority is uncomfortable for him.

Odell emphasized her opinion that the Board should focus more on the strategic planning and give Jordan the authority to manage the implementation.

Following discussion on governance policies, Jordan reviewed aspects of the capital fund including balances, impact fees, designated funds, and replacement funds for capital items. Discussion followed on prioritization of replacement items. Jordan said the new phone system and Ford Explorer replacement can be postponed if the Board chooses to spend more on a higher standard for the Fieldhouse turf replacement. Jordan reviewed the capital wish list by department, presented by staff at the retreat.

In response to a question by Douthett, Park explained the status of a possible pump park in the Spring Creek Commercial area. The dialogue with the Commercial Owners Association related to the two acre parcel continues.

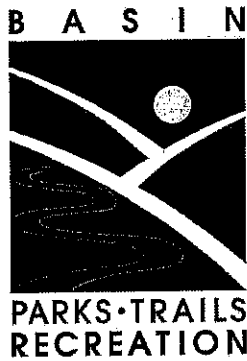
Jordan said the Board will need to make a determination as to what to do with the RAP grant for the splash pad.

It was suggested that first quarter strategic planning focus on the Recreation department - Fieldhouse improvements or expansion plans. Jordan reiterated that any capital plan needs to be approved in the budget which is approved by the Board. Ron Perry said he would like staff to investigate whether RAP funds can be allocated to a splash pad at the Fieldhouse and to find out if funds set aside for parking at the Fieldhouse could be used for that purpose. Staff was directed to discuss these possibilities with RAP tax and Newpark representatives.

Jordan said at the April 1st meeting the Board will consider appointments to the BOSAC committee and the Regional Recreation Committee.

The work session of March 18, 2009 ended at 8:25pm.

Minutes prepared by Bonnie Park



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Board Meeting Minutes
Wednesday, March 4, 2009
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Park City, Utah

Board Members in Attendance: Tracey Douthett, Scott McClelland, Sharon Odell, Ron Perry, Scott Siemon, Kevin Simon, Marilyn Stinson.

Absent: None

Staff/Employees Present: Bonnie Park, Rena Jordan

Attending Guests: None

The meeting of March 4, 2009 was called to order by Chair Odell at 6:08 pm.

PUBLIC INPUT

There was no public input at this point in the meeting.

DISCUSSION: BOARD RETREAT ACTION ITEMS

Rena Jordan said this is an opportunity for Board members to debrief their thoughts following Saturday's retreat. She asked the Board to validate their interest in holding one business meeting and one work session per month. If the Board agrees to move forward this way, she recommends they prioritize topics for the remaining three quarters of 2009 between Parks, Trails and Recreation. The first quarter has been dedicated to administration. Following discussion it was agreed that the first meeting of the month will be an administrative meeting when the Board may take action by motion on items of business, in addition to approving minutes, invoices and other housekeeping items; the second meeting of the month will be a work session. Work sessions are open to the public. They will be publicly noticed and minutes kept. Jordan said the first work session of each quarter would be devoted to strategy for the rest of the quarter, such as when, where and how the Board would like to invite public input on any given topic. Finances for each department may be addressed by quarter. Ron Perry said once these financial needs are understood, the Board could better prepare for a future bond. Park reviewed the way in which impact fees may be used. She said the capital facilities plan and impact fee ordinance was amended in April, 2006. Funds collected since that point in time may be used for a broader range of facilities. Prior to 2006, funds from the impact fee account could only be used for community park development of multi-use ball fields and related facilities. Perry suggested recreation might be a good starting point, to discuss splash pad funding and Fieldhouse expansion plans. Douthett suggested the work session on March 18 allow discussion time to consider the whole menu, including parks, trails and recreation. Jordan agreed, because it would fall within the realm of administratively trying to align the Board and bring focus to

the work session topic at the second meeting on April 22nd. The meeting on April 1st would be a business meeting. Board members concurred with this approach.

FOURTH QUARTER FINANCIAL REPORT

Rena Jordan provided a Board handout for review to be inserted into Board member financial binders (attached). Jordan said this report is considered draft because the final year end financial statements are based on the District's audit. She reviewed revenue highlights. Overall revenues came in \$13,074 above the amended 2008 budget. The Fieldhouse operated at 78% cost recovery; programs recovered 46% of costs overall. Jordan said about \$20,000 in scholarships were granted. Discussion followed on the management of scholarships. Jordan said depending upon the camp and the applicant, a range of partial to full scholarships are granted. She requested that a statement regarding the availability of scholarships be published in Play Magazine. All scholarship requests are reviewed by recreation staff and approved by Jordan. Overall the expense budget was \$120,699 less than the 2008 amended budget. The net rollover from operations to the capital account is \$403,697, of which \$110,000 will be allocated to the Fieldhouse turf replacement fund and an additional \$132,000 which is, as yet, not allocated. The remaining \$161,697 will increase the general fund balance. Currently the fund balance is 93% of current year's property tax collections; by law it cannot exceed 100%.

Jordan briefed the Board on the capital, impact fees, and debt service budgets. She noted there will be some mechanical changes to these budgets due to the fact that auditor Greg Ogden requested the BOSAC \$10 million in bond proceeds be run through both the debt service and capital budgets as interfund transfers. In response to a question by Scott McClelland, Park clarified financial responsibilities of the District as grantor of the conservation easements held by Utah Open Lands on both the Willow Creek and Rasmussen open space parcels. Summit County will be financially responsible for baseline and monitoring costs of the Koleman parcel and PRI, and a portion of Quarry Mountain.

EXECUTION OF CANYONS TRAILS AGREEMENT

Board members received a staff memo in their packet prior to the meeting (attached). Bonnie Park gave a brief history of community trails approved as a part of The Canyons Specially Planned Area (SPA) development approval. Park said this "Amended and Restated Exhibit I.2.3 to The Canyons SPA Agreement" was previously approved at the November 5th meeting, she felt it important to have the final execution of the document by the Board captured in the District minutes. She said it is her understanding that one of the Wolf properties has been sold, and the purchaser will become a SPA party to the agreement through a "joinder." Park said there is a desire to begin construction of the golf course this spring. This agreement along with golf course associated plats must be recorded in order to move beyond a grading permit. Chair Odell signed the agreement; Clerk McClelland attested.

AD-HOC ORGANIZATIONAL COMMITTEE RECOMMENDATIONS

Ad Hoc committee members presented a draft salary schedule to discuss positions related to the re-organization. Scott McClelland said the committee evaluated an earlier schedule and shared concerns over the long term financial impact to the District of the top end (step 6) of the pay scale for managers. Perry said the committee felt it important not to take anything away from employees. McClelland added they also do not want to create a top-heavy organization. Jordan said she would like time to compare this schedule to the scale she has been working with. Her recommendation was to bring the two new manager positions in at the bottom of the manager scale. It would take six years or more to reach the top step, based on performance. Jordan stated her position as one who understands the volume of responsibility and expectations associated with each manager position, and what she is holding managers accountable for in the scope of all District activities as she "right sizes" the distribution of work. McClelland said he believes District personnel costs, as a percentage of the operating budget, are high compared to other jurisdictions. Jordan said District personnel costs run approximately 64% of the overall budget. Siemon concurred with McClelland's financial concern at such time

all managers have achieved their top step. Jordan stated the opportunity to manage the scale is by disallowing step increases in difficult economic times, not granting a COLA increase, or not filling positions and reducing costs through attrition. She said her management style is to state expectations and assign higher levels of accountability that are measurable to develop future leaders in the organization. Douthett said that as a member of the ad-hoc committee she shares concerns of the percentage of personnel costs in relation to the overall budget, but appreciates Jordan's view on the tools available to the District to manage those costs. She concurred with that way of thinking. Siemon said according to the "Rules of Governance," discussed at the retreat, the Board approves the budget and it is Jordan's job to implement it. Jordan said the budget is based on the salary scale, and within the salary scale the Board should not have to re-visit the schedule every year. A freeze on step increases is a macro decision that should be determined by the Board. She asked that personnel costs be put in context of the total budget and is not comfortable with the proclamation that the District is out of line when compared to other entities. She has reviewed other public budgets and does not believe this to be the case. McClelland clarified his concern is not so much today, but in the future. Jordan reminded the Board that the rationale of transitioning from a twelve-step to a six-step schedule was to cap the financial exposure over time. There was compression of the salaries within the six-years, but a decrease in the top salaries paid on the former 12-step schedule. The District will begin saving money in 2010, compared to long-term financial exposure of the 12-step program. Chair Odell asked how the Board would like to proceed. Perry said the general consensus of the ad-hoc committee was not to cut anyone's salary and they were trying to follow Jordan's lead in setting the manager scale. Jordan said she has angst in creating a second-tier manager scale, and recommends those positions begin at the bottom step of the existing manager schedule. Siemon said in the history of the District there has never been a salary freeze and questioned this approach. Odell said from an economic standpoint there has never been a need to institute a freeze or not grant a COLA. Jordan said if economic times dictate she is very comfortable instituting a step freeze in order to balance the budget. Stinson used the analogy of her experience in the resort business, whereby once an employee reaches the top of the scale only COLA increases are granted unless there is a position change. She understands that public perception may be that if salaries are too high public funds may not be being used properly. She believes Jordan has provided a solution to the Board to address current economic challenges. Further, she agrees with Jordan's analysis that managers are managers, and should be placed on the schedule as such. Jordan said the Board concurred with salary comparison data prepared by Mickelsen, whereby the target was to be in the top 20% of salaries for like communities because the District wanted to attract good, hard working dependable people. That was a Board strategy decision on setting the pay scale, as was the benefit package. She said if the Board does not want to be in the top 20%, that is a strategy change. She said it is important for the District Board to have alignment, as these discussions are important. She added if the Board is uncomfortable with the data that was collected, then she should be directed to gather additional data. McClelland said he personally likes having the funding carryover to create new recreation facilities for District patrons, and is resistant to having salaries out of line that take away from that. Chair Odell stated the original purpose of the ad-hoc committee and believes their job to be complete. Jordan shared her thoughts on setting the bar high so that all managers are top performers. Perry expressed appreciation for Jordan's insight on how to manage personnel costs, but stated the Board will be cautious in approving future budgets. Following discussion, Board consensus was that no motion was necessary to amend the organizational structure as this authority has been delegated to the Director. Position changes and associated pay scale adjustments will be retroactive to February 1, 2009.

SERVICE PROVIDER/PLANNING UPDATE

Bonnie Park reported the Koleman property lot line adjustment and warranty deed was recorded on February 13, 2009, which creates the "Koleman Park Parcel" purchased for \$1 million using impact fee funds.

Summit County has established a line item in their budget of \$50,000 for open space maintenance. BOSAC is in the process of planning an open space celebration in conjunction with National Trails Day, with a theme of "Stand on Your Land." Park said rather than create a new event, it was decided to expand the Trails Day

activities held annually the first Saturday in June. The Koleman property may be a focal point. A meeting with neighbors and other interested parties will be held to develop a proposed trail plan on that parcel.

Park said the former Mecham car dealership on Rasmussen Road has closed. The original SPA development approval anticipated a contribution toward a bridge to provide an East Canyon Creek trail crossing. Park recalls the amount to be \$35,000. According to a note from the County Attorney's office, if another dealer purchases the business within the next year, Summit County will require the contribution be made prior to getting a business license. However, if the parties are in bankruptcy, the District may need to file a claim in bankruptcy court for the value.

The plat for Lot 4 of the Spring Creek Commercial Plaza has been signed.

APPROVAL OF MINUTES 2/4/09

Sharon Odell called for comments, questions or a motion to approve minutes of February 4, 2009.

MOTION: To approve the minutes of February 4, 2009, as written [Perry/Siemon] All in favor: Tracey Douthett, Scott McClelland, Ron Perry, Scott Siemon, Kevin Simon, Marilyn Stinson. None opposed. Absent: None. Motion carries.

APPROVAL OF INVOICES

Board members were provided a summary of payables dated February 5 – March 4, 2009 for Board review (attached). Jordan said going forward, invoices will be provided in meeting packets prior to the District's monthly business meeting. Following brief discussion, Chair Odell called for a motion to approve.

MOTION: To approve the invoices of February 5 – March 4, 2009 in the amount of \$168,497.21. [Perry/Douthett] All in favor: Tracey Douthett, Scott McClelland, Ron Perry, Scott Siemon, Kevin Simon, Marilyn Stinson. None opposed. Absent: None. Motion carries.

PUBLIC INPUT

No public input was provided at this meeting.

A motion to adjourn the meeting of March 4, 2009 was made at 8:43 pm. [Perry/McClelland]

MOTIONS

No motions other than the approval of minutes and invoices were made at this meeting.

Minutes prepared by Bonnie Park

Clerk/Board Member Approval: 