MURRAY CITY MUNICIPAL COUNCIL
COMMITTEE OF THE WHOLE

The Murray City Municipal Council met as a Committee of the Whole on Tuesday, March 1, 2011, in the Murray City Center, Conference Room #107, 5025 South State Street, Murray Utah.

Members in Attendance:

Jim Brass	Council Chair
Jeff Dredge	Council Vice Chair
Darren V. Stam	Council Member
Jared A. Shaver	Council Member
Krista K. Dunn	Council Member

Others in Attendance:

Michael D. Wagstaff	Council Executive Director
Dan Snarr	Mayor
Jan Wells	Mayor's Chief of Staff
Frank Nakamura	City Attorney
Janet M. Lopez	Council Office
Peri Kinder	Valley Journals
Jennifer Brass	Citizen
Janie Richardson	MIS
Robert White	MIS
Dave Carpenter	MIS
Pat Wilson	Finance Director
David Larsen	MIS Director
Tim Tingey	Comm & Econ Dev Director
Chad Wilkinson	Comm & Econ Dev
Dave Eisenlohr	Azimuth Group

Chairman Brass called the Committee of the Whole meeting to order at 4:03 p.m. and welcomed those in attendance.

Minutes

Mr. Brass asked for corrections or action on the minutes from the End of Year Service Level Reports meeting held on January 25, 2011. Ms. Dunn moved approval as written. Mr. Shaver seconded, and the motion was approved 5-0. Mr. Brass asked for action on the minutes from the End of Year Service Level Reports meeting on January 31, 2011. Mr. Stam moved approval, and Mr. Dredge seconded the motion. Motion carried 5-0.

Business Item #1:   **Azimuth Group Information System Study**
                              Presentation – David Larsen and Dave Eisenlohr

Mr. Larsen informed the group that the City decided to do an information technology strategic plan and study of the state of technology in Murray. Azimuth Group was selected to complete the study after an RFP process, and David Eisenlohr is the managing partner of the group. He and his partner completed the study and Mr. Eisenlohr is present to explain the findings.

Mr. Eisenlohr thanked everyone for their time, and noted that he would go through what was asked of the company, and where they are in the process. Based on the success of a staff exercise of setting priorities, he plans to do the same with the Council gaining their feedback, which will be used in the final product.

Mr. Shaver asked about the Azimuth company. Mr. Eisenlohn explained that Azimuth Group is a small firm based in Dallas, Texas. There are two partners and about five associates. His own background consists of lots of time in big consulting firms, including Arthur Anderson, Ralph Anderson & Associates, and Maximus prior to starting his own firm. Azimuth works primarily with cities, counties, special service districts, and local government entities, providing a full range of management consulting advisory services with a heavy emphasis on IT strategy and system selection. Other areas that touch the information technology (IT) department, such as business process improvement, and organization design are also prominent fields of study.

Mr. Eisenlohr gave an overview of his presentation beginning with the background and objectives. He was basically engaged to conduct a technology planning project, evaluating effectiveness within the organization, and determining alignment as to how well the capabilities, systems, and investments that the City has line up with the business needs of the organization.

The key objectives are to evaluate the use of the City's technology, to review what Murray has, and to determine if there are opportunities to better leverage what is already in house, and to identify any new investments that might be warranted.

There are three phases of the study approach, and, currently, we are at the end of phase two. Phase one was the assessment stage to see and understand what is here. Second, is to develop the strategic opportunities, and begin to paint a picture of what the future might look like for Murray City. The final phase will be to put together an implementation roadmap and plan.

Azimuth started with a series of focus group interviews that covered the whole gamut of the organization. These interviews were primarily conducted with managers and directors, and supervisors. He will discuss some of the key things learned. They went through each department and assessed, from a technology point of view, the complexity of the operation/function, how well enabled it is by technology, how satisfied the people are with the level of technology they have available, and finally, what opportunities exist. A consumer report style assessment has been completed for those departments. The results all translate into a range of medium to very high opportunity going forward.

Mr. Shaver mentioned that the only department with less than 50% opportunity is the police. Mr. Eisenlohr confirmed that the police have very good technology. Spillman is the main set of applications. There are some issues related to code enforcement function, and the

interrelationship between non criminal matters. Fire is also in pretty good shape, as far as, what they own, however, the observation is that not everything is fully deployed. A suite of applications called Fire Programs is mainly being used for records management aspects.

Another thing Azimuth was asked to assess was the IT department staffing, Mr. Eisenlohr added. It is their conclusion that the staff is thin. They are not understaffed, however, they are at the low end of the range, in terms of the complexity you have here. This does include two GIS people that are not engaged in IT full time. We have not proposed to add staff. The department is organized around three basic areas: network and hardware support, applications support, and GIS. They spend a lot of time toward being very customer focused. In an odd way, that becomes one of our criticisms. Maybe there has been too much emphasis on whatever the departments want, they get. You will see some observations about lack of standards, and rigor around enforcement of standards.

Mr. Shaver asked if there was also some observation that there was not cross training, even though there is great skill. Mr. Eisenlohr responded that he will get to that, however, what was said was that, as the department moves forward into a different model and technologies, there are some really strong AS400 DB2 skill sets, however, Azimuth questions whether that is where the City needs to be in the long run. If and when the City moves away from that, it is important for the staff to be trained to succeed in the new model.

An observation is that the City departments view technical support as more of a utility than a strategic partner. He heard stories of software arriving and employees calling IT to ask them to make it work, instead of having IT engaged from the start. This is an opportunity. They have good staff, and have developed a lot of custom applications. After the first visit to Murray City, the comment was made that Dave Carpenter needed to be bubble wrapped for protection, because much of what goes on is in Dave's head. That is a compliment, not criticism.

Mr. Eisenlohr stated that he was asked particularly to look at GIS and GIS strategy. He concluded that great things are being done there. There are opportunities to do more.

The big theme you will see as we continue is all about governance, and how to set priorities and standards, where big opportunities are seen. On the application side, some of the products the City has in place are the best, such as Spillman, ArcGIS, Class, Prosecutor's Assistant, and Fire Programs. The administrative application infrastructure is based on SunGard's HTE, which is a good product. The potential problem is that HTE was bought by SunGard, which just bought two other big packages, Bytech, and Pentamation. They are starting to move those products together and the future is uncertain. A conversation with SunGard reps revealed that they will continue to sell and support HTE; however, they would not make any more investments in it. Typically, that is the first stage toward eliminating support. It is good software, and a good decision when purchased, but probably not a long term solution.

There are a number of Access databases and Excel Spreadsheets that don't talk to each other. Customer service and complaints do not have a service request management application. Most employees use emails for this matter. If a Council member asked for a history of pot hole complaints in a particular quadrant of the City, for a particular date range, it would be very difficult to respond to. The system could not answer that. There is a significant need to implement new or enhanced systems to support processes that are highly manual in nature.

Relating to staffing, Azimuth used a formula called IT Intensity, developed by the Gartner Group (a blue ribbon IT standard). It says that based on a moderate intensity of IT, which they

scored out, and the user base to support, the lower minimum end of the staffing range calculated to be 12 and the upper end of 20. Murray has 12, including two dedicated GIS staff. We are not recommending to immediately add staff; however the City is at the low end of investment and support staff.

Mr. Eisenlohr pointed out a page showing the application footprint currently in place in Murray. It shows the departments and icons with red or green lines for interface. Green means an automated interface, and red is manual. The icons are Excel spreadsheets, DB2 databases, or Word documents. Much of the work that gets done is outside these systems. They are not all in an integrated system. Just about any organization, over time, will have a picture about like this.

The key themes have been identified into five strategies we the City needs to address.

1. Inefficient and manual business processes:

    (a) Many business activities rely on manual paper based kinds of action that could be made more efficient through better application of technology. Management reporting is one area, where tallying takes place, put into Excel spreadsheets and emailed. There are no dash boarding capabilities right now.
    (b) Agenda prep is largely manual. Even though your agenda documents are scanned and emailed, there is not really a management system underlying that.
    (c) Service requests have been discussed, functionality is not used and reported to be cumbersome. It is not easy to use, and the system is unknown.

2. Lack of standard software and technology stack:

    (a) Databases utilized are SQL Server and DB2 and various proprietary databases. The DB2 is an IBM product that is not open, and necessitates very bright people trained in that. Mr. Larsen added that it is a good database, used very heavily. SQL is made by Microsoft. DB2 has a lot of enhancements and it is very versatile, but in the municipal space it is used by only certain vendors, and is very thin. Mr. Eisenlohr clarified that his firm is not here to say that AS400 platform or the DB2 database are bad applications, however, he confirms that when you look at what is gaining ground in the municipal market there is less and less being developed on that particular platform. Mr. Dredge asked if they play well with others. Mr. Eisenlohr said that interfaces must be written for them to work together.
    (b) There are no clearly defined standards for technology across the whole spectrum of things you might invest in, hardware, software, operating systems, and applications. For example, Azimuth noticed Windows, Unix, and AS400 operating systems, and Windows XP, Vista, 7 and Mac desktop operating systems. None of these systems are bad; however, it compounds the difficulty that IT has in supporting the organization. Standardization is important.
    (c) Office productivity tools include products from Microsoft, Corel, Apple, and others. Multiple spreadsheet programs are used. Some people use Word, and others use Word Perfect for word processing. He explained that he got a

history lesson related to the early decision to go with Word Perfect platform, due to the fact that it was a local Utah company. Again, a lack of standards.

3. Ineffective IT governance process:

    (a) There is no long term capital spending plan for IT investment.
    (b) There is no structure for the engagement of end users.
    (c) No developed replacement plan is established. These issues have been done in good faith, and in an attempt to be responsive to the users.

4. Difficulty in reporting and analysis:

    (a) The ability to extract data and get the reports wanted is a fairly consistent theme.
    (b) The design of the City's chart of accounts is complex and the tendency to add accounts, complicates the data for comparison.

5. Missing system functionality, or not implemented.

    (a) Budget is one. There is a budget module; however, it is not fully implemented. The departments use spreadsheets to build the budget and then email it, finance consolidates and enters them.
    (b) There is no HR information system. The biggest single expenditure is probably in people, and yet there is no automated support around the employee lifecycle.

Mr. Shaver asked if the final report will include the costs of acquisition, and the time savings in personnel. Mr. Eisenlohr will give an estimate of the investment costs; however, they do not drill down to a detailed return on investment (ROI). The detailed analysis of ROI needs to be done at the local level. There are some benchmarks as to what the industry says. One thing the ROI models rely on to show return is full-time equivalent (FTE) reduction. He has not worked with a client yet that has taken the FTE savings. The models tend to take 10% of one person's time, and 30% of another person's time, and what really happens is that people are redeployed to do other tasks.

Mr. Eisenlohr commented that 23 strategic opportunities have been identified. An exhibit shows each one with columns for priority (not yet noted), definition, functions supported, key interfaces, and the major theme addressed. There is no particular order, except for those dealing with the IT governance theme first, because Azimuth believes that the first step is structure development around the governance, and decision making processes for IT investment. These first six items support that theme.

1. Establish a formalized IT governance policy and procedure. This is a framework in which all IT investments are made, evaluated, prioritized, and improved. It would ensure that all investments align with the business needs of the organization, not what is new on the market.

    Mr. Shaver asked what version of Control Objectives for Information Technology (COBIT) is current. Mr. Eisenlohr said that he is unsure but it is in the high 4's, or 5.0. COBIT is a good model, and another program that is gaining a lot is ITILL. CMM is another choice.

2. Create an IT governance committee. The idea is that users drive the assessment and prioritization of needs. This is within a structure of policies and standards, serving the needs of the organization. The directors could meet regularly as a steering committee. They should vet ideas during the budget process.

   Mr. Shaver suggested that a Council member be a part of that committee. Mr. Eisenlohr noted that it might be of value to make sure the process is working; however, after time, once reassured, it would not be necessary.

3. Develop, publish, and enforce technology standards. The key is to enforce. The standards would be to set standard desktop, Murray specs, Murray operating system, Murray desktop productivity tools. There may be departures from standard with good reasons. There should be a benchmark with policies and process, and a mechanism for vetting departures. An example would be cell phones. Not just wanting the newest model.

4. Formalize a collaborative technology selection process. What is the procedure for big investments? What steps would justify a given purchase? For a big system write requirements and conduct demonstrations, making sure they conform to the standards. Give thoughtful analysis before purchasing.

   Mr. Brass stated that an IT strategic plan and a capital fund to allocate money for it are critical. Mr. Eisenlohr pointed out that the overall business strategic plan, and priorities would give structure to the IT plan and objectives.

5. Develop support standards and service level agreements. The departments need to know what they can expect from the IT department. It may be vendor supported or multiple tiers.

6. Provide additional training/cross training for IT staff. There seems to be a general bias toward build rather than buy in IT. It should be flipped around so that the City is buying commercial off the shelf solutions, and conforming to the software. It becomes very expensive to support in house programming. With commercial software there are regular new releases, and updates. Customizing may not work with the next release. There is a difference of opinion in the City as to whether that philosophical model is a good idea. One example is using Quicken for home finances. Once you purchased it, you figured out how to use it.

   Mr. Shaver mentioned the availability of fiber optics. He asked how a data warehouse would work. Mr. Eisenlohr said that is taking data from multiple sources, and putting it into a single database so that reporting can be done against it. An example would be seeking the cost per call for service in police. Where would you find that? It is in Spillman and HTE. You would take the cost per call service data and enter it and the police department financial transactions and enter those. Through table linking you can report against it.

   Mr. Eishenlohr said that Murray has a very good network and GIS system with skilled people managing them. A high speed network is optimal to have.

The following two items support the idea to replace customized developed software with packaged solutions.

7. Replace multiple customized AS400/DB2 databases and spreadsheets with commercial solutions where possible. Mr. Eishenlohr repeated that where possible these custom solutions should be replaced with standard programs.

   The price tag for all of these suggestions will not be cheap, and therefore, will not be instantaneous. He will not compile that information until the priorities are ranked during this meeting. He will give the City a multiyear phase transition.

8. Implement an integrated payroll, time, and attendance solution. This is currently an in house developed program, and again, a move to commercial systems is recommended.

The next theme is to enhance the usability of current systems.

9. Implement and fully deploy the Naviline budget module. Naviline is the graphical product of HTE. It is owned, and installed and needs to be utilized.

10. Implement business analytics and reporting capabilities.

11. Revise the chart of accounts to enable improved reporting and analysis.

12. Upgrade or replace the City's financial system. The AS400 based product has been a staple of the municipal government marketplace. It is good software. The world is changing, and as discussed earlier, with SunGard's decision not to continue future investments it becomes a long term matter for the City. SunGard is moving to standardize on a different product, the Legacy Bytech software. How looming this issue is may be debatable.

    Mr. Dredge asked if the multiyear phasing strategy is best or should the City consider changing its platform and software. Mr. Eisenlohr said that based on feedback in the organization, the AS400 platform should not drive the software programming, business requirements should drive both. For example, ask what do we want our financial system to do for us, or what do we want our HR system to do? What databases do our preferred solution providers run on and which hardware platform does it operate on? You may find a set of products with the business functionality needed that will run fine on the hardware platform the City already has. His assessment of the marketplace is that there are fewer and fewer of those products. There is a move toward Microsoft SQL, and VM Ware, Mr. White added. Murray has VM Ware, and the infrastructure to go in that direction. Mr. Larsen commented that the infrastructure could use a boost in horse power, but it is already there. Mr. Brass said that the City should probably look at other software, and he asked if it is advisable to train everyone on Naviline if it is going to change. Mr. Eisenlohr said that the budget is the one hole; however, other areas are using it. He does not think the City needs to be out of Naviline right away. Maybe some of the solutions in terms of data warehousing, and a robust reporting layer can be a bridge solution while other updating is being done. Mr. Larsen said that most of the functionality of where the City needs to be in five years does not exist in our system, which probably instigated the study.

13. Fully implement the Fire Programs package for the Fire Department. The full suite is licensed however only records management is being used.

Next are some opportunities that really involve new software. Depending on the strategy, these could be bundles of functionality that are totally integrated.

14. Implement service request management/complaint tracking software. The City needs a better handle on service requests and their nature and being able to tie them to resources expended. The ability to look at maps and determine where requests are coming from would be helpful. The managers may know this but could not show you the data.

    Ms. Richardson said that HTE does not allow GIS to interface. You can download a map, but not interact. Mr. Eisenlohr said you might think about a requirement that interfaces with GIS, and then think about the priority of that desire.

15. Implement a full featured human resources information system (HRIS). There are packages that already integrate HR from recruitment through retirement.

16. Implement a comprehensive community development/land management, and asset management solution. The idea is to really have a handle on the full development life-cycle from raw land through certificate of occupancy. HTE is used for tracking data now, but this would allow developers to submit plans electronically. One could see the review comments as they are posted. These capabilities exist, along with mobile access for field operations.

17. Implement workflow-enabled document management system. This is another big idea, describing imaging and work flow routing to reduce the amount of paper in the system, setting permissions, policy and procedure changing and publishing. All of these processes are manual now. The system would know who needs to see these documents and route them to email.

18. Implement a legal case management application for the City Attorney's office. This is a more specific work flow management that goes beyond the above to managing outside counsel, witnesses, discovery, and legal fees. The term is referred to as matter management.

19. Transition from Lotus Notes to a more suitable, flexible email, calendar, and collaboration tool. The world is moving to Microsoft Exchange or Outlook, however, there are other viable solutions depending on the business needs. Google is a relatively new player here. Some case studies could guide the City. Mr. Brass said that meeting requests generated by Lotus cannot be generated to calendars when most of the Council is on Outlook. Remote access is difficult too. He said that Google just lost email history, and they are trying to restore it. For government that can be really bad. Mr. Eisenlohr said that cloud computing is all the rage, however, with government there are concerns related to security on the cloud. Ms. Dunn said that one source of email can be secured more easily.

The last grouping is to upgrade infrastructure.

20. Determine the long term future of the AS400. Moving forward the City should not exclude the AS400 as a potentially viable platform, nor should it be established as a standard, but the future server platform should be driven by business needs.

21. Standardize citywide cell phone providers and technology standards. This is outside the technology question, but what is the best business model for providing cell phone capability to the organization? Is it better to issue cell phones, or give staff allowances? He has not made a recommendation; however, many organizations do the latter. If the City is going to support cell phones, it is best to support one provider and one model. Ms. Dunn asked about people having both cell phones and desk top phones. She said the phone system is quite expensive, about $65 per desk phone where she works. Mr. Eisenlohr commented that many young people do not even have land line phones. Murray has multiple service providers. Public Service staff is on Nextel because they have the push to talk feature. This scored out as one of the lowest priorities.

22. Create a sustainable network and server reinvestment program. This is critical. The City must create and fund a reinvestment program to keep technology current. One county he works with takes one or two pennies off the top of the tax revenue for the technology stream. It is a discipline to do so.

23. Implement a PC replacement program. We say a typical laptop refresh should be in the three to five year range. Murray has some that are eight to nine years old.

   Mr. Shaver asked what the industry standard is. Like his car, the dealer says to change the oil every 3000 miles, which helps the industry, but is it really necessary for the car. There must be some give between what is requested and what is sensible. Mr. Eisenlohr told a story about his own computer and the idea that when he purchased his laptop he expected to refresh it in three years. When the three year time came up he decided to upgrade the hard drive, migrate to Windows 7, add memory, and extend support. He spent about $750 to use the computer another year. Those decisions must be made within a framework that says a refresh is needed about every four years. Mr. Dredge asked if that model changes with the advent of new and better technology for virtual work stations. The risk is that the machines you have must be able to run the business four to five years down the road.

Mr. Eisenlohr explained the ranking strategy that he had the departments complete. The two questions were how *important* an item is to the City, and how *urgent* it is. The plotting shows that everything is important and urgent. The following items ranked at the top as most *important*: 1) establish future of AS400 2) implement the HRIS 3) PC replacement 4) transition from Lotus Notes 5) establish formal governance policy, and 6) create an investment program for infrastructure.

The least important to the entire group were: 1) implement fire programs 2) deploy Naviline budget modules 3) develop support standards and service level agreements 4) revise the chart of accounts, and 5) standardize cell phone providers as the last item.

The department heads ranked the following items as the most *urgent*: 1) get a governance policy in place 2) establish the governance committee 3) execute the HRIS 4)

implement a work flow management system 5) determine the future of AS400, and 6) employ a PC replacement program. Many of these are consistent with the items ranked most important.

As least urgent were: 1) chart of accounts 2) fire programs 3) community development asset manager, and 4) standardize cell phone providers. These are almost the same with land management falling behind on urgency.

Finally, Mr. Eisenlohr asked the group to assess the risk of not acting on each of these items. There was a list of risk definitions and a heat map chart of red, green and yellow. Red boxes show a high risk of failing to complete an activity. There is a strategic high risk perceived for not establishing a formalized governance policy. The Council can read through the risks and note that all the governance items are medium to high risk for failing to act. Moving off the custom models to commercial solutions is another area involving high risk, as are implementation of service request software, HRIS, workflow document management, legal case management, and the future of AS400. Cell phone standardization has the least amount of risk.

The next step is to finalize opportunity prioritization. This is an area where Mr. Eisenlohr asked the Council to participate with a voting process to give their input. After that he will continue to develop a final business case document, with cost and expected benefits for each recommendation. He will prepare an implementation plan with a timeline and sequence priority. When those plans are complete he will deliver the final strategic plan back to the City. He anticipates this will take about two to three weeks for completion.

Mr. Eisenlohr prepared the key pads for voting and related that the results would be anonymous. The Council would be voting on the importance of each strategy. The votes would be plotted on the prioritization chart when completed. The votes aligned very closely with the importance priority voted by the departments. The governance policy was very important, along with moving from customized models to commercial solutions. Replacing Lotus Notes, and determining the future of AS400 came closely behind, and establishing the governance committee were among the top five. Cell phones, full deployment of fire, application software for development, service request management, budget deployment of Naviline, and provide more training to the staff were the bottom five. Those items of high importance were similar to the staff's vote.

The urgency voting was displayed with the decision about the platform most urgent, remembering that business requirements drive that. Transitioning onto a more attractive email and calendaring server, HRIS, making sure there is financial support for the governance policy are some of the most important items. The bottom or least urgent items include cell phones, budget module, chart of accounts, fire programs, dash boarding, and training and governance committee. The final report will plot the differences. The Council's votes for most important and most urgent seem to mirror those of the departments.

Mr. Eisenlohr reiterated his final process, which will be to write everything up, building out the business cases, and attaching priorities. The risk analysis was on line voting for the staff and he can send that to the Council if they so desire. They did not feel it was necessary to weigh in on that aspect. The final report will include priorities, costs, benefits, and implementation timeline. This has been through several reviews and revisions with staff, and he pointed out how helpful and forthcoming the Murray employees had been. They have responded with information right away when asked, and have attended meetings as necessary.

Mr. Shaver asked Mr. Larsen his vision once the report is completed. Mr. Larsen stated that he expects that the governance committee would be established, comprised of department heads. The governance will take a larger look, and enforce some standards where everyone basically looked after their own interests in the past. A lot can happen simultaneously.

Mr. Eisenlohr remarked that when the implementation plan is put together, he will detail and prioritize getting the governance model established and the structure set up at the very front end. He feels that is very important and critical before anything else. He sees IT as the servant of the organization looking to the user community for guidance; however, it is not unstructured guidance. That will be within the framework and standards that are significant. IT will have the heavy responsibility of drafting policies, procedures and standards, and vetting them through the governance team and coming to a consensus. As the annual budget process occurs recommendations will be made, and the committee will say whether it does or does not fit the standards. They can also decide if it is appropriate to depart from standards. The process will require strong technical leadership; but decisions may be made by the business users. He challenged the department heads to act as a management team, and not just an advocate for their own area. They have done a very good job. Although it is a departure to look after the interests of the organization, it is within the framework established.

Mr. Shaver asked if he would have some results before the budgeting process is too far along. There may be some obvious recommendations before the budget process, because some strategies are already fairly well accepted, Mr. Larsen commented. Mr. Shaver explained that it would be critical to know how many PCs need replacement right away. Mr. Eisenlohr sees this as an area where, once the policy is established, the IT staff would detail the units in inventory that meet the replacement criteria. He does not see the committee detailing each unit for replacement. He also does not see the Council doing this. They will allocate the amount of money in the budget for PCs, and then rely on the IT department to spend that money judiciously. Mr. Larsen said that currently he works with the departments to notify them on the age of PCs and talk back and forth making recommendations. There has been a practice, even if it has been partly negotiation. Ms. Wells stated that she feels it is important to have the governance policy in place prior to putting pots of money aside for specific items. Mr. Dredge commented that he does not want to replace 20 PCs if the City is going to have to upgrade 50 for new platform and software. Mr. Larsen said that any platform will be determined by the functionality needed. Mr. Eisenlohr does not see a dependency between PCs and platform. The PCs will run any system.

After a brief break Mr. Brass reconvened the meeting.

Business Item #2   Murray City Center District Zoning and Design Discussion – Tim Tingey & Chad Wilkinson

Because the Council has copies of this information, Mr. Tingey is not planning to go into a lot of specifics, however, there are some things regarding processes that he would like to discuss. There are also some changes presented since the Planning Commission meeting as part of their recommendation on the Design Guidelines.

Mr. Tingey described a meeting he attended regarding the "Life on State" planning effort, and as part of that, updates were requested. Mr. Tingey was excited to explain to that group Murray's plans related to pedestrian oriented design, density, less parking, with connections to Front Runner and Trax. All of these elements are part of the Life on State proposal. The zoning

change made to the north of 4800 South by the City Council was exciting to the Life on State group and they were amazed at what has been accomplished. He is excited to see this coming forward on March 15. Many hours have been spent on this project by his department and others in the City.

One of the changes involves working with Mr. Nakamura to make sure that the formatting is consistent with the municipal code. This does not affect the content of the public hearing.

The Design Review is still a major part of this development process. He does not feel the process is something so difficult that developers would be reluctant to come to this area.

Historic preservation is not the focal point, but it is an element of the area. There are some differing opinions on the Jones Court duplexes, but it remains part of the proposal to have them remain in the area, and he would like the Council to think about that.

Sustainability is something the Design Review Committee has given a lot of input on. The Planning Commission public hearing for the design guidelines had one comment from a property owner who insisted there was not enough sustainability in the proposal. This was surprising, as he thought the existing buildings should have more sustainability. For private development it is not a requirement. We do encourage it, Mr. Tingey noted, as we are working toward LEED Neighborhood Design (LEED ND) standards, and we encourage it for homes, new construction, and other features. If an owner is doing modifications to an existing building, then they are encouraged to include LEED standards in the construction. That has been added based on these comments.

The requirement for Public Buildings to meet LEED Silver certification is something the Design Review Committee strongly recommended that it not be included. The argument is that sustainability is important; they agree on that, there are elements of sustainability on any new construction throughout the document. They feel that making the City or a private individual obtain the certification, which has a cost tied to it, is not financially responsible. They think that the sustainability standards can be met as desired, just not require the certification. The Ordinance will come before the Council on March 15. The Council can amend it in any way it sees fit. Mr. Wilkinson added that to meet the LEED ND requirements, at least one building must be LEED certified. It can be a public or private building, and it does not have to be a Silver certification. The cost for certification varies according the level, Silver, Gold, or Platinum.

Mr. Stam suggested that if a building meets the certification standards, when development gets to the point that it is necessary to certify the entire area, then the certification could be applied for on the one required building.

Mr. Hill explained that a mechanism needs to be in place to make sure that the developer is accountable. You can have a number of standards, the plans can be approved meeting those standards, but unless they get installed are functioning and working, without certification there is no guarantee you will get what you want. The cost is for the certification because the Building Green Council requires that someone inspects and certifies that all the systems are working. Park City has a lot of buildings that, in theory, meet the standards; however, in functionality they do not meet the requirements, because certification was not a constraint.

Mr. Wilkinson said the one required building does not have to be a Silver, Gold or Platinum, it can be the lowest standard. Mr. Brass would like to look at the costs involved at the different levels. Mr. Shaver suggested that instead of the independent inspectors, our City inspectors must be trained in the LEED requirements.

Mr. Tingey addressed the parking in the ordinance. There are two changes based on input from the City Council. The standard stating "sites well served by transit, within 500 feet from Trax or Front Runner, have no minimum parking required" has been eliminated. The second change involves the maximum parking standards, and the modification is that developers can go above the maximum providing it is in a parking structure.

The purpose of the Guidelines is to help developers understand what the standards are, and a variety of things can be done to meet the standards. The Code must be met; however, the guidelines are for education and clarification.

Mr. Brass commented how impressive the guidelines are. He particularly likes the permeable pavers going into the area, and he likes the delineator from parking to roadway. The only issue is weighing the environmental aspect of proper water drainage against the difficulty of rolling a wheel chair over those bricks. He does not know how to balance those concerns.

This concludes the main changes in the ordinance that will come to the Council, Mr. Tingey announced.

Mr. Brass reported that the notice for public hearing has gone out on the RDA extension. The TEC committee voted yes on that matter, and he related that it is a quite unprecedented event. Mr. Tingey and Mr. Nakamura did an amazing job getting everything put together, and the hours, meetings and effort spent was enormous.

With no other business pending, Mr. Brass adjourned the meeting at 6:25 p.m.

Janet M. Lopez
Council Office Administrator