



MURRAY CITY MUNICIPAL COUNCIL COMMITTEE OF THE WHOLE

The Murray City Municipal Council met as a Committee of the Whole on Tuesday, April 19, 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
Dan Barr	Library Director
Gil Rodriguez	Fire Chief
Tim Tingey	Comm & Econ Dev Director
Carol Heales	City Recorder
Doug Hill	Public Services Director

Chairman Brass called the Committee of the Whole meeting to order at 5:35 p.m. and welcomed those in attendance.

Business Item #1:

Strategic Planning and Policy Discussion - Tim Tingey

Ms. Wells reported that Ms. Heales put together the request for proposal (RFP) that was included with the meeting documents. Subsequently, Mr. Tingey took the department heads through a discussion to identify items to go into the draft RFP. Mr. Tingey would proceed to take the Council through the same exercise to identify points the Council would like included in the RFP.

Mr. Tingey would like the current draft set aside, and asked the Council to provide input because it is an important process for Murray. It will help to establish a vision, goals to accomplish, where the City wants to be and how to meet the needs of citizens. An important element of the process is that the Council, Mayor and administration are working together for the betterment of the community, for the future.

Mr. Tingey asked from the Council's perspective what should be included, accomplished and gained in the strategic plan.

Mr. Shaver said purpose and vision.

Ms. Dunn expressed that the strategic plan should assist the Council in developing budgets, by knowing the direction of the City the Council will know what to plan and budget for. For example, she mentioned years of talk about a capital budget, which has really never been established.

Mr. Dredge clarified that it should be a living working document that allows the marrying of creating policy with the everyday workings of implementation of that policy. He said that the Council can have one vision and the administration another but until there is a united vision no progress will be made.

Ms. Dunn added that it is important for Murray right now to address morale issues and a perceived disconnect between staff, administration and Council. With a strategic plan in place everyone will know what the City is moving toward.

Mr. Shaver asked why, explaining that the Council represents the community. If the community wants a library, he asks why. The community may respond for the education of the children, resources, and enjoyment. When you have a purpose, there has to be a why. The purpose of a city is for the community as a whole and however you define that community. Once you know the why the plan can be created to make that happen; everything else is the how.

Mr. Dredge indicated that the strategic plan facilitates communication. The department heads are looking down the road and know what they want to accomplish in the future. Often, when the Council creates budgets and policy, it is done in a bubble. The plan will give direction by voicing where the City is going and provides communication earlier in the process. It also allows for prioritization based on the limited resources and together everyone can seek to meet those goals.

Mr. Brass related that the economic situation has brought about a lot of these discussions and in the past things were easy. Sales tax revenue was generated because people were buying cars. When this traditional revenue source ended, the City began to struggle. He said that the City needs to look at attracting future businesses that provide a more stable revenue stream, to prevent dramatic ups and downs. With the hospital across the street, do we attract the medical support facilities, because health care seems to be recession proof?

Mr. Shaver stated that similar language is used; goal, integrate, marriage, and in the strategic plan he would like the language to be clear when adopted. Mr. Tingey clarified that this is the RFP process, and when working with a plan we will shape it with input to the facilitator.

Mr. Brass pointed out that the Council is charged to protect the health, safety and welfare of the citizens. The funding of basic services and million dollar vehicles is something that needs preparation, like the capital projects fund, because the days of writing a check for that are gone. Putting money away for a specific rotation of vehicle purchases is key. Roads are critical and the City keeps falling further behind. Unless the state approves a gas tax increase and gives the city part, the City must look for ways to solve that problem.

Ms. Dunn added that creating a strategic plan that encompasses the entire City is important rather than looking at each district.

Ms. Wells mentioned that at the Utah League of Cities and Towns there was a focus on neighborhoods and infrastructure to make sure they are sound. She feels that should be a big part of the process.

As the Council gave input, Mr. Tingey kept the following list on the whiteboard:

- Vision, plan of where the City is going and how funds are to be allocated towards that.
- Living, working document integrating policy and implementation as a joint effort to accomplish the vision established in the plan.
- Vision and commitments impact a number of issues and everyone works together, council, administration and employees, toward the common vision.
- Why in the strategic plan helps define the purposes and reason behind the policy.
- Facilitates communication, and the plan will prompt a joint effort to meet objectives identified in the plan.
- Plan must address economic development and funding structure impacts future.
- Meeting the needs of citizens including the entire City, not just certain sectors as a major concern, and how to fund and provide resources to meet those needs.

Part of the RFP process, Mr. Tingey explained, is developing the scope, but it is also important to get the right organization. He asked what qualifications the Council feels are important in the chosen organization assisting in this process.

Comments included the following points:

- Prior experience with plans in Murray's form of government.
- Realistic expectations contributing to successful implementation.
- Communication skills, openness, value opinions of everyone.
- Inclusive in involving administration, council, stakeholders, and public.
- Effective facilitators: open and honest, clear in communication, bold.
- Objective and accountable. Good listeners.
- Facilitating 'outside of the box' thinking, appropriate for Murray.
- Timeliness.

Mr. Dredge added that he would like the plan tailored to Murray's needs, and not something that had been prepared up front. Murray is different and the citizens are different.

Mr. Tingey commented that most of the input from the department heads has already been incorporated into the draft RFP by Carol Heales.

Mr. Brass said that with the retirements and reorganization it is a good time to look at everything to see where changes and improvements can be made. Murray has good people and some of them may have the opportunity to speak up and make suggestions.

Ms. Dunn remarked that, whether real or perceived, many employees feel left out of the process. This is a great time to make them feel included.

Mr. Brass stated that if they can talk with a neutral third party without fear then that is a good thing.

Mr. Tingey asked the next question regarding the type of input foreseen in the process. Who and how does the Council see this developing.

Mr. Dredge feels that this is not something solely driven by either the Council or the administration, but arm in arm from the very start. He does not want it to occur like the IT study where the administration took over and reported back to the Council. He believes that if the end result is better communication and working together then it should be right from the start.

Ms. Dunn suggested that focus groups from the community, employees, neighborhoods, stakeholders, Council and administration should all be included.

Mr. Shaver asked that the diamond concept be used with the first point being the administration and legislative beginning the process. The middle part is the broad group of stakeholders and community giving input, and then it narrows back down to the administration and Council for decisions and implementation.

Mr. Tingey encouraged the Council to email Jan Wells if they had additional thoughts following the meeting. He stated that finally, regarding the RFP, he has talked with Mr. Wagstaff and will integrate some policy issues into the process. He asked for other input the Council would like to share on the RFP.

Mr. Shaver suggested that a committee be formed of Council and administration (two members each) to review the entire document prior to the final vote. Mr. Tingey agreed on that concept before it goes to the Committee of the Whole. Ms. Dunn responded that a retreat would be a good format for discussion. That would include everyone.

Mr. Brass asked about the timeline for sending out the RFP. The final document needs to be looked at before being distributed. He asked what other information the Council could provide and how quickly it could be done. He feels the sooner the better on moving forward.

Mr. Tingey sees this information being integrated into the existing draft RFP. He and Ms. Heales can get that done and then send a final draft out to Council and administration. After a few days to review, if there are no additions, it could go out immediately. Ms. Heales thinks it should be posted for three weeks and responders should have a month prepare. She asked the Council how wide the distribution should be. Do they want it kept in Utah or national?

Mr. Brass would not limit it, except for familiarity with Murray's type of government. Ms. Heales would plan to use BidSync which would go nationwide. Mr. Shaver said that going outside our area would give some objectivity. Ms. Heales stated that it does not have to be out there that long. However, Mr. Brass commented that to get a good response back, it does take some time.

Ms. Heales feels that she can turn this around and have it back to the Council for review within two to three days. Mr. Tingey said that the final draft form could be back to the Council electronically in four days. Mr. Brass would like the Council to have one week for review, due to work and travel pressures. After discussion it was decided that a Council deadline of about May 2nd would work and then Ms. Heales could post it.

Mr. Tingey summarized the key components: 1) working together as a joint effort with the administration and Council, and 2) a lot of involvement with citizen stakeholders as part of the process.

Mr. Dredge would like to have a regular return and report status update during Committee of the Whole through the entire process. He prefers monthly reports from either city officials or the organization conducting the report, depending on where they are located and the cost to bring them in. Other Council members agreed with this concept.

Ms. Heales asked about the budget for this, which determines how deep down they go, and it will help providers give the City a valid and realistic response. Mr. Dredge said that he would rather not attach a dollar amount, as he would like to hear what they have to offer. Ms. Heales said that some people may not respond without the dollar figure.

Mr. Brass commented that when this idea was first discussed about \$100,000 was suggested. He feels the plan is very important and if the City needs to go into reserves it will be worth it. This plan will affect everything in the future. Ms. Wells said that \$50,000 was put into the budget in non departmental for FY12; however she feels there is money in the current year to get started. There were lots of comments regarding whether or not to put in a dollar figure or to say not to exceed a specific amount. The consensus was no dollar amount.

Ms. Dunn asked about the length of the strategic plan....10 years, 3 years, or what? Ms. Wells said the department heads were talking 20 years. Mr. Dredge would like to put into place a methodology so that you could have a rolling five years because changes happen so rapidly and this should be an ongoing process that is reviewed every year. In 20 years none of the Council or administration will still be around and it could become irrelevant to everyone. Again, many comments were made regarding the term of the plan. A rolling five years seemed favorable.

Business Item #2

Emergency Situation Communications Discussion –
Gil Rodriguez

Chief Rodriguez stated that flood planning has been a two tier project with Doug Hill of public services. Communications during the floods is important, although the media is bringing it out earlier than Murray's situation calls for. It is a reality now in Weber County and Immigration Canyon. Murray has been proactive in planning and has met with Salt Lake County, Cottonwood Heights, public works, the Mayor's office and parks department. Some of the things discussed are coordinating with the county and taking care of Murray. Murray Park will be an official site for sandbagging. May 7th and 14th will be volunteer days to fill sandbags. You have been given a copy of the letter was sent out and minutes of a meeting with public works. We will be diligently working on volunteer coordination.

The letter went out to citizens who could be affected and a reverse 911 message will be sent out. A meeting will be held on April 26th at 7:00 p.m. to discuss volunteer efforts. Many residents have called various City offices to keep apprised of what the City will do based on last year's event. There is a link on the website and a press release from the Mayor's office has been sent out. There will be radio coverage. All Council Members are on the calling list. The previous year the Chief called Ms. Dunn specifically because of the Boys and Girls Club, and unfortunately, it all happened at night. Ms. Dunn stressed that if it is necessary, call during the night again. The reverse 911 message will be prepared in advance, the media, and public will be kept informed. Citizens will call the City and have concerns.

The Chief indicated that our infrastructure is much better than it was when the 1983 flooding occurred, however, there is a lot of snow in the mountains, and it is still snowing. Mr. Hill called a meeting to review processes. People call the fire department in emergency situations, although, public services does the actual work. They try to organize people and it is so important for these two groups to coordinate throughout the process.

Mr. Hill added that the Council has a copy of the letter and action plan. He will be happy to walk everyone through it or answer questions when they come up. Mr. Brass stated that he was present when the water content in the snow was checked and it is far in excess of what

was present in 1983. The snow continues. The letter was mailed out on April 15th to 600 residents who live on Big and Little Cottonwood Creeks.

Business Item #3

Council Library Board Position – Darren Stam

Mr. Stam mentioned that this topic was first brought up the previous year by Library Board Representative Jared Shaver regarding the role of the City Council representative. There is nothing spelled out for this position as the ex-officio board member from the Council. As current Board Representative, Mr. Stam, discovered that Jack DeMann was involved when this position was established, and he inquired of him the intent for that seat. Mr. DeMann said it was to insure citizen involvement, encourage new ideas and observe. Things have changed greatly since the initial establishment; there is good citizen involvement and direction.

Mr. Stam stated that anything that occurs must be ratified by the Council later anyway. Besides the librarian, the only thing this board does not have is a City liaison. He suggested that the City Council representative could act as a City liaison, still without a vote on the board, carrying any information from the City/Council on future matters. Another change would be to provide support on budget, selecting a new librarian if necessary, or expansion efforts. These are the types of issues when a Council member is really needed there. He asked Mr. Barr his opinion, because he felt it was like having someone watching over your shoulder.

Mr. Barr suggested that it might be set up in such a way that a Council Member would have a minimum of four opportunities to attend a Library Board meeting. Similarly, there would be a minimum of four opportunities for the Library Director to report to the Council. That gives eight opportunities a year, as opposed to the board attendance of ten times a year. This would still fulfill the intent of communication, reporting and accountability, with less time required by a Council Member. He feels it is part of his job to report to the Council and this would be a workable practical solution to achieve the original intent.

Ms. Dunn pointed out the Director, Dan Barr, is the City liaison, he works for the City. Department heads are the City liaisons on the other advisory boards.

Mr. Shaver stated that the President of the Library Board is the City Liaison, because the Board hires the Library Director. He is not hired by the administration of the City. The Board can decide to have the Director represent them because that is a choice they can make.

Ms. Dunn noted that the Director is a City employee, therefore the City is represented at all Board meetings. It works the same way all the other boards work, even though, the structure is somewhat different.

Mr. Shaver asked how often the Council hears from other advisory board members. Ms. Dunn concurred that the Council does not hear from them. Mr. Shaver indicated that the suggested representation of eight times a year is more than other boards. Ms. Dunn agreed that that is great representation. She acknowledged that when she was the Library Board Representative it was an opportunity to learn what was going on there and share it with the rest of the Council. She indicated that she fielded many questions regarding the Council relationship and how things work. She felt she played an important role in giving them input, even though she had no vote.

Mr. Brass asked where members want to go with this matter. Mr. Dredge asked if we extend this opportunity to the Library, then why not extend that same benefit to other boards and commissions. On a rotating basis, at Committee of the Whole, have a representative or two come in to exchange information. If other meetings need to take place, then they can be scheduled. He suggested putting it in a normal rotation.

Mr. Shaver asked how often the Library Board meets. Mr. Barr responded that it is ten times a year, on the third Wednesday of each month, usually recessing in August and December. If there are special issues additional meetings can take place or committee meetings where the entire board is not required to attend.

Mr. Brass interrupted that the Council meeting needs to commence, and as this would subsequently require an ordinance change, it may need further discussion.

Mr. Dredge suggested that the Library be treated like the other boards and commissions, and take all of them into a rotation of meeting during Committee of the Whole through the year. Then a position may not be needed. The ordinance would need changing.

Mr. Brass concluded that this topic needed to be on a future agenda to make recommendations or change the ordinance.

There being no additional business, Mr. Brass adjourned the meeting at 6:40 p.m.

Janet M. Lopez
Council Office Administrator