



MURRAY CITY STRATEGIC PLAN RETREAT

The **Murray City Municipal Council** and the **City Administration** met jointly for a **Strategic Plan Retreat** on Monday, November 28, 2011 and Tuesday, November 29, 2011 at the Crystal Inn, 818 East Winchester Street, Murray, Utah.

Attendance:

Michelle Ferguson	Novak Consulting Group	Julia Novak	Novak Consulting Group
Catherine Tuck Parrish	Novak Consulting Group	Doug Hill	Public Services Director
Jan Wells	Mayor's Office	Jim Brass	Council Member
Darren Stam	Council Member	Krista Dunn	Council Member
Jan Lopez	Council Office	Jeff Dredge	Council Member
Brett Hales	Council Member Elect	Michael Wagstaff	Council Director
David Nicponski	Council Member Elect	Daniel Snarr	Murray City Mayor
Michael Williams	Court Administrator	Frank Nakamura	City Attorney
Zachery Fountain	Mayor's Office	Blaine Haacke	General Manager Power
Mike Terry	Human Resource Director	Gil Rodriguez	Fire Chief
Pat Wilson	Finance Director	Tim Tingey	ADS Director
Pete Fondaco	Police Chief	Jared Shaver	Council Member

Mayor Snarr called the meeting to order at 4:15 p.m. and welcomed those in attendance. He stated that Strategic Plan creation was an exciting opportunity to ensure the success of Murray City. He pointed out the ground rules and asked that everyone be totally candid and honest and share their expressions about what they see as important in the future of the City.

Introductions

Julia Novak introduced her team from Novak Consulting Group, Michelle Ferguson and Catherine Tuck Parrish. The three presenters choreographed and facilitated the activities of the two scheduled retreat meetings using a prepared agenda.

Ms. Novak explained the norms and expectations for the retreat. The norms, or ground rules, included the following: listen with respect; be positive and realistic; be candid and honest; be patient; look for opportunities to agree; participate and be engaged; respect differences; be fully present; and strive for consensus.

Ms. Novak outlined the purpose of the retreat:

- Develop a shared understanding of “what we know to be true” today about Murray City;
- Articulate the vision for the future;
- Develop the framework for the Strategic Plan;
- Develop a shared understanding of the roles and expectations of Council and Administration.

Following introductions of the participants, Ms. Novak outlined the agenda for the current session, which would consist of various exercises and small group discussions to determine and create drafts of the vision statement, mission and values – the very beginning of the strategic plan. Everything from there will relate to achieving the vision that we have for the community. Part of that process will be to complete a prioritization exercise to place the 72 services funded by the General Fund into four service priority groups.

Ms. Novak commented that the second day of the retreat would be focused on answering the question: what things (Key Performance Areas) must go well in order to achieve that vision and what are the steps to get there? The Key Performance Areas that are identified will then be described, such as, what does it mean to have a safe community or what does it mean to have a strong infrastructure? The service prioritization exercise results would be presented according to elected officials and staff responses. Subsequently, Strategic Initiatives will be discussed. These are the short term goals and the first steps toward achieving the vision?

Process Overview

Ms. Tuck Parrish detailed the timeline of the strategic planning process. September and October was spent in answering the first question: Where are we now? This has been completed through interviews, focus groups, surveys and discussions with the steering committee. Preliminary meetings with department heads have taken place to begin the organizational assessment. These sessions have contributed to the development of the Environmental Scan along with qualitative and some quantitative data from other sources. This information begins to paint a picture of the City and should form the backdrop for creating the vision, mission and value statements.

In early November, interviews were held with department heads to begin the organizational assessment portion, which will be delivered to the City in the future. These steps led up to the retreat currently being held.

In December the Initial Strategic Planning Framework and Implementation Plans will be developed. The implementation is an important ingredient so that the plan is put into effect.

Ms. Tuck Parrish indicated that Novak Consulting Group will return to meet with the Steering Committee in January to begin debriefing the Initial Organizational Assessment recommendations. At that time, they will meet with department directors to develop Implementation Plans to engage them in that process. A second retreat with the same group will finalize the Strategic Plan, capital prioritization and review implementation. The results of the organizational assessment will be analyzed at that time.

February is slated for completion of the final Strategic Plan and Organizational Assessment reports, Ms. Tuck Parrish said.

Presentation on Legislative & Executive Functions

Ms. Novak reviewed the roles and responsibilities for the Legislative and Executive functions within the City. She explained that the government is divided into two separate branches:

- The executive branch consists of the elected mayor and the administrative departments of the city, together with department and division directors and employees.
- The legislative branch is made up of the city council and its staff.

Ms. Novak complimented Murray City officials and staff for its spirit of cooperation that is unusual in municipal government. It has been a pleasure for Novak to work with City personnel who care passionately about the community, are very dedicated and possess a strong foundation to build upon. The Plan starts from a position of strength in the community. There is a need for interdependency while exercising separate functions.

The authority and responsibility of each branch of government was detailed separately as printed in the Murray City Municipal Code as:

- Things the Council or Administration shall do;
- Things the Council or Administration may do;
- Things the Council or Administration may not do.

Ms. Novak read the techniques of Balance in Practice and Effective Governance following up with Conflict and Decision Making reasoning. She commented that there should be a continuing dialog between the branches of government with proper response to each other. Effective organizations deal with one another and implement when policy is adopted. They communicate proactively. It is the responsibility of elected officials to make value based decisions as a group. And the City staff needs to understand why the City Council must sometimes make value based decisions.

(The document detailing *the Legislative and Executive Functions of Murray City Government, Balance in Practice* and the *Values Conflict and Decision Making* slides prepared by Novak consulting Group will be attached to these minutes as Attachment #1.)

Articulating Mutual Expectations

Ms. Novak explained the next exercise stating that the participants would divide into two groups. One would be the City Council and their staff. They were to answer two questions:

- What does the Council expect from the Administration?
- What is the Council willing to give the Administration?

The second group would consist of the Administration and their task was to answer:

- What does the Administration expect from the Council?
- What is the Administration willing to give the Council?

The responses of both groups were read to the entire group, discussed and are detailed on pages 3-5 in the Strategic Planning Retreat Report.

(*The Strategic Planning Retreat Report* prepared by Novak Consulting Group will be attached to these minutes as Attachment #2 and is a complete account of the accomplishments during the retreat.)

Prioritizing City Services

The next exercise was completed on an individual basis with each participant ranking into four groups the priority of 72 different programs and services funded by the General Fund. The consultants compiled the results, which were presented the following day and are included in Appendix A of the *Strategic Planning Retreat Report* that is labeled Attachment #2.

Environmental Scan Overview

Ms. Tuck Parrish gave a high-level overview of the results of the first phase of the Strategic Plan, which focused on answering the question, “Where are we now?” Source material was gained from individual interviews and focus group sessions held with the Mayor, City Council, department directors, senior management, City board members, Murray and Granite school districts and businesses. A City employee survey and a Community survey were conducted. Environmental trends were identified. Strengths and weaknesses, and challenges and opportunities were described. The attendees discussed the results of the Environmental Scan by responding to four questions:

- What pleased you?
- What surprised you?
- What concerns you?
- What will you take away from this?

(Answers to the questions above are in Attachment #2, pages 5-6. A summary of the *Environmental Scan* prepared by Novak Consulting Group is included with these minutes labeled Attachment #3.)

Vision/Mission/Values

Ms. Novak explained that the final exercise for the evening would include separating into two groups. One would consist of the elected officials to articulate a shared vision for the future of Murray.

The other group was made up of all staff personnel to draft a mission statement that articulates the purpose of Murray City government and, second, to define the values that describe the organizational culture necessary to fulfill the mission and live into the vision.

A sheet of phrases that were taken from interviews and focus groups as part of the Environmental Scan gave some direction for these draft statements.

The group reconvened and the draft vision, mission and value statements were read by Ms. Ferguson. The elected officials drafted the following vision statement:

Murray City is a vibrant self-sustaining community with a strong sense of its history and a dynamic and united vision for its future. The City capitalized on its varied revenue sources, supported by a thriving business community. Murray City balances the needs of its businesses and ever-changing resident population and offers a quality of life rich with opportunities for entertainment, recreation, shopping, healthcare, dining, housing and education, built on a strong infrastructure that gives our children both the opportunity and reason to stay in Murray City, the best City in the Valley and possibly America.

Staff drafted the following mission statement for the City:

Murray City is committed to providing an effective and efficient level of safety, public services, fiscal accountability and a superior quality of life for the community.

Staff also drafted the following set of organizational values for the City:

The employees of Murray City serve our community in an environment grounded in core values that guide our daily actions. We work in an environment that is defined by a sense of camaraderie with our colleagues. We know that we are accountable for our decisions, actions and deeds, and recognize that good governance requires that we act with the utmost integrity. We collaborate with other departments and the City Council in providing services that are responsive to those we serve.

Additional organizational values discussed by the staff included: high-performing, loyal, experienced, efficient, resourceful, engaged with the community, committed, dedicated, ethical, honest, with integrity, compassion and teamwork.

The following day everyone would be invited to give input for creation of the final statements.

The retreat adjourned at 8:55 p.m.

On Tuesday, November 29, 2011 the Strategic Plan Retreat reconvened at 8:40 a.m. with the same participants present as the previous day.

Check-in/Agenda Review

Ms. Ferguson led a debriefing of the Monday meeting noting things that had gone well and commenting on what could have been better.

Vision, Mission and Values Statements

Retreat participants reviewed the draft vision and mission statements, as well as, the draft organizational values. A sub-group of staff members received input provided by participants and drafted the following revisions:

Vision

Murray City is a progressive, vibrant, independent and self-sustaining community that balances the needs of its businesses and protects an ever-changing resident population. We capitalize on our strengths, including our central location and infrastructure, to attract quality businesses and jobs. Our quality of life is enriched through the availability of thriving and diverse neighborhoods, healthcare services, community recreation and educational opportunities. We encourage public participation and foster inclusiveness for our citizens in moving the City forward.

Mission

Murray City promotes a superior quality of life by providing effective and efficient levels of safety, public services and fiscal accountability in a friendly and inclusive environment.

Values

Murray City employees and elected officials serve our community in an environment grounded in core values that guide our daily actions. We aspire to work in an environment that is defined by a sense of **camaraderie** with our colleagues. We know that we are **accountable** for our resources, decisions, actions and deeds, and recognize that good governance requires that we act with the utmost **integrity**. We **collaborate** to provide services and are **responsive** to those we serve.

Key Performance Areas

Key Performance Areas (KPA) are things that must go well in order to achieve the vision statement. The elected officials brainstormed ideas and formed a list of items to describe this goal.

(They are included in Attachment #2 on pages 9 - 10.)

After much discussion and input the group agreed upon the following six Key Performance Areas:

- Financially Sustainable
- Responsive & Efficient City Services
- Cohesive, Engaged & Informed Residents
- Safe & Healthy Neighborhoods with Varied Housing Opportunities
- Welcoming Business Climate & Thriving Downtown
- Well Maintained, Planned & Protected Infrastructure

Prioritizing City Services

Ms. Ferguson reviewed the results of the service prioritization exercise completed the previous day. She pointed out similarities between staff and elected officials responses. (These results are contained in *Appendix A* of Attachment #2.) This exercise helped develop an understanding of what is most important to the Council and Administration with regard to General Fund services and programs. Everyone was in agreement that protection and safety of the community are vital.

Following a lunch break, the meeting reconvened at 12:45 p.m.

Articulate Directional Statements

Ms. Novak instructed participants with regard to defining the Key Performance Areas. Working in small groups, attendees developed the following directional statements for each KPA and then shared their statements with the entire group.

Financially Sustainable

We will establish a balanced budget, maintain adequate reserves, fund a capital improvement program, and diversify revenue sources due to changing economic trends to meet financial obligations for services and facilities of the community.

- Downtown Redevelopment
- Diversify Revenue Sources

Responsive & Efficient City Services

Strengthen delivery of services by maintaining an effective, efficient, and well trained workforce by investing in technology, equipment and resources to meet the needs of resident and property owners in the community. Regularly communicate with residents to understand ways to enhance responsiveness associated with those needs.

- City Services Review

Cohesive, Engaged & Informed Residents

Ensure knowledgeable and informed citizens about local issues who are active partners and participants and take ownership in improving the community.

- Develop a comprehensive communication plan

Safe & Healthy Neighborhoods with Varied Housing Opportunities

Provide safe, healthy, and attractive neighborhoods that reflect socioeconomic diversity, promote walkability (complete streets), offer a variety of housing options, and create a sense of community.

Welcoming Business Climate & Thriving Downtown

The City will foster a progressive and efficient business friendly climate investing in transportation, technology and infrastructure that promotes quality businesses and jobs in the community. Create a unique, destination oriented, sustainable, dense and diverse downtown where incentives and public/private partnerships are pursued.

- Develop a comprehensive economic development policy and incentive plan

Well Maintained, Planned & Protected Infrastructure

The City will keep a current capital improvement fund to ensure that we maintain, repair, and replace infrastructure to meet existing needs and to accommodate future growth.

- Develop a comprehensive Capital Improvement Program

Brainstorm and Prioritize Strategic Initiatives

In the context of the newly established six Key Performance Areas the elected officials brainstormed specific initiatives associated with each area. Individual ideas were grouped with similar elements and then prioritized. These strategies will be used to move the City toward the vision.

(See pages 12 – 14 in Attachment #2 for detailed results.)

Final Strategic Initiatives

Participants then focused on the following six strategic initiatives and discussed problem solving and what success will look like for each area:

- Capital Improvement Program
- Redevelopment
- Diversified Revenue Base
- Economic Development Incentive Plan
- Develop a Comprehensive Communications Strategy
- City Services Review

(Details of the above are found on pages 15 – 17 of Attachment #2.)

Ms. Novak concluded the retreat by reading the final drafts of the Vision, Mission, and Value statements and Key Performance Areas created by the participants. She asked that each attendee share their comments regarding the retreat.

Ms. Novak announced that it would be necessary to hold a second retreat in January to finalize the Strategic Plan, discuss the prioritization of capital improvements and review implementation.

It was decided that the next retreat involving the same participants would be held Monday, January 30, 2012 from 4:00 to 9:00 p.m. and on Tuesday, January 31, 2012 from 8:30 a.m. to 4:00 p.m.

The retreat concluded at 3:50 p.m.

Janet M. Lopez
Council Office Administrator