



MURRAY CITY STRATEGIC PLAN RETREAT

The **Murray City Municipal Council** and the **City Administration** met jointly for a **Strategic Plan Retreat** on Monday, January 30, 2012 and Tuesday, January 31, 2012 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	Pete Fondaco	Police Chief
Jan Lopez	Council Office	Mike Terry	Human Resource Director
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
Gil Rodriguez	Fire Chief	Blaine Haacke	General Manager Power
Tim Tingey	ADS Director	Jared Shaver	Council Member
Andrew Zetterholm	Novak Consulting Group		

At 4:00 p.m. on Monday, January 30, 2012, Ms. Novak welcomed those in attendance and introduced her team of Ms. Ferguson, Ms. Tuck Parrish and Mr. Zetterholm.

Ms. Novak outlined the agenda for the retreat.

- Reach final agreement on strategic plan framework;
- Receive best practices recommendations from consultants;
- Review Capital Improvement Program (CIP) policy and process;
- Develop an understanding of priorities for the City's first CIP; and
- Develop a shared understanding for action items on the Strategic Initiatives and develop work plans for those.

Ms. Novak expressed her sorrow that Jim Brass suffered a recent heart attack and would not be in attendance for the meeting regretting the loss of his institutional knowledge. She asked attendees to introduce themselves, share their expectations for the retreat and note what would be missing with Mr. Brass' absence.

Expectations

Participants articulated the following expectations:

- How we implement the strategic plan and CIP
- Good communication will continue and expectations for moving forward
- Build stronger bond between elected and staff; clear understanding of how we all move in the same direction
- Define where we are, where we want to be and how we get there
 - Honest and open communication
 - Work together to make it happen
 - Formula and plan to make it happen
- How we put all of the “words” together
- Specifics for law enforcement
- Confident we can work together, excited about knowing where we are going
- Tangible direction, something to share with employees
- All have ownership in this and sell it to employees
- Excitement for the future
- Commitment and ownership
- Direction we have decided together
- Trust is not just a word; really develop trust
- Review results of last retreat
 - How things are added to the CIP
 - Best practices on establishing priorities
- Understanding of how we move this plan forward

Participants noted these attributes that Mr. Brass contributes:

- Historical perspective
- Knowledge and insight
- Broad community perspective, e.g. schools and Planning & Zoning
- Sense of humor
- Will miss his perspective; have trust in him
- Ability to bring government to a neighborhood/personal level

The group agreed to keep his perspective in the room throughout the retreat.

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 with phones on silent; and strive for consensus.

Process Overview

Ms. Tuck Parrish addressed the timeline providing an overview of the process detailing the work that had been accomplished to date. 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 contributed to the development of the Environmental Scan and some time was spent at the first retreat reviewing that.

In early November, interviews were held with department heads to begin the organizational assessment portion which led into another phase that will be discussed at this retreat. The retreat focused on developing the Vision, Mission, Values and Strategic Initiatives.

In December and January the Strategic Planning Framework was refined and Novak worked with the department heads to collect the existing capital projects in the General Fund. A draft CIP policy was developed to begin the process for prioritization.

Ms. Tuck Parrish indicated that Novak Consulting Group returned to meet with the Steering Committee in January to get direction, fill them in on what was done, prepare for this current retreat and continued framing the Strategic Initiatives.

The focus of the retreat will be on Best Practice recommendations, the CIP, finalize the strategic planning elements and review implementation.

February is slated for completion of the final Strategic Plan and preparing a deliverable document for the City to include the Strategic Plan, CIP, Best Practices Assessment recommendations, and a summary document that was requested in the original RFP. This will help when talking with employees, residents and businesses as a tool for communication on where we want to be and how it will be accomplished, Ms. Tuck Parrish said.

The real work begins in March when the leadership of the City decides what it will do with the final plan, how each person contributes and keeping each other on track.

Strategic Plan Framework

Ms. Novak related that her team had refined the Vision, Mission, and Value Statements that were developed in November to make them sound as if they were written in one voice. She asked that these statements be read out loud with each person processing their response to decide if that is the Vision for this community, if the Mission is something everyone wants to get up for and something the employees will buy into, and if the Values reflect how we do business in Murray City.

Mayor Snarr read the Vision Statement. Mr. Stam read the Mission Statement. Mr. Shaver read the Value Statement. Then the question was asked of the group “in order for that to happen, what must go well?” At the prior retreat the following Key Performance Areas (KPA) were created from that question: Financially Sustainable; Responsive and Efficient City Services; Cohesive, Engaged and Informed Residents; Safe and Healthy Neighborhoods with Varied Housing Opportunities; Welcoming Business Climate and Thriving Downtown; and Well Maintained, Planned and Protected Infrastructure. The expanded descriptions of the Key Performance Areas were read out loud by various people for everyone to ponder.

Some of the KPA had bullet points that seemed to limit or narrow the focus of how the City would carry out the KPA, Mr. Shaver commented. Ms. Novak responded that the sentence itself would describe what the performance area would be and the specific initiatives bulleted below would be things that would be focused on immediately to start taking the City in that direction. The initiatives would be discussed in detail the following day.

Mr. Hill mentioned that seeing these in writing for the first time, he also felt they were limiting and some performance areas were omitted. He agreed that these may not be all the goals to accomplish the KPA. Mr. Shaver said that when the retreat is over, he feels that these KPAs should be complete.

Ms. Novak repeated that the KPAs are the things that must go well to achieve the Vision. They are spoken of in the present tense as if all these things exist. The building blocks are the Vision, Mission, Values and KPA, and then you say what the first step is. What can we do today? This list was created during the last retreat and the goal was to make sure that these are still the right ones. The priorities will be revisited to make sure nothing has been missed.

There was some discussion and rewording of the Vision and Mission Statements. It was important to everyone not to sound average or mediocre.

The **Vision**, after discussion, remained unchanged:

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.

The **Mission** was changed to the following:

Murray City promotes a high quality of life by providing superior governmental services in a professional, friendly, innovative and proactive manner.

The **Values** remained unchanged:

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.

Once that wording was finalized, Ms. Novak reviewed the strategic plan framework and asked participants what was missing and how they felt about the Vision, Mission, Values and Key Performance Areas.

Feedback on what was missing from the strategic plan framework:

- The way the community looks, the aesthetics
- Leadership
- Anticipate change into the future
- Autonomy and independence
- Secure, no fear in partnering with others
- Recreation and green space

Ms. Novak then asked all participants to re-read the strategic plan framework with the above list of missing topics in mind to see if they were mentioned in the Vision, Mission, Values and Key Performance Areas.

Ms. Novak described two kinds of people, saying there are “splitters” and “lumpers.” She asked the group to make a case for each of these missing items as already being there. She instructed the participants to look for signs of aesthetics, leadership, anticipating change, autonomy, partnering and recreation. She insisted that some people will be convinced these things can all be included in two categories. After lengthy discussion, associates decided the only topic which needed to be addressed more specifically was recreation and green space. To that end, participants decided to include recreation/green space in a new Key Performance Area. Also discussed and modified was the wording on some specific KPAs with the final version, as follows.

*The **Key Performance Areas:***

Financially Sustainable

Murray City is well equipped to meet its short and long term financial obligations with the annual adoption of a balanced budget, the implementation of a multi-year capital improvement program, and the diversification of revenue streams in response to changing economic trends.

Welcoming and Thriving Business Climate

Murray City maintains an aesthetically pleasing, efficient, progressive and business friendly environment through investments in transportation, technology and infrastructure that support quality businesses and jobs in the community. Murray City is home to unique, destination-oriented, sustainable commercial development.

Responsive and Efficient City Services

Murray City ensures the delivery of high quality public services by maintaining an effective, efficient and well trained workforce, regularly investing in technology, equipment and other resources, and communicating with residents and business owners regularly to understand how responsiveness may be enhanced to meet the needs of residents and property owners.

Engaged and Informed Residents

Murray City provides its residents the opportunity to be knowledgeable, informed and aware of local issues. Our residents take ownership in improving the community and serve as active partners and participants.

Safe and Healthy Neighborhoods with Varied Housing Opportunities

Murray City is comprised of safe, healthy, and attractive neighborhoods that reflect socioeconomic diversity, promote walkability (e.g. complete streets), offer a variety of housing options, and foster a strong sense of community.

Well Maintained, Planned and Protected Infrastructure and Assets

Murray City provides for timely maintenance, repair and replacement of our assets. The City makes regular contributions to a capital improvement fund to meet existing infrastructure needs and plan for and accommodate future growth.

Vibrant Parks, Recreation, and Cultural Amenities

Murray City provides a variety of active and passive cultural and recreational opportunities in well maintained parks, facilities and public spaces for the personal enrichment of residents and visitors.

Best Practice Recommendations and Capital Improvement Program

Ms. Ferguson mentioned that part of the work Novak was asked to do was to take a look at the organization as a whole. The team met with each department head to talk about structure, primary lines of business services and improvements that they would like to see. When developing the Strategic Plan they thought about issues that should be addressed, best practices the organization needs to employ in order to facilitate the Vision. These recommendations should help make sure the final Strategic Plan will become a reality and be successful. To support that process three main areas have been categorized: organizational efficiency in management; financial management; and capital.

*(Detail of the Best Practice and CIP program presentation is found in **Appendix A**, which is attached to the minutes.)*

Capital Improvement Program Policy and Process

Ms. Ferguson also presented a draft CIP policy for the Council and Administration to review and discuss and facilitated a brief review of CIP projects from City staff. The goal of a CIP document will help the City systematically prioritize the most essential capital needs. The key is systematical prioritization. Without that you have departments with a variety of different needs at a variety of different levels and no clear way to help prioritize or fund. By establishing the policy you begin to create the system by which the City can decide what the most important priorities are in the community. It helps effectively manage all the requested department needs.

Earlier Novak asked the departments to submit a list of their capital needs. There were hundreds of requests. They ranged from small items like a new desk chair to large items like a new City Hall. This shows that there has not been a system created to help the departments figure out what is capital and how to begin categorizing it in a way the elected officials can begin to prioritize.

Novak provided suggestions for establishing three categories of capital over a five year period: capital (new projects-construction or major renovations); technology capital (managed by ITGC); and maintenance capital (vehicle replacement and maintenance standards). Also recommended was the establishment of a CIP Review Committee.

*(Please refer to **Appendix A**, pages 4-7 and **Appendix C** for details of the draft CIP Policy.)*

Ms. Tuck Parrish distributed an exercise for prioritization of the CIP. Ms. Ferguson explained that a list of General Fund capital projects was put together that met the criteria suggested for the CIP. These were put into a matrix with the evaluation criteria questions to determine priority.

*(**Appendix C**, page 6 contains suggested evaluation criteria questions for CIP projects.)*

Ms. Ferguson asked those department heads responsible for the projects listed to talk about each project briefly.

The Mayor and Council Members were requested to engage in the prioritization exercise for each project to give them a feel for what the process would be like for the CIP review committee when they meet to carry out their work.

Ms. Novak explained that this exercise would complete the work for the evening.

Day one of the retreat adjourned at 9:00 p.m.

On Tuesday, January 31, 2012 the Strategic Plan Retreat reconvened at 8:30 a.m. with the same participants present as on the previous day.

Ms. Novak outlined the agenda for the day stating that the group would revisit the CIP conversation from the previous evening, debriefing the policy and process, and share the results of capital projects prioritization. Following that, discussion and development of Strategic Initiatives that fit with the Key Performance Areas would take place.

She reviewed of how participants experienced the previous day. Participant comments included:

- Tremendous progress
- Talking about the future
- Making the future we want a reality
- Purpose behind our 5 year plan
- Clarify and define CIP process, elements of capital
- Dealt with language of KPA's, didn't just agree
- Holes noticed and plugged
- Administration and Council on the same page

Input on CIP Projects and Priorities

Mr. Zetterholm presented the results of the CIP prioritization exercise the Mayor and Council completed the previous evening. Those projects receiving the highest score were the new City Hall Center and the Murray Park Armory Building, both with 8.25 points, followed by the restrooms in parks and pavilions.

*(The entire list is attached as **Appendix B**)*

Ms. Ferguson noted that the exercise indicates just how objective the process is. The committee may go through the process and then look at the list and make some judgments based on other factors and that is within their purview prior to recommendation to the City Council.

Mr. Hill commented that the City will actually go back and prioritize projects, clarifying that this was only an exercise to understand the process. Second, he mentioned that he feels there are some capital expenditures that do not fit on any of the lists, such as a Parks and Recreation Master Plan that would cost the City \$100,000 to hire a consultant. A Strategic Plan update, General Plan update or IT Plan update may cost a lot of money that really is not addressed on the CIP; therefore, where would that show up in the process, he asked.

Ms. Ferguson said that these are operational in nature and as the City looks at the operating budget routinely you will need to look at revenue, service level, staffing, programs and look at unique things such as the larger operating expenses that need to fit in each year. Some communities call this a supplemental expense with an additional process to rank and prioritize these expenses in the operating budget.

Mr. Shaver related that this very process took place to fit the Strategic Plan into the budget. Mr. Hill said that there are certain things that you know will need to be expensed, such as master plan and general plan updates, and he wondered if there is a benefit to creating something similar to the CIP for those supplementary things. He feels these things should be planned for over a five year period. Ms. Novak agreed that these are capital expenditures that should be planned for.

Mr. Shaver stated that this would be revealed when an audit or review of the departments are done every two to three years. Ms. Novak said that there is a section in the operating plans with an initiative about reviewing city services.

Ms. Ferguson noted that these really are two separate things, one is a review of services and the other is planning for financial expenses. Mr. Hill repeated that he feels it is important that those major expenses be on a supplemental or maintenance CIP list. It will be important to have them on a list where everyone can see them coming and it does not appear as a surprise when the department head requests certain items in the annual operational budget. It could come from a review of one of the departments.

There was some discussion regarding funding replacement of large vehicles like a fire truck. Ms. Novak suggested that the City would have a vehicle replacement fund and it should be funded at a certain level and that is the money to buy whatever is in the annual appropriation. She added that fire trucks may be financed differently. Ms. Ferguson pointed out that with a five year CIP, every four years there will be a major fire vehicle and there will not be surprises each year. Chief Rodriguez stated that the real challenge is to keep that money sacred for future big ticket purchases.

She sought feedback from participants about the draft CIP policy and CIP development process, which was previously presented. Comments received included:

- Takes care of big ticket non-capital items
- Funding sources may be different
- New Council needs to trust policies
- Council's job is not to manage
- No surprises
- No more "whining" about money to replace equipment
- Gives confidence by following written policy
- Prior Planning Prevents Pathetically Poor Performance (Six P's)
- Future oriented
- Forces departments to justify needs
- Accountability
- Takes capital out of operating budgets

Ms. Ferguson also asked participants what was missing from the draft CIP policy and CIP development process:

- Need to “weight” decision criteria
- Criteria for projects that come to CIP review committee might change
- What are the minimum criteria for a project?
- Need application process for proposed CIP projects
- Where does the public provide project recommendations?
- Community buy-in is needed
- Role for enterprise funds: they go through the same process as the General Fund CIP
- Role for advisory/citizen boards in the CIP vetting process

Following a short break, Ms. Novak complemented the group on the work that was done to finalize the Key Performance Areas. She asked Mr. Hill to read the language on the Parks and Recreation KPA that was added. After discussion the wording was finalized. Language and wording was reviewed on KPA items #3, #5 and #6, as well, and they were amended as detailed previously on page five.

Strategic Initiative Review

Ms. Novak reviewed that the group had identified six specific initiatives that elected officials wanted to pursue as their highest priorities over the next two years in moving toward the Vision. They were:

1. Diversify City revenue sources
2. Develop a comprehensive economic development policy and incentive plan
3. Pursue aggressively the creation of a vibrant and sustainable Murray City downtown
4. Develop a performance management system and City services review
5. Develop an internal communications plan
6. Develop a comprehensive Capital Improvement Program

She asked if anyone had second thoughts about something they let move forward as an initiative that they really don't think should be there. The group should feel passionately about these items. Ms. Novak commented that there need not be a specific initiative under each KPA. It just means there is nothing specific that needs to be focused on immediately.

After reviewing the work that was done the previous day, the following areas were mentioned as potential items missing in the strategic initiatives:

- Bus Rapid Transit
- Traffic Calming
- Bike Lanes
- Evaluate employee compensation and resource options
- No Crime-Police Patrols
- Code Enforcement
- Rely less on sales tax, and more on other revenue sources like property tax or higher fees

Discussion continued on how some of the mentioned items fit into Key Performance Areas. Mr. Nakamura advised that the employees and workforce warrant a separate initiative. Ms. Novak asked what specific initiative should be added regarding employee morale. She added that some things may be handled through Human Resources and the regular annual budget and not need to be on this list. After discussion, the following initiatives were added:

7. Evaluate employee compensation and resource options
8. Develop a comprehensive external communication plan
9. Develop a parks, recreation and cultural amenities master plan

Development of Work Plans

Following a lunch break, Ms. Novak commented that participants would take the nine strategic initiatives and refine work plans to determine the steps for each priority. She divided everyone into two groups with administration and Council members split between the groups.

For the new initiatives, instructions included answering the two questions:

1. What problem are we trying to solve?
2. What does success look like?

The nine strategic initiatives were split between the groups. The groups rejoined after working separately for about one hour and all nine strategic initiatives were presented.

Diversify City revenue sources

- Investigate alternative revenue sources
- Assess where we are and benchmark against other communities
- Evaluate fees and In Lieu of Tax transfers
 - Residential, interdepartmental, and non-profits (i.e., stormwater)
- Review County and State policies and procedures affecting values in the City
- Develop five- year plan to diversify
 - Set incremental annual targets
- **ROLES:** Staff/Administration = research, draft, and advocate policy/plan; Council = provides funding and reviews/establishes policy

Develop a comprehensive economic development policy and incentive plan

- Evaluate existing policies
- Benchmark with neighbors and more broadly (out of State?)
- Collaborate with others (Chamber, large businesses IMC), other large groups, UTOPIA)
- Develop a marketing plan, assess opportunities, identify target markets
- Establish a process and parameters regarding incentive options
- Draft plan with collaborative efforts - 5-10 years
- **ROLES:** Staff/Administration = research, draft, and advocate policy/plan; Council = reviews and establishes policy

Pursue aggressively the creation of a vibrant and sustainable Murray City downtown

- Actively and aggressively market downtown
 - Cooperatively on extended marketing
- Evaluate underutilized properties for targeted redevelopment
- Pursue cluster developments
- Define redevelopment agency incentive options for developers
- Pursue transportation investments (City and external)
- Develop relationships with developers (Mayor, Council, Staff)
- Actively talk to existing businesses to keep them here – retention efforts

- Invest in public facilities downtown
- Promote establishment of Business Improvement District for downtown
- Establish collaborative partnerships with businesses/non-profits in downtown
- **ROLES:** Staff/Administration = pursue actions, keep Council informed; Council = help build relationships, establish policy and decisions

Develop a performance management system and City services review

- Appoint a City Services Review Team
- Identify initial priorities and for studies
- Develop a process for routinely reviewing city services
- Identify goals of each study
- Hire outside consultant/expert in the field
- Conduct study
- Identify who to involve in study (department heads, staff, customers, stakeholders)
- Present recommendation to City Services Review Team, then full Council
- **ROLES:** Mayor/Administration = implement; Council = provides funding

Develop an internal communication plan

- What is the problem we are trying to solve?
 - Lack of understanding
 - What is behind decisions
 - Making/controlling rumors
 - Administration-Employees
 - Administration-Council
- What does success look like?
 - Trust
 - Open discussion
 - Employees big concerns go to appropriate management
 - Buy in on decisions/acceptance
 - See more communication
 - Repetition of information
 - Better decisions
- Action steps
 - Utilize Council-Administration meetings
 - Chief of Staff and Executive Director meet to agree on agenda items
 - Share agenda with council/all
 - Utilize Council Committee of the Whole
 - Continue annual employee meeting with Mayor at budget time
 - Survey employees
 - Direct Department heads to develop internal communications plans
 - **ROLES:** Administration/Staff = implement; Council = approves policy

Evaluate employee compensation and resources

- What is the problem we are trying to solve?

- Compensation
- Compression issues
- Employee turnover
- Fair internal/external equity
- Recruitment
- No performance incentives
- What does success look like?
 - Successful recruitment
 - Retention of good employees
 - People spread in range based on experience
 - Reward performance
- Action steps
 - Identify employee satisfiers
 - Review compensation package as a whole
 - Compare compensation with competitors
 - Determine pay and benefits philosophy
 - **ROLES:** HR Director = leads; Administration = develops recommendation; Council = approves recommendation; Administration = implements

Develop a comprehensive external communication plan

- Conduct a SWOT analysis of existing communication tools
- Determine communication goals
 - Develop specific strategies to communicate with residents/business regarding
 - Utopia, impact of economic downturn, CIP process
 - Develop marketing strategy for whole City, to enhance revenue generation
 - **ROLES:** Staff/Administration = develop plan; Council = approves; implement together

Develop a comprehensive Capital Improvement Program

- Identify CIP funding sources
- Establish policy and procedure
 - Establish CIP Committee
 - “Application” process
- Inventory assets and condition
- Establish inventory of projects/needs
- Establish infrastructure schedules/policy (vehicle/equipment, street, parks and rec, IT)
- Implement the process
- Get community buy-in
- **ROLES:** Administration = draft policies based on expertise; Council = reviews, establishes policy; implement together

Develop a parks, recreation and cultural amenities master plan

- What is the problem we are trying to solve?
 - No clear plan
 - Competition for space and programming
 - How to prioritize services
 - Don't know what City wants
 - Future focus

- What does success look like?
 - Master plan adopted by Council
 - Citizen input
- Action steps
 - Issue an RFP for master plan consultant
 - Conduct a city survey/input mechanism
 - Encourage public input - utilize Park Board, recreation participants
 - Prioritize programming and space use for a 10 year plan
 - Recommend funding in the CIP
 - **ROLES:** Public Services Director = leads; Administration = recommends to Council; Council = approves; Administration = implements

Wrap Up and Closing Thoughts

Ms. Novak explained that about February 20 the City would receive the final Strategic Plan, with the Vision, Mission, Values and Key Performance Areas. These are the statements that will be adopted by the City Council, which are the ongoing pieces of the Plan that will be in place for quite awhile. On a semi-annual basis new Strategic Initiatives will be adopted. The administration will get the initial work plans that will be the tools put in place by the City. On a quarterly basis there should be some type of formal check-in on progress made on the work plans.

A summary document will have all the ongoing pieces of the Strategic Plan put into a brochure for the website, marketing collateral, to be shared with employees, and wall copies for posters. The final report will have a write-up of Best Practices and the draft of the CIP policy with an inventory of projects. A retreat report will be sent out prior to the final report. In response to a question, Ms. Novak said that there will also be a checklist of the action plans and next steps for implementing the nine strategic initiatives.

Mr. Haacke asked what would be the best way to share this plan with the employees. Ms. Novak suggested that each department head communicate the Vision, Mission, Values and Key Performance Areas with staff. A debrief during departmental meetings to talk about what the Values mean to you and how you see them being implemented. It will be important for every employee to see this.

Ms. Wells said that as part of the next employee meeting this information will be discussed. The annual meeting will be in March or April. She said repetition is the key and department heads should talk about this as much as they want. We would like to have everyone seize onto these concepts along with management. Mr. Shaver related that this could affect employee morale positively by them knowing the City has worked as a whole on this.

The City staff and elected officials concluded the strategic planning with each participant imparting closing thoughts on the process:

- **Mayor Snarr:** For the 14 years I have been Mayor, I have been trying to get my head around all this. It is a learning process. You have solidified what we have to do to get all this done on a yearly basis. I feel bad that I am not going to be around in two years, but feel good that we have established a process and way forward for the City. We are a self-contained city that really controls its own destiny. It has been great for me; sometimes it has been hard for me to stay focused. Sometimes I am thinking of other projects that will come out of this as we

are working. I have just been really pleased, it has been money well spent, because it has helped us identify where we are at, what we need to do, and how we need to get there.

- **Frank:** I want to echo what the Mayor said. Thank you. You are all very professional and have done a great job. I particularly liked the CIP, it was very well done. I also appreciate the opportunity to talk with the Council; it isn't often that I get to do that, in this less formal setting, so that was great. I have been in this business for a long time, some of this I have never learned, it is nice to see when all the pieces fit as a whole it all makes much more sense.
- **Jan:** I think when we went through the process to start; I think we did get a really good group to help us. I think we have a lot to do, but we have a good plan in place. I appreciate everyone's effort here, being away from work and family, because it does take a long time to get this finished.
- **Jared:** It was very interesting when you came in, you were the first group and we knew right away you were the ones. That started for me, and everyone else, that you were the way we wanted to go. I knew how I felt at the beginning; there was a separation, as I went through the process it became very clear to me that we are on the same page. Same thing in the last couple days, but we have been talking with each other not at each other. We are not done yet though, we still need to talk with each other throughout implementation. It is hard to do this in a committee of the whole, so thank you, and good job.
- **Darren:** One of the first things I said when I got on Council was how do we sit down and discuss and get on the same page when we are on the Council, I was told "no, we really can't just sit down and all talk about it." But, really, we are not on different pages, everyone is not only an employee, but a resident as well. It is nice that we are all on the same page, and I appreciate your help in facilitating this process.
- **Brett:** With my whole month on the council, I didn't know how this would go. I have had a lot of respect for department heads, my whole 23 years. I just have even more respect for you now. I was talking with Jan about how huge this process is. It will take time, and we appreciate your efforts and everything you do. It is great to be a part of a great City like Murray.
- **Jan:** With your direction, the people in this room have shown such great enthusiasm, knowledge, expertise, and momentum and I hope that momentum will continue on as we go back and begin the next steps.
- **Tim:** I just want to express my appreciation for your help in this process. The key will be commitment in this process, we have to be committed to helping in this process and we can improve our community for the future.
- **Doug:** I don't have a lot to add, but I think the months and dollars we have invested will come back to us. Thank you.
- **Blaine:** The camaraderie and friendships have been nice. I invite the council members to come talk to us when you have questions, we can support you through the process, just come talk to us.
- **Gil:** Thank you for your patience. The burden is on us now to implement it. You will leave and we will have to do it now.
- **Mike (HR):** It holds us accountable moving forward. It provides an opportunity and responsibility moving forward. It is a wonderful opportunity and I am excited.
- **Pete:** The last two days have been great. I appreciate the CIP process. We need to start funding the CIP, but we still don't know how to fund it. I appreciate your help.

- **Michael:** I am thoroughly excited, we had that meeting a week ago and saw the initial report, I was ecstatic, it fills lots of holes, it holds each other accountable, where we have a compass to guide us all by, thank you.
- **Mike (Courts):** Thank you. Once we did all this, I think it shows we can do it. We just have to marshal ourselves together to do it.

The Novak staff commented that it has been a delight working with Murray City and as they work with many communities on retreats, it has been a unique experience in Murray as department heads and elected officials listen, engage in conversation and participated actively in this process. This kind of dialog has been extraordinary. Ms. Novak said there is something special here and it has been a joy for them and added that it should be treasured, nurtured and cared for. She thanked City leaders for allowing them the opportunity of getting to know everyone and guiding them through this process.

The Strategic Plan retreat concluded at 3:15 p.m.

Janet M. Lopez
Council Office Administrator