



**MURRAY CITY MUNICIPAL COUNCIL  
COMMITTEE OF THE WHOLE**

---

---

The Murray City Municipal Council met for a Retreat on Tuesday, January 12, 2010, at 12:00 noon, at the Buca de Beppo Restaurant, Midvale, Utah.

**Members in Attendance:**

Jeff Dredge	Council Chairman
Darren V. Stam	Council Member
Jared A. Shaver	Council Member
Krista Dunn	Council Member

**Member Excused:**

Jim Brass	Council Vice-Chair
-----------	--------------------

**Others in Attendance:**

Frank Nakamura	City Attorney
Michael D. Wagstaff	Council Executive Director
Janet M. Lopez	Council Office

Following lunch Chairman Dredge called the meeting to order and welcomed those in attendance.

Mr. Dredge asked Mr. Shaver to tell the group about himself, his background, and what he considers his strengths and weaknesses.

Mr. Shaver related that he is a middle child, born in Seattle, and somewhat of an overachiever. Because his parents were divorced when he was only about 16 years of age, he lived on his own from the age of 17. Mr. Shaver stated that he went to Rick's College, married his wife, Lorri, 32 years ago. They have one son, Joseph, age 12, who is adopted. As a student at the University of Utah, Mr. Shaver, was introduced to the Hale family of Hale Center Theatre. He later opened a theater himself in Atlanta. Although, Mr. Shaver did fill in for a lead in Man of La Mancha, acting is not his choice.

Mr. Shaver became involved as a soccer coach for his son, Joseph, and that sparked his interest in City affairs.

Mr. Shaver works for a company called Professional Education Institute, which started out as Legacy Learning. It was part of Covey seminars for people who desired individual learning. When Covey and Franklin Quest joined forces Legacy Learning would fill a need for coaching for people like Zig Ziglar, Dennis Whaitley, Tom Morgan, and others. Carlton Sheets bought into the company, and with the combination of his organization and Legacy, the Professional Education Institute was created. Mr.

Shaver's title is Senior Coaching Advisor. He does not actually coach himself, rather, he is a decision maker on the program criteria, and facilitates whether or not a company moves forward with coaching.

Mr. Dredge asked Mr. Stam to give some background on himself.

Mr. Stam responded that he grew up just outside of Murray near Van Winkle Expressway, and close to Brighton High School. He has great memories of spending lots of time at Murray Park. He was one of four children, and one adopted child. He was the youngest, and spoiled, he admits, although, there were about 15 foster children in the home over the years. One of those became the adopted child. Mr. Stam graduated from Brighton High School, and started working in steel detailing, which has continued until the present. While spending time on a project in California, he met his wife. They have two boys and a girl, the oldest boy is 23 years of age, a daughter is 19, and the youngest son is 13. Mr. Stam has been in business for himself for the past 10 years. This has allowed him the freedom to coach baseball for the last 18 years.

For fun, Mr. Stam has done a lot of backpacking with his oldest son. All Star baseball has put a stop to that, currently. Most of his time is spent with his kids, sports, and camping.

Mr. Dredge asked both new Council Members what brought them to the Council and what each one considers their strengths and weaknesses.

Mr. Shaver noted that he believes his greatest strengths can also be weaknesses. His tendency is to take the bull by the horns and run. Sometimes that can be negative in that he may run over people; he has learned to temper that over the years. When he sees something that needs to be done, he has no hesitation. He is detail oriented and wants to know how things work; what makes it happen the way it does. He will dig into it to find out, which is what got him to the City Council. Getting to know Pat Griffiths and talking with her was his introduction to the City Council. Ms. Griffiths invited him to meetings about three years ago. His interest was peaked, and she informed him that she would not be running again. On the Arts Board, he had further association with Pat Griffiths, and other City people who encouraged him to run. The more he learned, the more intrigued he became, and wanted to be involved. He feels strongly about determining what happens in the downtown Murray area. Those issues will affect the City for 50 to 60 or more years. The Council has the opportunity to be part of the deciding factor, listening to citizens to get input. He stated that as he talks with Tim Tingey and Doug Hill, he is impressed with the caution that everyone has. No one wants to rush into decisions, they desire to make the right choices and decisions. In counseling together one gains perspective that may otherwise not occur to them, and this forum provides that opportunity. Listening is important.

Mr. Shaver continued, stating that his current position was obtained due to his gift of hearing and listening. He has been doing this for more than 25 years and it is a skill. He likes organization, to know what he is doing and where it is going. He does not hide his emotions, and is very straightforward. In talking with a citizen, he discovered

this person's desire to get rid of the police "no response" policy. Mr. Shaver said he would see what the history was and find out if anything could be done. His wife accuses him of having no patience with stupidity. He is willing to be taught, and learn about the numerous issues that the Council acts upon. Once he feels grounded, he will share his opinions.

Mr. Stam commented that his association with sports and coaching was instrumental in his interest in the City Council. He was asked to serve on the Parks Advisory Board due to his involvement, and because there was no one on the Board with kids in sports.

Doug Hill talked with Mr. Stam about running for Council Member, knowing that Robbie Robertson was not seeking another term. As a City Council Member he would be able to take issues a little further, where he saw needs in the Parks department. He thought about it for six months before making the decision. Being involved in sports, playing, coaching, and watching, he decided there was a need for his participation. Making changes requires the commitment to get involved.

In baseball, over the last 10 to 15 years the high school has dictated what has happened in Babe Ruth and all the programs. He felt that he was fighting an uphill battle, however, contrary to the bull in the china closet, he sat on the Board, quietly listened, making suggestions, and over the last couple of years the structure of the baseball league has changed in major ways. Slowly, quietly, listening and making suggestions is his way of causing change. This encompasses his reasons for being involved, strengths, and weaknesses. Mr. Stam related that he is quite detailed. Mr. Nakamura has seen his work, which is very detailed, placing each bolt in the correct location. Mr. Stam stated that on a large building structure, every bolt has been calculated and counted. Mr. Stam began his work in 1975.

Ms. Dunn explained that she was born in Ohio, however, raised in the Dallas, Texas area. She finished her final two years of high school at Box Elder, and went to the University of Utah on a scholarship to play volleyball, basketball and run track, lettering in each sport. Following graduation Ms. Dunn taught for 10 years at Highland High School. Her class assignments varied, including sociology, history, geography, physical education, and dance. Desiring a change in scheduling, Ms. Dunn went to Murray High School as an administrator operating a program for "at risk" students. She worked closely with Mayor Pett on drug and alcohol community programs, and a crime prevention task force. Ms. Dunn worked via grant money, therefore, as programming funds were cut, so was her position. After that, the Salt Lake City Police department asked her to write grants for them. She has been there for 11 years. The Federal Government Department of Justice asked Ms. Dunn teach grant classes for them, which she has done on the side. Salt Lake City is supportive of this work, giving them good connections in Washington with the possibility of greater funding awards.

Mr. Dredge asked Ms. Dunn to address her strengths and weaknesses. She said that, like Jared, her strengths are her weaknesses. She likes to know how a program works, that way, one can determine how to improve things. Being detail oriented, she

gets involved to make things happen.

Mr. Dredge stated that after working with Ms. Dunn for many years he adds her passion for doing what is right to her strengths.

Mr. Dredge said that he was born in Provo, Utah, while his parents were in school, and raised in central California. Beginning at age 12, Mr. Dredge spent his summers working in southeastern Idaho on the family cattle ranch. In 1982 he moved to Salt Lake City. He is the oldest, with four sisters. There was one adopted brother in his home and various other people living with his family. He really values his years working at the cattle ranch. He would load a horse and check fences in the mountains by himself, completing other chores before breakfast. He was taught a strong work ethic at a young age. His degree is in accounting from Brigham Young University, with a CPA designation, which is a surprise to many people. It seems very out of character. He admits that actually, he is not a very detailed person, by nature. He describes himself as a "big picture" person. In his CPA firm, which is jointly owned with another individual, he does not do taxes, he does some accounting, but the majority of his business is problem solving. He helps folks take apart their systems, and rebuild, and reorient, and change cultures to what works for each individual business. He enjoys the unknown situations he faces.

Over the last 25 years in Murray, Mr. Dredge has spent a great deal of time working with youth. He is involved in scouts, and has just been honored with the Silver Beaver award. He has coached little league football, basketball and soccer for a number of years. He has five children, and will become a grandpa by his oldest daughter next month. One son is a Marine, who has completed his second tour in Iraq, and is now home to go to college. Two other sons are in college, and his youngest daughter is a senior in high school. Mr. Dredge has been married for 25 years.

Mr. Dredge related his strength as no pride of authorship, rather pooling resources of the group to determine the best way of doing things. He does not care who gets credit for ideas or action. Contrary to his nature to be unnoticed, he ends up in leadership roles many times, valuing the assets of the group as a priority. Expressing his sadness that Mr. Brass was not present, he stated that Mr. Brass also digs for answers and knowledge as a personal strength. He and Mr. Brass both use humor to diffuse tough situations. Mr. Dredge was on the Board in football, and knowing many folks, was encouraged to run for City Council.

In discussing the structure of this meeting, and the role of the Chair of the Council, as a body of equals, Mr. Dredge suggested that a big picture attitude and outlook prevail, until, specifics surface, where other Council Members can take a leading position. He asked the others to express what they view as the role of the City Council.

Mr. Shaver mentioned that David Clark talked about how the Legislature views cities, with the executive/management area, and the legislative side. He feels that the

City Council is to set the direction of the community through ordinance or policy, having the long term vision or agenda that others will respect in the future, because it makes sense. Setting direction and making wise choices are instrumental. Recently, Mr. Shaver was contacted by a citizen with complaints about UTOPIA. The discussion was futile, and he told the person that it cannot be changed. It is established, and the City either makes it work, or it will fail without the attention it deserves. After reading the minutes regarding UTOPIA, Mr. Shaver stated his belief that the choice was right, although the execution may not have been perfect. He expressed his support of that choice. Long term vision is something the City Council needs to be cognizant of. Policy and land use are other matters that require critical long term vision.

Ms. Dunn expressed her viewpoint that the City is to provide various municipal services to the people that live there. The Council provides the means through budget, laws, and policy creation. It is not usually the easiest and best way to do things, because issues are much more complicated than that. The decision may not always be what everyone wants, however, weighing the best way to make things happen is a responsibility of the City Council. Although everyone does not always agree, it is important that the Council compromise to determine what helps people most and hurts the least.

Mr. Dredge commented that as the Council goes forward, what they are trying to build needs to be on a foundation everyone agrees upon, and that is his purpose for his question.

Mr. Stam added that his perspective is in agreement with what the others have said. He explained that the founding fathers of this country did not establish a democracy. They put into effect a republic. A democracy was used to develop it and put people into positions, but it is a republic. His view is that the executive side provides the services, and the Council is a group of people elected to represent the citizens. His vision is that he will represent the people of the City, and he has tried to pay attention to their concerns and interests. When the opportunity arises to make policy, and decisions, it will be for the best interests of the citizens. It may require tough choices. He remembers downtown Murray as a child, a destination for theater or other events. There is a sense of ownership in Murray that does not exist other places. He would like to reflect and expand on that attitude.

Mr. Dredge relayed that his attitude as a new City Council Member was very similar to what Mr. Stam described, however, his position has evolved because the average Murray citizen is not involved enough in issues to care about what happens, unless it directly affects them. When they respond it is usually with little information, and that does go back to the republic, that the Council is elected to make decisions in the best interests of the City because residents are not informed enough. He believes the Council's responsibility is to make decisions, which may represent a shift in a paradigm, but will affect the City for 30 to 40 years in the future. The transit oriented development (TOD) is one example of that. With the knowledge that Council Members have, it is important to make positive decisions that will strengthen Murray in the future. He

expressed that it is easy to merely respond to department heads recommendations. They are the experts in their area. It would take a very compelling reason to disagree with the professionals in the City. Some policy setting is reactive, supporting the professional staff. He would like to see the Council, as a body, be proactive in policy, and not become content in only acting upon administrative requests. In summary, Mr. Dredge believes the Council should be creating policy with the mind set that it may not be what the constituents want at that given moment.

Mr. Shaver emphasized that comes from having full knowledge of issues and not from the bias of newspapers or other sources. He asked how to maintain that balance. He sees that every day in his position, in marriages, while dealing with the regular day to day issues of living. Maintaining balance is important. He can see that the City Council meeting is a formality, and the real work and education is done elsewhere. It may take nine months of work to get to the point of voting, and putting something on the record. He asked how that continues to happen.

Ms. Dunn commented that those residents that contact Council Members are in the minority, and one cannot pay attention only to those folks. You do need to listen to them, and they may have a great point, however, most people who are fine with what you are doing, do not contact you. It is difficult to balance that. She feels that some people believe the Council is elected to listen to constituents and do what they want, however, others believe that the elected officials are to make the decisions that are necessary. In reality, the process is somewhere between the two viewpoints. It would be impossible to go to the residents to get a majority from them on every issue. The Council Member is the decision maker. They have elected you because they trust your judgement. If they do not like your decisions, you will not be reelected. The attitude must be that, as a representative of the people, you want to do what is best for them.

Mr. Stam added that in meeting people, he has realized that many of them do not care what is happening in City business.

Mr. Dredge indicated that the balance is what the Council is hoping to accomplish. About six months ago, Mr. Dredge asked Ms. Wells to have the administration begin to look out a minimum of five years in the future, instead of just looking at this budget year. Department heads should be asked what they envision for Murray in five years, and thinking big picture, what their wish list would be in each realm of responsibility. The Council needs to do the same thing, with a comparison done with the administration to plan longer term. That is what he would like the Council to do.

Mr. Shaver asked how that is done. Policy making cannot be completed in the one hour Committee of the Whole meeting. That forum will not work. Mr. Dredge said that the Council will go down this path deciding how to meld together. It is important to work with the administration. Ms. Dunn expressed that one on one meetings are very valuable in working toward a policy, and topics can be put on an agenda for a Council Initiative Workshop with confidence that it is worthwhile. Because of earlier discussions, everyone will be aware of the direction of the policy and long meetings are not

necessary.

Mr. Dredge commented that in terms of policy, one issue discussed was a property maintenance ordinance. As an example, if that becomes a long term planning issue, or a parks and recreation matter, or arts, it may require an expanded Committee of the Whole to discuss needs with the administration. The Council could meet with department heads to discuss long term plans, subsequently, when in the budget process, the Council would know the direction of each department based on long range plans. It is surprising that most department heads have not done this already, probably because there has been no request to do so. Mr. Dredge asked the administration for this process and they have responded positively.

Mr. Dredge stated that he would like members to come to the next meeting with specific priority issues to discuss among themselves. Not as a final decision, rather, to discover if it something others are interested in too. It would be important to have one person champion a topic, and they may be very long term projects.

Mr. Dredge asked the experienced Council Members, Mr. Nakamura, and Mr. Wagstaff to talk about what things the Council has accomplished that have been good, and what has been learned that can apply to future policy.

Ms. Dunn explained that the new residential neighborhood business (RNB) zone that was established is amazing. It has solved many problems for the City. Mr. Dredge agreed that it is the best thing the Council has done over the last six years. Ms. Dunn said that collectively, working together they came up with this description to take care of a real issue for an aging city. It is a buffer zone between business and residential. Many land use decisions, RDA, Fireclay, downtown, and the mixed use concepts are great accomplishments of this Council.

Mr. Dredge stated that RNB was something no one had ever come up with. That zone eliminated a constant problem that citizens were experiencing. The Council may identify other areas where there is a recurring problem. Setting up the transit oriented development (TOD) was a totally different process. It was necessary to go slowly, deliberately, and try to recognize any unintended consequences from that policy. This may not be a popular decision, as some people believe that the traditional residential neighborhood is the only kind.

Ms. Dunn stated that in the past, a huge issue was pending every time there was an election. In terms of how the Council worked together, UTOPIA is a good example. Everyone got involved, working very hard to become educated. Another thing, which Ms. Dunn feels good about, is in taking big issues to the community. Murray was facing a huge property tax increase. The people were educated in neighborhood meetings, with great responses. Many arrived unhappy, but left satisfied. Following that all the City Council Members were reelected, and ran unopposed.

Recycling was a policy that solved an immediate need and took much pressure

off the City. Ms. Dunn stated that the history includes a recycling proposal that was voted down by the initial Council, which faced the issue. After conducting a survey of the people, 86% wanted recycling, however, the Council voted it down a second time. Following the next election, it was put into place. In the interim, there were numerous questions from residents as to why Murray was not recycling. Mr. Dredge proposed that green waste recycling might be the next step in that process. It will be interesting to see if that is on public services five year plan. Details would be worked out with the administration.

Mr. Wagstaff brought up a general policy matter of Krista's to become more green. Because of those conversations, more people have changed light bulbs and it has trickled down throughout the City. These general direction policies do have an effect. The paperless binders for Council Meetings are an effort in that direction.

Using that as an example, Mr. Dredge suggested that, at budget time, department heads should be asked what they have done to become more green. He suggested that Mr. Wagstaff schedule a time to work with the administration toward this end. He asked others to voice their opinion if they do not agree with this direction.

Ms. Dunn added that the alarm ordinance was another good decision by the Council. An angry citizen has complained calling it a no response policy. Mr. Shaver will explain to him what actually happens.

Mr. Dredge commented that many times Council Members may disagree about issues, and it is good to bring out differing viewpoints, however, he asked that after a vote, everyone support the results, and make every effort to make it work. Mr. Shaver added that he feels this is what councils are all about. No matter what side of the vote one came down on, the group sustains and supports the vote. It breeds discontent not to support, which filters into the Council, the staff, and throughout the City. Opinions must be expressed, but remember that the opposition is not personal, it is toward the policy.

Mr. Dredge remarked that he thinks the world of the other Council Members, although, at the same time, there will be disagreements and mis communications. He invites anyone to talk with him about it. Others agreed with that concept. Mr. Stam expressed that the staff needs to see the united front.

Mr. Nakamura responded that the property tax issue was a crowning moment for the City. Unpopular issues and tough decisions are difficult, however, if that had not been done, the City would be in serious trouble today. The way the Council went about it, was incredible. People nodded their heads listening to the explanation. They were able to foresee the future needs.

Mr. Nakamura commented that he had two meetings the previous day, both of which are examples of how people see Murray. In talking with attorney Bruce Baird about the downtown, he said you guys are Murray, you do things right, and are smart



about your decisions. He compared Murray to other cities, and Mr. Nakamura agreed that Murray is different from Sandy, Ogden or West Valley, and do things right. Mr. Baird said that Ogden built a parking structure that had to be torn down. He called Mr. Nakamura a careful, cautious attorney. Mr. Nakamura agrees with that description of Murray.

The sense of community in Murray does have a unification that does not exist in other areas along the Wasatch Front. It is a great organization, elected officials are the best with staff and department heads that are outstanding. It is amazing that they are all here in this organization. People get here and become part of the family. Personally, he stated that he becomes attached, and has to watch himself, and work within his role. When he was asked to come to Murray, he was hesitant, however, he has never regretted the decision and feels very fortunate to work for this great organization.

The second story, Mr. Nakamura referred to was a conversation with Jeff Hunt, an attorney who represents the Deseret News and professional journalists. Mr. Nakamura called with a question on a GRAMA issue, and Mr. Hunt responded that he has no worries about Murray, that it is the most open city. Mr. Nakamura stated that Murray does it right, and he hears it over and over. Ms. Dunn confirmed that other people from other cities say that Murray is great and they want to be like Murray. This is the reputation Murray City enjoys.

Mr. Dredge complimented the Council staff on their work and support, and adjourned the meeting at 2:20 p.m.

Janet M. Lopez  
Council Office Administrator