



MURRAY CITY MUNICIPAL COUNCIL

The Murray City Municipal Council met for a Retreat on Tuesday, February 2, 2010, in the Murray City Center, Conference Room #107, 5025 South State Street, Murray, Utah.

Members in Attendance:

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

Others in Attendance:

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

Chairman Dredge called the meeting to order at 3:30 p.m. and welcomed those in attendance. He reminded the group that this meeting is part of a series of meetings to discuss long range plans, ideas, and policies.

He remarked that it is not the intent of the Council to usurp any authority in the City, or compel the administration to do anything. It began as a discussion several months earlier as to whether or not the administration would be willing to complete a long range plan for the next five years. Therefore, in passing ordinances, and budgeting for the upcoming year, it would be possible to look into the future to work with the administration and help them to achieve their goals. This is with great respect for the department heads who know the needs and direction in their areas of expertise. As the Council sets goals and policies, Mr. Dredge feels that they should go hand in hand with the administration. There may be items of importance that occur to each group that the other did not see. The next step would be to sit down with the administration and compare the priorities, and then set some goals to work together to accomplish those things. The overriding question is how to get things done, and look down the road on behalf of the City. This is all with the intent to work closely with the administration. There is no attempt to legislate by edict.

Mr. Dredge added that there has been some discussion on hiring Dave Stewart as a lobbyist for this legislative session. This needs to be formalized in a Council Meeting and it needs to be decided how the lobbyist will work with the City, and who the primary contact will be. Everyone can talk with him, however a primary contact should be selected. He offered the opinion that he would like to see Ms. Dunn work in this capacity, because she is already at the legislature a lot. Other Council Members agreed.

Mr. Shaver joined the meeting in progress at 3:35 p.m.

Another thing to consider on long term planning, meeting with administration, and working through the process, he stated that the Council needs to decide on the best procedure for this. His thinking is that one person needs to be assigned to meet with the administration, and that this position could be rotated among Council Members. It may be decided that this is the Council Chair responsibility. It is new territory.

Mr. Stam commented that, as a constituent, his thought was that long range planning was always done. It is surprising to him that this has not been done before. Ms. Dunn responded that she feels the administration has always had future plans, although, in the past it has not been formalized.

Mr. Brass added that all the enterprise funds do have long term plans, for both maintenance and finance. Rate schedules go out five years. He asked what level the Council will be targeting.

Mr. Dredge simply began by asking what the long range plans are. Ms. Wells said that the administration has met and they have some things to discuss with the Council. In future meetings, the Council will come up with some goals, and his question is how to work through the process and stay on task. Part of this is directed to the Council, and how to pro actively follow up on ideas expressed by the Council. Until the Council works with the administration to see how it fits in City business, then nothing ever gets accomplished. He expressed that the job of the Council is to be a leader. As leaders it is important to focus down the road. Many times the Council is informed of rate plans, for example, however, what needs might the attorney's office have in five years.

Mr. Shaver indicated that he is having trouble understanding the role of the Council and the role of the administration. He related that the influence of the Council is unknown to him. He stated that a mentor of his says that people have a circle of influence and a circle of concern.

Ms. Dunn responded that, literally, the administration carries out City projects, and sets the budget. The City Council makes policy, and it gives the City a budget. The administration carries out the terms of the budget. The Council has quite a bit of influence in policy making. It must be created very carefully, because there is a fine line between legislating policy and dictating how it is carried out. By both the Council and the administration staying close to the line, and going down it together is what makes the process work. It is a reciprocal relationship, each helping the other to carry out the policies. Murray is very much looked up to by other entities, because of this working relationship. There are some things we can do better, although, both sides have meshed very well. She declared that it is a really good idea to plan for the future. It is a great opportunity, and important to be cognizant of the administrative's viewpoint.

Mr. Brass gave an example that the Police have guns. The Council can tell them they should have bullets for the guns, and fund it, however, the Council cannot tell them

what brand to purchase. The Council cannot tell them what kind of car to buy. The Council can choose not to fund something, if it does not like the way things are going, however, the Council has not had to do that in the past.

Mr. Shaver thanked Ms. Dunn and Mr. Brass for those explanations. He mentioned that the reading material for the next meeting has been intensive. Looking at the names of people that serve on power, and other committees, he asked how the advice and consent power works. The Mayor proposes some people, and Mr. Shaver would like the information to see what board members may bring to the table. He wants to be able to question a person's goals and abilities.

Mr. Dredge said that these things can be worked through, and he would like the Council to consider areas where it can be more proactive, and areas where it can be stronger.

Mr. Brass suggested the Council look at roads. Over and over they have said, "we will not balance the budget on the backs of the roads." The roads are getting worse and worse, how can the Council fix that, Mr. Brass asked. He noted that in a five-year period the Council could plan specific roads to be repaired. In the past, the department would suggest three roads in each district. Then with budget cuts, they would negotiate the roads to be completed.

Mr. Shaver explained the process as being the course of least resistance. By cutting the road projects, it was not necessary to go back to each department and require them to cut their portion of the shortfall.

Mr. Dredge said that if the Council knows it needs \$20 million over five years, then the City can begin to put it away over time. Without planning today, it cannot be done five years from now, Ms. Dunn pointed out.

Mr. Shaver mentioned that standard forms for the five-year plan will be crucial. With that the presentation will be easily followed and understood. He said the Council has advice and consent power, legislative and budgeting power. He said the advice and consent needs to be done, too.

Mr. Dredge commented that because Murray has good department heads and employees, who are trusted, over time the Council has waited for them to go forward with requests. He said that the Council needs to do more than this and become leaders, while gaining advice from these experts.

The forum for doing this is the question now. Sometimes the focus on the long term is lost, due to the necessity of what needs to be completed right away. Everyone faces this issue.

The Council Initiative Workshop is the forum for initiatives coming to the table, Mr. Dredge stated. Having three people agree on the importance of the issue keeps single person matters off the table, and makes sure that time is not wasted on issues

without Council support. A process for taking the Council ideas and administrative ideas and melding them together needs to be developed. He would like to have some general direction and then have someone take the lead.

Ms. Dunn said the start is already in place. The Council came up with goals and general direction statements about a year ago. She admitted that the new Council Members need to give input on this as well. As an example, becoming sustainable is a policy statement that can be built upon. At the mid year budget meeting, Ms. Wells presented a great list of items of importance from the administration. Many of those items have been on the Council list too, and she has had an opportunity to talk with Ms. Wells further about those topics. It is a great start for policy making. It shows a willingness from the administration to participate.

Mr. Brass informed the group that six years prior the Council toured the West Jordan City Hall because Murray had a need to make a decision in this area. That decision has been delayed, and now the building is really in dire need of replacement, and it needs to be done quickly. This is not the best way to build something of this scale. An ever growing road issue is also upon the City, with \$13 million to \$20 million in bad roads. There is no plan for that. How will the City solve this problem; will it be through lobbyist efforts, or federal grants, he asked? A plan needs to be in place. Also, a healthy capital funds budget needs to be funded. When it comes to sustainability, there are cities that, by ordinance, require any new buildings within the city limits to be a minimum of Leadership in Energy and Environmental Design (LEED) Silver. We can certainly do that for City buildings and as general practice. Vehicles are another area. Mr. Brass said that if City vehicles saved two miles per gallon, it would take care of the budget shortfall, according to his calculations.

Making a policy would have long-lasting effects, Ms. Dunn stated. If Murray says that it is a policy to be a sustainable community, and practices are toward sustainability in all that is done, then you would be looking at light fixtures, cars, and buildings. That gives the department heads a path to follow.

Mr. Brass added that Murray has a natural gas fueling station, although, the City does not have many natural gas vehicles. This may not be viable for police and fire vehicles, but most other trucks and service vehicles could be natural gas. That costs sixty-nine cents per gallon. A lot of money can be saved.

Mr. Shaver asked if sustainability is followed, how is it made a legislative issue. Ms. Dunn indicated that first it would be made a general policy statement to move in that direction. Department heads would make all decisions based on that statement. If the Council believes that will save 50% of fuel costs, the fuel budget can be lowered in any department to force the issue. Ms. Dunn added that most department heads would understand and agree that it is a really good policy, and most would do whatever they could to reach that goal of sustainability. Cutting a fuel budget may never have to happen.

Mr. Dredge addressed the general concept. Without the Council being leaders in

this area, what department head would be responsible for sustainability, he asked. We have people responsible for roads, but not overall general policy matters that affect multiple departments.

Mr. Stam stated that seeing the beginning and end is fine, how does the Council move through the communication issue without offending those on either side.

Mr. Wagstaff has had conversations about joint retreats with the administration. This is what it will take to work together.

Mr. Shaver asked if in the joint retreats the administration would outline how the general policy would be implemented, such as, in order to cut fuel costs, every time a vehicle is purchased it should be a specific type. Then the policy does not come from the Council, but from the administration because they are on board regarding the overall policy.

Mr. Brass offered that the Council may create a policy that does not make sense to implement. For example, it does not make sense to buy a Prius. If the cost is \$10,000 to \$15,000 more, the gas savings may not be enough to offset the additional outlay for the vehicle over the life of that car. A Corolla or similar vehicle gets good gas mileage, but does not cost as much initially.

This process has not been formal, however, it has always existed. The Council has always discussed matters with the administration on an informal basis. By formalizing the process, the next Council does not have to figure it all out.

Mr. Stam clarified that the Council needs to be able to express ideas without the administration feeling as if they are being taken over. Ms. Dunn agreed that it happens through mutual respect. Mr. Stam suggested that each side needs to express its ideas to the other, discuss them openly, and write them down, to formalize them.

Mr. Dredge proposes that a couple of people sit down and work out some ideas and then return to another retreat to talk about ideas on how the Council thinks the process should flow. Input can be given during this process. Once there is a general idea on how the Council should lead out, then, it should meet with the administration.

Ms. Dunn amended that by suggesting that all Council Members feed ideas to the two people who are developing the process. While these ideas are being considered close contact takes place with the administration to get feedback, and keep them in the loop from the beginning. Then the team exercise can be scheduled to discuss the ideas openly.

Mr. Dredge adds that the two Council people can also give some assignments, for example, ask Mr. Shaver to give some thought to standardizing the budget process.

Mr. Brass offered that, sometimes, what happens is in conversation an idea is thrown out, and it gets back to the administration as something that is decided,

therefore the trouble begins. When talking with Ms. Wells or a department head, the pros and cons are discovered. The Council may not always agree with their answers. But both sides have been heard.

Mr. Shaver brought up a subject briefly discussed at another time, giving incentives for ideas that come from outside the Council. He asked how to present incentives to staff members who are not department heads or supervisors. What forum is there for them to do so?

Ms. Dunn said that with general policy direction, for example sustainability, the employees may have great ideas on ways the City can save money and progress in this area.

Mr. Shaver informed the group that Ford Motor Company provided a suggestion box that went directly to executives, bypassing middle management. The person felt comfortable making suggestions that may not have been implemented by their own direct supervisor.

Mr. Brass pointed out that when someone has done a job over and over, they devise ways or can identify strategies to make it easier.

Mr. Dredge asked for volunteers to act as the policy team. Ms. Dunn and Mr. Brass indicated their willingness to work in that capacity.

Mr. Stam suggested that the Council focus on one item at first. He believes that presenting several items to the administration at once, may be threatening.

Ms. Dunn expressed that she feels the general policy statements will probably be five to six items in a direction the Council has already been going, so the idea is to mesh together. As new policy items surface, they can be concentrated on individually.

Mr. Dredge recommended that at first the Council should concentrate on matters that are the easiest to fix. Mr. Shaver agreed that then a working relationship is created at the beginning, however, Mr. Stam has a great point. Those who have been on the Council for a while know the sensitive issues.

Mr. Dredge pointed out that the entire Council should be involved in the policies, not just those volunteers. There are general policy matters, and also individual issues. The Council will start with ideas, narrow them down internally, and then meet with the administration to fine tune, before adopting a process for policy. Jointly, the actual discussion of policy that is important to the Council can be discussed.

This is a continual process and many ideas may fit together under one general policy statement, Ms. Dunn stated.

Mr. Brass feels that a five to ten-year capital improvement plan is important.

Mr. Nakamura added that the capital plan is a given for the Council. It is part of the budget, and something that can be addressed immediately. The Council is statutorily authorized to direct this fund, and he suggests that be separated out from other policy. It must be adopted by ordinance, and is part of the budget. The idea of being able to set aside reserves for future projects makes sense. The building could have been done over a ten-year period of time. The Mayor can submit to the Council a budget with a three-year plan, however, anything past that, is the Council responsibility. He feels the Council should start there, and the forum is the budget.

Ms. Dunn said that budget related policy is all the Council's responsibility, anyway. It can be planned out for any number of years. Administratively, it makes sense to have a four-year plan, due to the election cycle. Mayor's have four years to accomplish their plans. Using Salt Lake as an example, Mayor Becker came in with a four-year plan, and what he wanted to accomplish the first year, second and so on. This is a great way to plan. The Council does not force them into anything, however, the Council can let them know its goals, and then the two work together.

Mr. Shaver stated that the Council does not have that time period.

Ms. Dunn explained that continuity in the Council is ongoing because there are members with overlapping terms to carry out the goals established. The administration goals should be important to the Council, and the Council's plans important to the administration, however, it is most important for the City that those plans work together.

Mr. Brass declared that the key is communication, and over the last year, that has been lacking. Plans do not work unless the administration agrees. You must have input and buy-off.

Mr. Shaver asked how the capital projects can change every four years. Ms. Dunn expressed that the budgetary plans are the Council's, and a capital projects' plan can be spread over ten years, with no change under new administration. General policy or philosophy can change, and must mesh together with the administration.

Mr. Brass explained that the power department is reserving funds to rebuild the turbines, money is being put away for rebuild projects on the power plants Murray owns shares of, money is in reserve to install sewer lines and change out pumps. Any major piece of equipment in an enterprise fund has a reserve account for repairs. The City has not done that for the buildings, roads, and infrastructure. That is what the ten-year plan should be for.

In trying to clarify, Mr. Shaver asked if the sustainability policy is long term, and therefore, unbendable by an administration.

Ms. Dunn said that it is not unbendable, because, if the policy is to be sustainable, each person's ideas of sustainable might differ. The same general goal exists, however, how to get there might differ. For example, Ms. Dunn might think all Prius vehicles should be purchased, however, Mr. Brass might think the City should

convert all vehicles to natural gas. This is where the two differing opinions need to come together on an understanding that works for everyone.

Mr. Dredge clarified that one component is to develop the process. It may work in November to review policies, plans, and budgets. The administration may do the same thing at the same time. Coming together, the plans may be modified due to additional information. This is a continual process. The second step is to develop what policies the Council believes is important to drop into the process.

Because everyone may have differing ideas on how best to carry out a general policy, Ms. Dunn suggested a policy may say: as general policy this City purchases and builds around a theme of sustainability. Then a department head may say he will purchase only vehicles that get 30 miles per gallon, or better. She asked if he is moving toward sustainability, and answered that, yes he is. He is moving in that direction.

Mr. Shaver asked what can be done if staff decides to do things their own way, and if the enforcement comes through the budget. Ms. Dunn stated that would be the "end" game, but not the first attempt to explain the policy. She said the Council would hope to never go to the end game. Generally, she does not feel that will be necessary. It is hoped to continue a great relationship with the administration and department heads. She further stated that the Council would never dictate the means to accomplish the goal.

The policy must also be sustainable, having the ability to endure. Mr. Brass expressed that some members may be gone in two years, however, the new Council now, becomes the veterans later, and they keep the policy going.

Mr. Shaver clarified that there is a spirit of the law, but more importantly the Council would like people involved with their heart, not just because the policy must be followed.

By putting policy in place, a discussion is called for, and an issue is handled pro actively.

Regarding formatting this process, Mr. Dredge just read in the papers that the Republicans (or Democrats) were at their policy retreat. This was their attempt to develop platform and policy direction. This Council is doing the same thing.

Mr. Shaver expressed that it is important not to point out road blocks, but rather to help the process.

Mr. Dredge remarked that the administration is waiting to hear from the Council. They would like to hear our direction, and hold a joint retreat to discuss policies. It may be very similar to what was presented as future needs during the midyear budget meeting. He was very impressed with those items. He does not feel that the Council is prepared today to go forward with its direction.

Ms. Dunn related that the items outlined were immediate needs, however, they were part of an overall general direction. The Council needs to put together the overall direction so that the administration can continue to move forward with the immediate needs. The Council needs to see how it can be helpful to the administration. Ms. Dunn and Mr. Brass will be looking at the matters suggested and see how they indicate a larger overall direction.

A time line needs to be established. Ms. Dunn suggested a month until the Council convenes again on this topic. She also stated that along the way she intends to meet with Ms. Wells to keep the administration informed on the direction of the Council so that they can give some input.

Mr. Shaver said that then the five Council members will meet again in a month, after receiving input from the Mayor's office. Following that, giving them time to meet with department heads, there would be a joint retreat near the first of April.

Mr. Dredge clarified that the administration has met with department heads on long range planning. It is important to follow up with them on that, because it was a Council request. Further, he stated that he is not sure how this will all work, as it is two separate pieces. He asked for two volunteers to talk about process. Everyone can discuss policy. Once a policy is developed, he asked how that is put into practice. For example, a policy could be that the Council thinks the City should do everything possible to make UTOPIA successful. It is clear the administration agrees with that concept, therefore, does the support lend itself to a couple of Council members meeting with staff to decide how to make it work and use it. How are policies enacted? Who is responsible? What will that process be, once policies are outlined?

Mr. Shaver asked if there is a department that handles UTOPIA for the City. Ms. Dunn responded, no. This touches all departments, however, it used to be part of the telecommunication board.

Mr. Dredge repeated, if this is really our policy, then someone on the Council needs to be working with the administration.

Ms. Dunn said that it would be helpful to know, in general, what the policies will be in order to create the process. The process might change depending on the topic. Regarding UTOPIA, the Council can create a process along side the administration. Another issue might be downtown, and that could be combined with something broader, such as land use policy, the mixed use area. Several ideas can be grouped under one umbrella. Sending ideas in will help give direction to the process planning, and it will trigger ideas for other Council Members too.

The process might not change that much, however, Ms. Dunn said that a process for a philosophy might be different from a process for an action item.

Mr. Dredge mentioned that it is important to stop talking about replacing this building and take steps to do it. That was on the administration list, therefore, it is time

to move forward seriously.

Again, Mr. Dredge brought up the idea that the lobbyist is something that needs to be decided upon. (It cannot be formalized in this meeting.) It was requested to narrow the scope of the lobbyist to one issue. He stated that he is not comfortable with that idea. This is one issue that the Council is forcing its opinion on. It is something that the administration and the Council may never agree upon. The concern is that the lobbyist and internal staff will walk over, or cross, each other. Mr. Dredge feels that if the City is spending the money, then why limit the lobbyist if five things can be accomplished. The contract must be written and then put on an agenda. The legal counsel must be given some direction.

Ms. Dunn said that if she is to work with him, then some ideas can be gathered prior to meeting with Mr. Nakamura. She asked if Council Members want to focus on a narrow single topic, on three things, or a broader emphasis and get whatever is possible. Then City personnel can work on other issues.

Mr. Dredge said that last year Mr. Stewart was hired for one subject, and he made the comment that he felt that was limiting. He does not want to limit him. He is operating in good faith now.

Mr. Stam asked if there is a difference in price. Since there is not, then the scope should be increased.

Ms. Dunn informed the group that Murray has nine legislators and a City employee responsible for looking after the City's needs. The administration is concerned that with a lobbyist these representatives for Murray will be disregarded, and that we will put all our efforts into results from the lobbyist. Mr. Dredge asked if that is happening. Ms. Dunn said that the Council can make sure that does not happen.

Mr. Wagstaff stated that he feels the City can effectively communicate to our legislators anything that we would request the lobbyist to do.

Mr. Stam said that the lobbyist should work with those who do not represent Murray, because our legislators can be lobbied by City staff. That would prevent any crossover problems. Ms. Dunn said that our legislators do a fair amount of lobbying for the City too. She wanted to make that really clear. Mr. Stam asked if a legislator would take it differently from another legislator than from a lobbyist. Ms. Dunn agreed that is a good point. Lobbyists do that for a living. His thought is that what we are missing is everyone besides our own legislators.

Another challenge is to realize that those nine representatives also represent other cities. Sometimes they will admit it is a losing battle.

Mr. Shaver says he does not think we should limit the lobbyist. Ms. Dunn understands the concept, and says that she can work with him that way.

Mr. Nakamura added that the line between the separation of powers is always blurred. It involves a lot of self restraint, and both sides have an interest in getting to a common ground. When questions arise, there are cases to refer to, but the lines are blurred. It only becomes an issue when there is a conflict.

Mr. Dredge adjourned the meeting at 5:00 p.m.

Janet M. Lopez
Council Office Administrator