



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

The Murray City Municipal Council met as a Committee of the Whole on Tuesday, March 16, 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
Jared A. Shaver	Council Member

Excused:

Jim Brass	Council Member
Krista Dunn	Council Member

Others in Attendance:

Daniel Snarr	Mayor
Jan Wells	Mayor's Chief of Staff
Frank Nakamura	City Attorney
Michael D. Wagstaff	Council Executive Director
Janet M. Lopez	Council Office
Tom Haraldsen	Valley Journals
Peri Kinder	Valley Journals
Gil Rodriguez	Fire Chief
Tim Tingey	Comm & Econ Dev. Director
John Haymond	Neighborworks
Karen Wiley	Salt Lake County
Maria Garciaz	Neighborworks
Angela Harper	Comm & Econ Dev.
Chad Wilkinson	Comm & Econ Dev.
Geoff Hardis	Neighborworks
Tiffany Sandberg	Neighborworks
Pat Wilson	Finance Director
Scott Baker	Murray Chamber of Commerce

Chairman Dredge called the meeting to order at 5:35 p.m. and welcomed those in attendance.

Mr. Dredge called for a motion on the minutes from the Council Retreat held on February 2, 2010. Mr. Shaver moved approval as written, Mr. Stam seconded, and the motion passed, 3-0. Mr. Dredge asked if there were substantive changes to the minutes

from the Committee of the Whole meeting held on February 2, 2010. Mr. Stam moved approval as written, and Mr. Shaver seconded the motion. Motion passed 3-0. Mr. Dredge asked for any changes to the minutes from the Committee of the Whole meeting on February 16, 2010. Mr. Shaver moved approval as written. Mr. Stam seconded the motion. The motion carried 3-0.

Business Item #1 Fire Department 48/96 Schedule - Gil Rodriguez

Fire Chief Rodriguez stated that the Fire Department is planning on going to a different schedule that he wanted to explain and present to the Council. This is called the 48/96 schedule. Currently, the Murray Fire department works a modified Kelly schedule, which is 24 hours on, 24 hours off, 24 hours on, 24 hours off, and then four days off. The department has scheduled in this manner for about 23 years.

The department plans to go to a 48/96 schedule, which allows personnel to work 48 hours, and then have four days off, and come back to work 48 hours, and another four days off. The benefits are mornings at home, more two-day weekends, less commuting time, potential sick leave reduction, and improvement to moral.

One of the big things is that this schedule is really hitting the west now, after being introduced in the 1990s. Originally, the United Fire Authority began this schedule, and they are the largest fire department in the valley. Because the fire departments in the valley work very closely, they watch what is happening. Midvale went on this schedule next. These are Murray's bordering departments on the northeast, southeast and west. West Jordan and South Salt Lake were next to begin this schedule. These cities border Murray on the west and south. In July, Salt Lake City went on the 48/96 schedule. West Valley City has gone to the 48/96 since then, therefore, everyone else is working that schedule. Chief Rodriguez did not feel that fire fighters would leave Murray to join these forces, however, when the City begins to recruit again, it may be a factor, as people do look at these benefits.

The continuity among fire departments is a concern, because the department does not go on a call without having another agency respond, as well. You must have three engines, a truck, and ambulance for a fire, so one other agency is required.

When the Chief was a Captain, he knew whom he worked with from other entities. They trained together and worked together. The differing schedule changes that aspect, and one develops a trust and dependance on the counterparts they work with regularly.

He has surveyed the chiefs in other agencies. In addition Provo, Davis County, and Logan all work this schedule. His concerns have to do with sleep deprivation, and lack of productivity. In talking with other chiefs, they also had concerns with long term sleep deprivation, and short term sleep deprivation. With the history now available, it has not become an issue.

Chief Rodriguez has talked with the shifts and staff about this schedule change,

and he would like to try it on a six-month basis, and then for 12 months to make sure it will work. The department will have to change the Fair Labor Standards Act (FLSA) cycle from 28 days to 24 days. A new payroll program will be required. He said that the target date to begin is July 1, 2010. Eighty percent of the staff indicated they were in favor of this change. About one third of the fire department employees live in other counties, so it will decrease driving time.

Mr. Stam asked if the sick leave reduction has actually been realized. The Chief responded that some has been noticed, and there have not been the increases in sick leave. People use sick leave for themselves, when their children are sick, the wife is sick, and for doctors appointments.

Mr. Stam asked if they would set the two days on so that employees are always working with the same group from other entities. The Chief says that this is very important because the trust comes from knowing the other fire fighters when you go on a call together. This has been a problem for about two years now.

Mr. Dredge asked about the budgetary impact of having to rewrite the payroll program, as the City is considering new accounting programs. He wondered if it would be rewritten from the ground up, or just a new spreadsheet to put into the current payroll system. Chief Rodriguez replied that the fire department is on its own payroll system anyway, because it differs from the rest of the City. It would take Dave Carpenter a couple of weeks to write the program, therefore, he does not feel it will have a real impact.

Mr. Shaver asked if the other fire chiefs are encouraging him to move to this system. The Chief talked with the Provo Chief, who did not implement the system, as it was in place when he took the position. He indicated that it is the biggest moral booster the department has. There is no compelling argument against the schedule, unless someone has a part time job with schedules worked out. Everyone has been given several months lead time to work out those issues.

Chief Rodriguez has much confidence in his department, and feels that there will be no problems that cannot be worked out. He said he would really want to work it if he were on an engine again.

Business Item #2 Non-Profit Housing Discussion - Tim Tingey

Mr. Tingey thanked the Council for the opportunity to talk about nonprofit housing, and introduced Maria Garcia who is the Executive Director for Neighborworks Salt Lake. Karen Wiley, with the County Community Development Block Grant (CDBG) program was also present.

To give some history on the reason for this presentation, Mr. Tingey explained that about 18 months ago Murray completed a housing market analysis by an outside consultant. With the evaluation in hand the Community and Economic Development staff, and the Council worked through some goals, strategies, and objectives on how to

move forward with housing issues in Murray. A number of funding resources are available, however, they are not being utilized much at the present time. Tax increment financing is beginning now that will continue over the next 15 years. The CDBG programs provide additional funding. The study identifies a goal to develop programs to increase funding for low to moderate income households, and increase the supply of affordable housing. One strategy was to evaluate opportunities to develop a housing nonprofit organization as a partner to assist with those needs. The Community and Economic Development staff have been working toward this, and have brought Ms. Garciaz in to talk about some ideas.

Mr. Tingey commented about his prior position where his community partnered with a Neighborworks organization, and the model was to have Neighborworks target home ownership, neighborhood revitalization, neighbor building, and housing rehabilitation opportunities, which really enhanced housing in that community. That model worked very well. The partnership has continued to work well, and it is critical to bring expertise into the community to leverage other funding sources. These have proven to be long term benefits to that city.

Ms. Garciaz will talk about the Neighborworks program, and then Mr. Tingey will discuss where the City would like to go in the future as a partnership. It is important for the Council to understand who they are, what they do, and how it would benefit Murray.

Ms. Garciaz thanked the Council for time on the agenda to make this presentation. She stated that the housing market study was an amazing plan with much informative detail. She introduced John Haymond, a volunteer and former board president, who has been involved with Neighborworks for more than 16 years; Tiffany Sandberg is a current volunteer and resident; Bob Lund, construction manager; Dam Sococho; and Geoff Hardis, controller.

Mr. Haymond reiterated that he has been a volunteer with Neighborworks since the early 1990s, and currently works in Murray at Medallion Bank on 6600 South and 900 East. He stated that it is an emotional, spiritual and physical experience because of the contributions this organization has made in the northwest side of this valley. A couple of highlights include the "Paint Your Heart Out" program. This is a time every year when the organization unites community, business, and government volunteers to paint homes for elderly who are not capable of doing so.

Homes are identified in the community for rehabilitation, and over the last 18 months 15 different homes were improved.

Mr. Haymond commented that the organization is involved in helping people get second mortgages, and first mortgage financing. Up to \$3.5 million was funded in the last two years. Help with down payment assistance, and counseling for first time home owners is provided, particularly those with low to moderate income. In the last 18 months, two hundred and fifty different customers have received counseling, and 104 of those were first time home buyers. Sixty-two participated in eight hour classes with incentives to purchase.

A program for individual development accounts has been established to help buyers save for down payments, with matching funds available. For example, if the individual puts in \$150 per month, then that will be matched by the bank. They are given assistance with a budget, and to reestablish credit, which is a huge problem. They work continually to help prospective owners qualify for market financing or funding through the organization. Financial literacy counseling is available. Many folks do not speak English, therefore, bilingual volunteers are able to help with that. They are also taught about predatory lending practices, which is very prevalent among those who do not speak English well, or are intimidated by the financial system.

Recently, about one million dollars has been invested creating eight housing units. Two problem properties have been acquired to land bank. The organization will wait until the market is better to provide opportunities to reestablish that land. Ms. Garcia is a master at facilitating and partnering with business, local, federal, and county government. Her expertise and assistance in that area would be very beneficial to Murray.

The organization has been involved with profit and nonprofit projects, and with rental units. Neighborworks was involved with two hundred units of affordable income rental units, working with Bridge Partners (located in Murray), which was a \$20 million project. They are heavily involved with TRAX to help get the airport line going.

Mr. Haymond introduced the DVD as a 30-year anniversary production put together about 18 months ago to celebrate the years the nonprofit has been in operation.

The DVD began with an explanation of the Liberty Park area, which was in decline in the mid 1970s, as residents and businesses left the city for newly developed suburbs. The homes were in decline and needed work. Former Salt Lake City Mayor Ted Wilson was featured on the video, explaining that it was difficult to obtain loans for the improvement of homes. The neighbors formed the Salt Lake Neighborhood Housing Services (NHS), bringing together government, business, and residents in partnership. This area continues to thrive as the trendy 9th and 9th area, where people gather to have meals, buy a bicycle, and frequent other establishments.

In 1982 the organization was invited to expand in the Poplar Grove area on the west side of town. NHS recognizes the assets of neighborhoods, and it listens to and identifies the needs of the communities. Youth Works had its beginnings in those days, as an intensive job, and very successful life skills training program. When he was a teen, Cliff Uckerman was ordered to attend Youth Works by a juvenile court judge, Andrew Valdez. Mr. Uckerman admits that he was a big troublemaker at the time, on the verge of being sent to youth prison. He says the turning point for him was realizing that with the support network, he could become anything he wanted to be, and do anything he wanted to do. The adult role models helped him see his potential. He finished high school, was awarded a presidential scholarship to the University of Utah, earned a degree in social work, and today is the Program Director at Youth Works.

NHS expanded services throughout the west side of Salt Lake City, and began real estate development by building single and multi-family housing. It made home ownership a reality for families who would otherwise not be able to purchase a home. NHS helps with loans, maintenance, and becoming better community members.

Community building also means taking care of those in need. Teams of volunteers get together every August to paint the homes of senior citizens. Thousands of volunteers have donated time to paint more than 600 homes in the last 22 years. That is the "Paint Your Heart Out" program.

For a community to grow, it must develop the leadership qualities of its members. In 2004, NHS formed an innovative partnership with the University of Utah to found the Westside Leadership Institute (WLI). This is a leadership course creating opportunities for the University and the residents. One resident created a community garden in an empty lot next door to her home with the help of the WLI. The education and resources ripple through the community. WLI offers courses in Spanish today. In four years, there are already more than 100 graduates from the WLI.

With NHS, the participating businesses have helped to stabilize and preserve the neighborhoods, increasing the amount of affordable housing for residents to enjoy.

NHS has become Neighborworks and continues to strengthen neighborhoods making them safer, more welcoming, creating a spirit of encouragement, and hope in the community. Their success is attributed to hard work, commitment, and successful partnerships.

At the conclusion of the DVD, Ms. Garcia expressed that she has had the privilege of being involved with Neighborworks since 1982, starting as a volunteer. The mission statement is about bringing partnerships together, focusing on government, the residents, and engaging the private sector.

The organization began in 1977 with home improvement loans, weatherizing, and special events. They are driven by what neighborhoods need. In Murray, everything would not be needed, but there are specific targets outlined in the housing study. They have been working primarily in the west side of Salt Lake City. They operate as a lender, real estate developer, and community builder.

Revitalization strategies include acquiring problem properties, and focus on trying to leverage government dollars, matching one dollar with five additional dollars. Resident leadership is very important to the organization, engaging the community at many different levels.

Stakeholders' concerns are addressed upon moving into a community. Issues include boarded up homes, problem rentals, poor infrastructure, and high crime.

The average interest rate with home funded dollars is about 3%, and that is what allows people to qualify for mortgages.

Ms. Garciaz announced that in 2008 and 2009, more than \$3.5 million were funded in first mortgages, either by Neighborworks or with its assistance in facilitating the loans.

In real estate development, they look at problem properties, and take pride in the mixed income development that incorporates affordable units and market rate homes.

There are more than 144 graduates now from the WLI, and many of them are very involved in civic activities in their communities. Ms. Garciaz stated that the involvement of residents is what really sustains communities.

The organization likes to have parties and celebrate its successes.

Small business development is a need that Neighborworks is involved in, helping to bring in partners to teach budgeting and marketing.

Ms. Garciaz gave an example of what the organization does when it goes into a target neighborhood to focus house by house, and block by block. In the Guadalupe area, the city was going to demolish the properties and allow this 10 square block neighborhood to go to light manufacturing. The residents asked Neighborworks to save the neighborhood. Home ownership was 30%, 90% of the homes needed some type of attention, and there were 34 vacant homes or lots. In 2005, the organization began to acquire properties, and fund home improvement loans. New construction was begun, and owners became inspired to invest and commit to improvements in their own homes. Salt Lake City invested in infrastructure, round-a-bouts, curb and gutter, and street lighting. Nineteen single family homes were constructed. Salt Lake City Housing Authority partnered with Neighborworks, and they are ready to break ground for 64 units of elderly housing. The city turned a blighted bowling alley into mixed income housing, which eliminated drug addicts, and other negative forces.

One impact to the Guadalupe neighborhood, one of three communities in the Fair Park area, includes residents feeling they are safe in their neighborhood. It went from the highest crime rate to the lowest crime rate in Salt Lake City. The elementary school is more stable, lowering the transition rate. The local businesses are reliable, and very engaged, and involved in what happens there. Home ownership has grown to about 75% currently. No one entity can do it alone, and the organization is only as strong as the partners that come to the table. Neighborhood councils, and private sector involvement is wonderful.

Ms. Garciaz stated that there is much excitement about the opportunity to work in Murray. She has already identified more than 79 potential contributors to her organization. Twelve specific contributors who would not give money while serving Salt Lake, however, they would contribute to Murray projects.

Ms. Garciaz has toured Murray and there are some areas where tender, loving, care needs to be given, however, she has not seen areas as bad as the Guadalupe neighborhood.

Addressing the goals in Murray, the real estate development program could target some of the vacant homes, and maintenance problems. She said the down payment, and closing assistance grants could help families.

To improve housing quality for homeowners in Murray, home improvement loans are offered up to \$40,000, and home ownership services will be helpful. Her organization traditionally has 3% interest loans available, and they manage the construction process to make sure the home buyer knows what they are getting into. For the elderly, there are 0% deferred loans, because the elderly are on fixed incomes and usually do not want to create any debt for themselves.

Her organization would increase efforts to address rental needs in the community, particularly for low income renters. She would encourage partnerships that develop rental properties, as Neighborworks does not directly develop rental units.

The landlord issues are very challenging and she suggests they really talk about what can be done there.

Looking at a Murray expansion, the board has not considered the budget yet, although, it is important the dollars from current projects not be shared in other communities. The board wants each municipality to invest in its own area. The great thing is that for every dollar that Murray brings to the table, Neighborworks can match.

Neighborworks is part of a national network of more than 234 organizations across the country, and they are one of the older entities. The network gives them the ability to access resources that other organizations may not have.

Mr. Tingey shared a couple of things that really need to be considered with this opportunity. One is that there are several housing entities that the city has partnered with through CDBG funds, and they do important work. This, however, would give Murray the chance to work side by side in neighborhoods, with a group devoted to Murray, rather than all across Salt Lake County. This is that opportunity. Second, the capacity they have is phenomenal. It would take 10 to 15 years to attain the capacity already built by Neighborworks. The final point is that, people across the US all know Maria, and he has known Maria for a number of years. She has national notoriety, respect, expertise, and experience. He hopes to develop a possible partnership with Neighborworks, and bring that model back to the Council for consideration.

Mr. Shaver asked if there were a time line for when they would like to be operational, realizing that her board had not yet approved working with Murray. Mr. Tingey said it would be two to three months to have something to present to the Council. He can see that some matters important in Guadalupe, do not apply to Murray. However, Murray does have the low to middle income people that want to be a part of the City. Financial counseling and education will be useful.

Mr. Haymond noted that the financial counseling, and home ownership training is already in place, which will help Murray.

Mr. Shaver commented that one of the Murray elementary schools has an 80% transition rate with low to middle income families struggling, with language, adapting, and the culture.

Ms. Garciaz stated that other communities have also struggled with needs greater than just bricks and mortar, and her organization uses the youth program to turn things around. Many of those young people were very hard core gang bangers who have their own construction companies now. There is a template and formula for their work, however, first a town meeting is held to engage the various stakeholders, and talk about how to match what they do with the Murray community and the needs here. They want to meet residents, get a feel for the organization, because they will be a big part of the success of the projects.

Mr. Dredge commented how impressed he was with the organization, particularly the community involvement, and especially with the youth. It is important to get them involved, and doing something to benefit other people. He asked if particular areas had been identified to start with.

Mr. Tingey responded that the housing study identified some areas, and Ms. Garciaz has toured with the staff. This will be part of the future discussions. Mr. Dredge asked if one area would be targeted to build a base, or several areas to improve a little bit everywhere. What is the methodology, he asked?

Ms. Garciaz said that neighborhoods west of State Street need more attention, however, there are pockets on the east that demand improvements, as well. She would open the services Murray wide, although, if the Council wants to focus on certain areas they could drive that decision.

Mr. Dredge thanked Neighborworks for all they do and for the presentation.

There being no further business, Mr. Dredge adjourned the meeting at 6:26 p.m.

Janet M. Lopez
Council Office Administrator