



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

The Murray City Municipal Council met for a Retreat on Tuesday, March 9, 2010, at 1:00 p.m., in the Conference Room at Murray City Center, 5025 South State Street, Murray, Utah.

Members in Attendance:

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

Excused:

Jeff Dredge	Council Chairman
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Others in Attendance:

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

Vice Chairman Stam called the meeting to order at 1:05 p.m. and welcomed those in attendance. He asked Ms. Dunn to lead the group through the Policy and Process document that she had developed. (A copy of that document is appended to the minutes.)

Business: Policy and Process Discussion

Ms. Dunn introduced the document by stating that she had written a suggested policy process document, and developed actual policies, as well. These were ideas she had heard discussed for some time, and not all her ideas. She indicated that she had no emotional ties to the suggestions, therefore, requesting that everyone feel free to express their agreement or disagreement.

The process part has been in place for a very long time, prior to all their terms, with the exception of the Council Initiative Workshop (CIW) piece. She confirmed that she had sent a copy to Jan Wells, so that the administration could begin thinking about the direction the Council was taking. Additionally, the Mayor's office would be able to make suggestions, as necessary. There has been no response from her to this point, however, Ms. Dunn will meet with her to discuss the process and policy one on one.

Mr. Shaver expressed that he liked the idea that this is a process set in place so

that an idea could be moved through the system ultimately becoming policy. Everyone with a voice is included, and should be heard.

For background, Mr. Brass described an issue in question while he was on the Planning and Zoning Board. He asked if a 90-day, probationary period could be instituted on conditional uses granted, due to the large number of people who disobey conditional use permits. He discovered that it is illegal to do that, as the conditional use becomes, essentially, part of the property. It does help to get support from those who implement the policy. They will let you know what works and what does not.

Ms. Dunn remarked that this formalized policy document will be very helpful to new Council Members as they train, and learn how to get things through the system. Not everyone has the background to know this process from the start. In the recent news article on this very topic, she found the comment intriguing that anyone should be able to bring an issue through the system with little or no support. The Murray document backs up the theory that if no one agrees on the policy, then there is no reason to go through the process. Ms. Dunn confirmed that to get to the point of the CIW, one must have two other Council Members agree that a topic deserves discussion.

Mr. Stam confirmed how helpful this document is for new Council Members. He concluded that by the time an issue goes through the system, it is changed as necessary, with details worked out, and the Council is united in its front to the public.

Ms. Dunn confirmed that for an issue to go before the CIW, discussions must take place informally to gain support and input from others, as in points two and three. It is important to include the administration in informal conversations, as by this step the idea is virtually acceptable.

Language discussions can take place throughout the process to insure clarity so that the policy may be implemented by the administration.

Mr. Brass explained a current ongoing idea that involves generation of electricity using culinary water in the City water lines. He has taken the concept to Danny Astill suggesting hydroelectric turbines in the water lines, rather than pressure relief valves, to generate power. Mr. Astill agreed with the idea, and Mr. Haacke was subsequently contacted. After some further research, a conference call is scheduled to determine if it is affordable. If it is a reasonable price, then the next step would be to decide how to develop and go forward with the plan.

Mr. Nakamura commented that near the end of the process, the Mayor would have the authority to veto ordinances, therefore, this needs to be included in the document. The Council has power to override that veto by a two-thirds vote (four Council members). Before implementation, that is a possibility.

Mr. Shaver mentioned that there will be times when the administration does not like a particular policy. That is when the Council must be firm, in the interests of the

City, and move forward.

Ms. Dunn will add the Mayor's endorsement or veto as a number seven. Number eight would be implementation. All present agreed to the policy process document with the changes discussed.

This will eventually become part of the Council Rules.

Business Item #2: **General Policy Statements**

Ms. Dunn mentioned that the policies suggested are in no particular order, therefore, if the Council wants to reorder for importance or emphasis, or add policy that is fine. These items are things that have been informally discussed in the past. Her thinking is that the items near the beginning are more important and long term.

To point out the importance of long term planning, Ms. Dunn mentioned that from her first year on the Council (more than 10 years ago) there was talk of a capital projects' fund. The finance director at that time did not want to set that up. In her experience, every government entity uses a capital improvements account with contributions made continually. Percentages and numbers will be discussed when that topic comes up.

Strategic Planning - This basically says that it will be a policy of the City to have an updated five-year plan at all times. That plan should address the items listed in number one:

- a. Budgets
- b. Capital projects
- c. Evaluation of programs
- d. Sustainability
- e. Infrastructure maintenance and replacement
- f. Technology advancement
- g. Employee turnover and retirement
- h. Redevelopment.

Mr. Shaver added that ordinances need to be updated. For example, as technology changes, review of ordinances needs to be monitored.

Ms. Dunn indicated that these items of strategic planning should be looked at independently by department, and enterprise fund. Others agreed with that concept.

Mr. Brass remarked that the City knew for five years in advance that a new fire engine would need to be purchased. It is a huge amount of money. The City could have prepared for that as part of a long range department plan.

As an example, it was discovered at midyear budget time that a new street paver was necessary. Ms. Dunn said that it would have been nice to plan for that three years

earlier. With the strategic plan, major purchases can be scheduled over time. Mr. Brass commented that other expenditures could be adjusted so that the City is ready when the time for replacement comes.

Unfortunately, the road project fund becomes the slush fund that is used to balance the budget and take care of emergencies. This has hurt the City tremendously, as the road needs have been deferred, and now, while construction costs are low, is the time to get them done.

Ms. Dunn confirmed that the list of issues in number one would be addressed by department and enterprise fund. She will add policy and procedure review to the list, which will include ordinances.

Mr. Wagstaff warned that this overlaps into administrative duties. If the ordinances need to be updated because of policy changes, then this is a function of the administration to carry out.

Mr. Shaver stated that his understanding is that the Council sets policy and the administration implements, or not. With an ordinance, the administration has no choice but to implement it.

Ms. Dunn stated that is correct, and the Council is talking about policies that must be implemented by the administration. Therefore, the Council will look at this document to determine if the policies established by the Council are being followed. The Council will not look at each department policy to judge the implementation.

To clarify, legislative policy is determined by the Council. Department policy implementation belongs to the administration. There is some confusion about policy, ordinances, and process. Mr. Shaver stated that he does not see how those things all fit together.

Ms. Dunn tried to be clear, stating that legislative policy is created by the Council, however, managing a department, and the policy that accompanies that is administrative. She said that does not only refer to ordinances. This entire document will become a resolution or ordinance. She confirmed that the final item will be legislative policy and process.

Sustainability - The Council will be looking at sustainability in the following areas:

- a. Purchase and maintenance of vehicles
- b. Construction and purchase of infrastructure
- c. Purchase of equipment and supplies
- d. Fuel and energy consumption
- e. Construction of buildings
- f. Building policies and permits
- g. Innovations in reducing energy use
- h. Refuse reduction, recycling and reuse
- i. Acknowledging and rewarding the efforts of residents, business owners,

and employees in making personal and public property more energy efficient and environmentally friendly.

To clarify Ms. Dunn stated that item “b” refers to infrastructure, such as, power, and water construction. Item “e” would be for buildings in the downtown area built to a certain level of sustainability by the City. Letter “f” is for permits granted to private builders by the Murray City building department.

Mr. Shaver mentioned that in Fireclay the City told the builders the policies, the look, and intent of the City.

Mr. Brass suggested that the statement might be said that all privately built buildings must be Leadership in Energy and Environmental Design (LEED) silver or bronze, minimum, and all City construction would be LEED gold.

The wording will be changed to clarify.

Recycling is only on certain items. For example, Mr. Shaver pointed out that there is no shrubbery or brush recycling. There is no green waste container at the homes, however, it was explained that the City does collect leaves and Christmas trees, and a green waste trailer can be brought to a home, Mr. Stam related. Ms. Dunn called it a level of recycling. And Mr. Brass stated that recycling is dictated by the company that picks up waste. There is no market for recycled glass, for instance. He stated that it might be good to have a green waste pick up every once in awhile. Ms. Dunn said that the Council Members will get calls about that. This may provide an avenue for further discussion on many items. It costs money to recycle.

Utah Telecommunications Open Infrastructure Association (UTOPIA) - Because the City is committed to UTOPIA, it is advisable for the City make use of it in the best possible ways.

Mr. Brass explained that there are things the City could do, such as, a City wide wireless network, because deployment is not much money. Even if this was only accessible to City employees for GIS maps in trucks, this would benefit water and power for immediate response to an emergency. Turning off water, and fuses could be much easier. It could also be made available to subscribers in the City. Many things can be done with fiber that the City is not utilizing. Meter reading could all be done with fiber, and citizens could have real time power, and water usage information on line. For sewer rates, the City takes a two-week reading, and creates bills for the entire next year. This is not necessarily accurate. A meter that monitors daily would allow the City to capture more money.

Ms. Dunn remarked that she included under sustainability the philosophy to carry out implementation in a reasonable fashion. This applies also to UTOPIA. It means to compare the immediate costs versus the future costs to see if it makes sense. If the City buys a hybrid car that will only be kept for three years, then it may not justify the purchase price. The City has done a great job of analyzing immediate needs, but it is important to look at the overall big picture. Most of the decisions made for the City have

resulted in great ongoing programs, although, the future of the City needs to be considered in all planning.

Mr. Brass stated that it particularly applies to technology, due to the speed in which things change. Systems need to be able to expand and change, as opposed to being locked into something that will not do what the City needs in the coming year. It doesn't make sense to stay with something merely because a lot of money was spent on it originally. It is not necessary to stay with something if it will not be as useful in the future as another program or system.

Ms. Dunn expressed that when she writes grants for her job, it is two years later when the grant money is actually spent. She has found that over that time, technology has changed and what was requested earlier is no longer the best solution. She suggests looking at the history of a product and to the future needs. In addition, when something no longer works, it is important to cut losses and move forward.

Ms. Dunn observed that each department is looking at its own needs. The big picture, across departments, is something the Council needs to do.

Mr. Wagstaff commented that the second part of the CIW is to suggest and work with the administration to bring new ideas to the table. The policy is an umbrella over all departments, and if the Council comes across something that might benefit a particular department, then it is important to bring it to the attention of the administration. For this reason, it is wise to know the long range needs in each department, Ms. Dunn added.

The departments have experts in their fields, however, they are not omniscient. If the Council sees something useful, it should take the step to introduce it to the administration. Many times they may already be aware of the idea. Mr. Brass pointed out that in metering properly, the amount of money recovered may prevent the need for a rate increase. If power, through UTOPIA, could connect or disconnect on line, it would prevent hourly employees from physically going to the property to disconnect and reconnect meters. Money can be saved by turning it off and on in the office.

Ms. Dunn explained that when power decided to re meter, they considered what other cities were using, and decided what was best. They did not think about UTOPIA's capability as a possibility. Someone needs to be proactive, and make them aware of these options.

Mr. Stam asked if the technology department could have guided power in another direction had they been asked. Ms. Dunn communicated that MIS is primarily focused on what the City needs in the way of computers, systems, and programming. UTOPIA is not something they are experts in, and because the Mayor and Council put UTOPIA in place, they are the ones to help see how it fits into City business. MIS acts more as troubleshooters for computer issues.

Mr. Brass responded that power metering requires four years of schooling to learn the operation. MIS does not need to know anything about that. What they do need

is to know what outputs on the meter hook into the network. Metering is not something MIS would be trained in.

Mr. Stam asked if the radio read technology in the meters are adaptable to wireless. Mr. Brass responded they are not. The system going in is not adaptable. The policy states that each department, and the overall City should make sure that UTOPIA capabilities are being used to the fullest advantage. The citizens are paying tax dollars to the pledge, therefore, the City ought to be using the system. As always, it must be cost effective.

Ms. Shaver made a recommendation to add the wording "encouraging and incorporating its resources into all aspects of the city's technology services."

Ms. Dunn added that on boards where they represent Murray, Council Members need to be proactive in making sure that business items are communicated back to be useful to the City. If new direction is taken, then everyone needs to be aware. If information is not forthcoming from a particular board, then the Council needs to address that, as well, on behalf of the City.

Mr. Shaver remarked that sometimes disinformation is coming from other sources, such as newspapers, that is more detrimental than helpful.

Capital Improvement Plan - Murray City assesses its capital improvement needs on an ongoing basis, budgeting for projects of both short - and long-term, as pertaining to:

- a. Utility infrastructure design, maintenance, and replacement;
- b. Road repair, rebuild, design, and construction;
- c. Municipal building repair, design construction, and replacement.

This plan requires that 1% of revenues for each Enterprise Fund, and 5% of revenues for the General Fund (above those capital projects planned for in the current year) be set aside on an annual basis to establish and sustain this fund. Ms. Dunn stated that this means even if the current budget has one million dollars for road projects, an additional percentage should to be put aside, not to be touched, for future capital projects. Mr. Wagstaff added that these funds are to be earmarked for long-term projects, as evaluated, and categorized in the departments.

Mr. Shaver clarified that earmarks have a priority list, which may change, however, the money is earmarked for specific criteria.

Ms. Dunn explained that the first year she suggested a capital projects fund, 10% was set aside, however, it was divided out for projects that year, and no money was actually put aside for future projects. Now, she is suggesting that current projects be budgeted, and, in addition, money be set aside to grow in a fund for future needs.

Mr. Shaver asked for further explanation of how that is handled in the annual budget. Ms. Dunn reviewed that when the revenue for the year is planned, a certain

percentage goes into another fund for capital improvements. In the current year, if fourteen road projects are planned, and other capital expenses are budgeted for a department, then the percentage for capital improvements is set aside and not spent. Those dollars build up to pay for a new city hall, or things that cannot come from an individual annual budget.

Mr. Shaver commented that his understanding is that there are two types of capital expenditures. One, is part of the regular budget, and two, some are part of the special fund for future use. Mr. Stam clarified, for example, the paver would normally come from the long-term capital project fund, however, it was not planned for, so something must be done right away in the current budget.

Mr. Shaver asked for an explanation about the water pipe replacement needs that were presented a few months earlier. He wondered if they were immediate or long-term capital expenses. Ms. Dunn said they could be both. Mr. Brass stated that the enterprise funds have reserves for that very thing. Because the City is considering taking 1% profit from the enterprise funds, then, if any had a catastrophic failure, and needed capital funds the City could help.

Ms. Dunn explained that for this year the Council will earmark all expenditures for various projects. Then a capital projects' fund will be contributed to, possibly for the city hall that was identified as a long-term need in the strategic plan. Other items might be a new fire engine, or improvements to the armory. The strategic plan will identify what the long-term needs are. The money will be tagged for other items, not to be used in the current year. The Council will decide when to use the funds.

Mr. Shaver has a hard time understanding what is used for the entire City, like a new City Hall, or a fire engine, which is a department need. He is having a hard time understanding, because of his business back ground, where nothing like this exists. Understanding how it works, and the language is important for him, along with the concept itself.

Mr. Nakamura stated that the City has a designated capital improvement fund where the money will be designated. Mr. Brass explained that this fund can be carried over from year to year, without it being part of the maximum reserve fund that the City is allowed.

Ms. Dunn explained that the former finance director preferred to use the reserve fund for this purpose, rather than a separate capital fund. He would make sure that every year the budget put enough money into the reserve to keep it at the maximum allowable by law. She sees the reserve being utilized for shortfalls in revenue of maybe \$50,000, however, the capital fund would be spent for huge needs, such as a city hall, which will be millions of dollars.

Mr. Nakamura said that there are specific statutory provisions that address capital improvement funds, and also government accounting annuals that explain this process. Mr. Nakamura requested that the Council handle the risk fund similarly. This is

a governmental immunity fund along the same lines. At some point the City will find that it does not need insurance, which will save lots of money. The City has paid a lot of money in insurance that it has never used. If it had been put aside in a fund, no insurance would have been needed.

Ms. Dunn agreed with that concept and will add the risk fund as a separate policy. She also said that the Council needs to decide on proper numbers for those funds. This is a tough budget year, and it will be difficult to cover expenses, therefore, 5% may not be realistic, however, she would like to look at getting to this percentage. This can be adjusted from year to year. Enterprise funds are building reserves, and this suggestion is for them to increase by 1%. When the new City Hall is built, if enterprise fund offices are housed there, then they will also contribute. Mr. Brass added that there are roads that impact everyone that will cost millions of dollars to repair or rebuild.

Mr. Stam indicated that he thinks the percentages and figures are reasonable, however, in meeting with Ms. Wells the day before, she shared that the City is now \$3 million from a balanced budget. To hit them with these numbers will be very difficult. One million of the \$3 million is for UTOPIA. It still means \$2 million to satisfy the budget.

Ms. Dunn stated that, philosophically, she feels the administration agrees with the Council.

Regarding the risk account, Mr. Nakamura said that if the Council determines what is paid to an insurance company, the premium might be better spent in a fund that the City owns. He does not know how much the premium runs, however, in his employment, the largest claim ever paid has been \$40,000. The policy contains a deductible of \$250,000, and with governmental immunity caps, it just does not make sense.

Ms. Dunn will sit down with Mr. Nakamura to determine the wording on that policy. Mr. Nakamura stated that a study is being completed and Ms. Wilson should have some input on the policy.

Mr. Stam suggested that if the Council decides it wants to be independent in three to five years, then the amount can be determined that way.

Cost Cutting and Efficiency Incentives - Ms. Dunn suggested the establishment of a Cost Cutting and Efficiency Evaluation Committee, which would assess the ideas for cost savings, and if deemed feasible, ideas would be implemented on a trial basis for up to one year. If the efficiencies are realized, the practice would be implemented as policy. She suggested a reward system for employees in several degrees. (These can be read in the attached document.)

Some Council Members thought the rewards seemed high. Amounts can be adjusted as others see fit, however, the larger the incentive, the more likely people are to work toward these savings. Mr. Shaver suggested some wording changes that Ms.

Dunn made note of.

Everyone agreed that the idea itself was worthy. Ms. Dunn remarked that the rewards can be changed, however, Mr. Wagstaff pointed out that may be part of the administration duties. The Council will meet with the administration on the specifics of this item.

Mr. Brass stated that it is a lot of money, however, if they save the City this much, it costs nothing. Ms. Dunn pointed out that these savings will probably be realized year after year.

Mr. Wagstaff said that other cities have instituted similar policies within the last five years, therefore, Murray could get an idea of how it works. Private business does things like this, as well.

Legislative Management - Ms. Dunn read her suggested policy, acknowledging the efforts of elected state and federal government representatives. However, the policy provides an opportunity for the Council and Administration to cooperatively engage federal and/or state lobbyists to represent the City in acquiring needed resources and/or legislative changes. She asked if this should be a regular practice or as deemed necessary. She wanted to know if others felt that a lobbyist should be retained on a yearly contract.

Mr. Shaver likes the idea of providing for the lobbyist on an ongoing basis, however, review it every year.

Ms. Dunn stated that if the City decides each year, then it happens just as the legislative session is beginning. If legislation needs to be created, then that is too late. She would like to see it included in the budget and review it each year at budget time.

Ms. Stam reviewed that this year it was not in the budget, and the City had to struggle to find the money for the lobbyist. He feels it should be a budgeted item, and then if it is decided not to use lobby services, that money becomes available for other needs.

Mr. Brass commented that with five year planning, it is prepared for ahead of time.

Ms. Dunn will add the wording to "budget for" and engage federal and state lobbyists to represent the City. This is designed to be a cooperative process.

Grant Writer - This final section provides an avenue for Murray City to enhance its resources by looking for opportunities to acquire federal, state, local, and foundation grant funds. This is accomplished through:

- a. Employment of a citywide grant writer, and/or

- b. Administrative and department employees seeking outside funding through applying for grants and awards, and using existing or contracted employees to develop those applications.

This is an idea that Ms. Dunn has wanted to institute for the last ten years, with no response. She feels it is something that needs to be discussed. She asked if the City can afford to do this or can it afford not to do this.

Mr. Brass observed that a good grant writer will pay for themselves. He would almost like this proposal above the lobbyist, because the money is out there. Because the money is out there, the City should go for it. There are things that need to be done that the City cannot do on its own.

Ms. Dunn knew both sides to this and explained that an ongoing salary, and benefits will be added in a difficult time. The money that is brought in does not pay for their position, the grants will be for something above and beyond what the City is currently doing.

Mr. Shaver described that Dan Barr writes grant applications for the library. He would be paid whether or not he writes the grants. He asked if there are people within other organizations that do that for him. Ms. Dunn responded that people will say the grant writer is just another expense to the City. The grants do not pay for salary, which will have to be allocated. Additionally, it costs money to administer grants. Managing grants is a big headache, which takes a lot of time and effort. These are just the arguments against.

Ms. Dunn expressed that the Salt Lake City Police Department budget is more than the budget for Murray City. The Salt Lake City Police Department brings in \$2 to \$3 million per year in grants.

Every department in the City could be affected by grants coming in. It is important to realize that grants are for things you would like to try, not for things the City is already doing, therefore, asking employees to do more than they already do. She asked if everyone wants to leave it in. Everyone agreed.

Ms. Dunn stated that she will make the changes discussed and send the amended document out to everyone. She confirmed that this is the policy document that the Council will discuss with the administration, and she asked if there are any other topics that need to be included in the policy document. Hearing none, she declared that there will be a meeting scheduled after the Council returns from the ULCT St. George meetings.

Mr. Wagstaff stated that the Council would begin to meet with the administration to collaborate and dovetail these policies into the future outlook plans they have developed.

Mr. Stam asked if this would be implemented into this budget year. Ms. Dunn said that there will not be time to implement these policies right away. Budget is a

struggle for the administration every year, and when it is handed over to the Council, then it becomes a struggle for the Council. To add more into the mix now is not fair.

Before budget time next year the Council and administration will meet to see what of this becomes policy, and it will be used going forward. The Council can filter some of it in this year, however, there will not be that expectation on administration.

There being no further business, the meeting was adjourned at 2:52 p.m.

Janet M. Lopez
Council Office Administrator

Policy & Process Document for 2010

Murray City Council

Recognizing its responsibility as the policy making body of the City, the Murray City Council acknowledges that there is a process to creating policy. Each member of the Council has the right to introduce policy through the creation and subsequent adoption of ordinances and resolutions. The process is as follows:

- 1) An idea is conceived by a council member, or introduced to a council member by a constituent, employee, or other acquaintance.

- 2) Informal discussions take place between the council member and:
 - a. Other council members (in one on one setting)
 - b. Administration
 - c. Employees
 - d. Business Owners
 - e. Other community leaders
 - f. Others

- 3) If, in the above discussions, there is interest from at least two other council members, a Council Initiative Workshop (CIW) is organized to bring the full Council together to present the idea and garner support to move forward in developing the policy and setting a date for formal adoption.

- 4) The Council may, during or after the CIW, discuss the idea with the Administration to accept guidance on how the policy might best be carried out.

- 5) The Council member, with assistance from Council Staff and the Attorney's office, develops a draft ordinance or resolution supporting the suggested policy.

- 6) Creation of policy through adoption of the ordinance or resolution in a formal City Council meeting.

- 7) Implementation of policy by the administration.

It is acknowledged that this process is set in place so that an idea can be moved through the entire process, ultimately becoming policy. Likewise, an idea might, at some point in the process, be withdrawn for lack of interest, lack of support, or general disagreement by the group that the idea will work or be prudent for this community.

Statements of General Policy for 2010

Murray City Council

- 1) Murray City is proactive in planning for the future of this community financially and programmatically. This is accomplished through the creation and ongoing

maintenance of a Five-Year Strategic Plan, adopted in cooperation and coordination with the Administration, to address:

- a) Budgets
- b) Capital projects
- c) Evaluation of programs
- d) Sustainability
- e) Infrastructure maintenance and replacement
- f) Technology advancement
- g) Employee turnover and retirement
- h) Redevelopment

The Council understands that the Plan is a moving target, continually transforming as it is updated and extended on an annual basis.

2) Murray City has a philosophy of sustainability, seeking to reduce its carbon footprint in all aspects of city government, including:

- a) Purchase and maintenance of vehicles
- b) Construction and purchase of infrastructure
- c) Purchase of equipment and supplies
- d) Fuel and energy consumption

- e) Construction of buildings
- f) Building policies and permits
- g) Innovations in reducing energy use
- h) Refuse reduction, recycling and reuse
- i) Acknowledging and rewarding the efforts of residents, business owners, and employees in making personal and public property more energy efficient and environmentally friendly.

This philosophy is carried out in reasonable fashion, implementing policy and making purchases as it makes economic and business sense, achieving environmental sustainability.

3) Murray City provides cutting edge telecommunications to its residents and businesses through its participation in the Utah Telecommunications Open Infrastructure Association (UTOPIA), incorporating its resources into all aspects of the city's technology services, marketing its success, and making the technology available to every resident and business within the boundaries of the City.

4) Murray City assesses its capital improvement needs on an ongoing basis, budgeting for projects of both short- and long-term, as pertaining to:

- a) Utility infrastructure design, maintenance and replacement

b) Road repair, rebuild, design and construction

c) Municipal building repair, design, construction and
replacement

The City budgets for and is implementing a Five-Year Capital Improvement Plan (as part of the Five-Year Strategic Plan) to be extended over time to ten years. The object is to prepare for the future reliability of City resources, avoiding catastrophic failure through planned maintenance, replacement and construction. This plan requires that 1% of revenues for each Enterprise Fund, and 5% of revenues for the General Fund (above those capital projects planned for in the current year) be set aside on an annual basis to establish and sustain this fund.

5) Murray City is cognizant of the people's funds, creating lean budgets by balancing the need for frugality with the timely maintenance of property, to avoid the tremendous cost of catastrophic failure. Murray City encourages innovation in discovering cost cutting and efficiency measures by offering incentives to employees at all levels. This will be accomplished through the implementation of a Cost Cutting & Efficiencies Evaluation Committee, consisting of an administrator, council member, finance director and an employee representative. Ideas will be submitted to the committee, which will then assess the idea for cost savings and efficiencies it may create. If it is deemed feasible, it will be implemented on a trial basis for up to one year. If the efficiencies are realized, the practice will be implemented as policy, and the employee will be rewarded in the following degrees:

- a) Up to \$10,000 in savings, employee will receive two dinner and entertainment vouchers.
 - b) Up to \$50,000 in savings, employee will receive \$250, two-night hotel stay voucher, and a day-off with pay.
 - c) Up to \$100,000 in savings, employee will receive two days off with pay, \$500, and two dinner and two-night hotel stay vouchers.
 - d) Above \$100,000 in savings, employee will receive three days off with pay, \$750, and three dinner and three-night hotel stay vouchers.
- 6) Murray City has cultivated a favorable relationship with its state and federal government representatives, and communicates with those individuals on a regular basis, the needs and priorities of the City. The City utilizes the assistance of those representatives to protect the City from the real and/or unintended consequences of developing legislation, as well as to enact legislation or acquire resources on behalf of the City. Further, the City will, as deemed necessary by the Council, Administration, and/or both, cooperatively engage federal and/or state lobbyists to represent the City in acquiring needed resources and/or legislative changes.
- 7) Murray City is a well-rounded, self-sufficient City, with its own/separate government operations, i.e., power, water, commercial amenities, recreational facilities, school district, etc. Murray residents are proud of these amenities and they are

important to the City's self sufficiency. Murray City provides oversight and maintenance of its amenities, but also seeks to enhance its resources by looking for opportunities to acquire federal, state, local and foundation grant funds. This is accomplished through:

- a) Employment of a city-wide grant writer
- b) Administrative and department employees seeking outside funding through applying for grants and awards and using existing or contracted employees to develop those applications.