



**MURRAY CITY MUNICIPAL COUNCIL
RETREAT**

The Murray City Municipal Council met for a Retreat on Wednesday, November 10, 2010, at 12:00 noon, in the private dining room at Roma Ristorante, 5468 South 900 East, 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 12:20 p.m. and welcomed those in attendance.

Council Chair Report:

Mr. Dredge stated that this report is in reference to the work that was done with Meg Vinton, and her suggestions for next steps.

1. *Improve intra Council trust and productivity.* This includes feedback with each other and a code of conduct for how issues are dealt with. Mr. Dredge commented that he did not think Ms. Vinton particularly meant a written code, but rather an established understanding about handling pending issues. The comment was made that when information is heard, it is preferable to go to that person, look them in the eye, and ask what was meant instead of making assumptions. The municipal government world is adversarial at times, and this is a good practice. To talk with the person to seek further clarification is wise. There still may be disagreements.

Ms. Dunn added that this problem seems to exist in general across the City, and it is important for the Council to be forthcoming internally first.

Mr. Brass stated that people tend to react to rumors, and ignore facts. Even rumors about the employee meeting were amazing. He related that in the past, a comment was posted on KSL that Murray Power owned a jet airplane. Those kinds of comments need to be stopped at the beginning.

2. *Review Council Executive Director job description and clarify working relationship.* Mr. Dredge mentioned that Mr. Brass and Ms. Dunn were primarily responsible for identifying Mr. Wagstaff's job description. Personally, he uses Mr. Wagstaff as an executive assistant to follow through on items that have been discussed. It may be desirable to look at his job description, and it is important for everyone to know what his responsibilities are. If the Council needs to more loosely or tightly describe when Mr. Wagstaff would represent the Council, then that can be done. Mr. Wagstaff has been the touching point, coordinating, with the administration, however, that can be modified if necessary. He schedules appointments, sets up meetings with department heads, and arranges agenda items. Others agreed that this is his responsibility. If initiatives on issues or policies are being discussed, then, a Council member should be working with him and the administration.

Ms. Dunn expressed that Mr. Wagstaff's position is what the Council members make it. He should be utilized, for research, and other responsibilities. Mr. Dredge commented that when asked, Mr. Wagstaff does a good job, researching thoroughly, and keeping on the topic until the Council member follows through.

Mr. Shaver mentioned his understanding that a conversation on this was held, although, he had never seen any notes from that meeting. Mr. Dredge explained that it was not seen that any substantive changes were necessary, however, it was felt his efforts could be utilized more often. Mr. Stam clarified that it was important for Mr. Wagstaff not to be the only authority going to the administration. Ms. Dunn said that if Council members would like to go over that, then it is not a bad idea. Much has been forgotten, since notes are not available. Mr. Shaver suggested that clarifying Mr. Wagstaff's position be done again. Ms. Dunn reminded the group that if this is done, the open meeting law must be followed with an agenda. Mr. Dredge said that could be done, however, from the last meeting it was decided that he should be used more, and become more proactive on the budget process. Mr. Brass stated that by ordinance the Chair and Vice Chair are to do an annual review. Mr. Dredge said it had been done in the past, and a time would be set to review again.

3. *Continue to refine the Council Initiative Workshop (CIW) process.* Mr. Dredge explained that if the Council wants to talk about something before any action is taken, without a general meeting, one on one conversations must take place with continual updating of others to particular Council members' responses. The suggestion was made that prior to a public meeting, the affected department heads should be involved to allow City personnel the opportunity to offer their expertise on the issue.

Mr. Shaver referred to item 6F in Ms. Vinton's document, which states that the Council can directly brainstorm or bounce ideas off of department heads, ensuring that Jan Wells has been informed of the conversation. Mr. Brass says that he will use email to set appointments, and copy Ms. Wells. Ms. Dunn added

that this has been the general practice of the Council.

Mr. Dredge observed that sometimes an idea is discussed and then it is decided not to head that direction. Sometimes an idea is discussed and the department heads do not agree with the decision. The administration would like the Council to involve them from the very beginning.

Ms. Dunn remarked that when a Council member presents an idea, it is that person's responsibility to do the leg work, and background to give the Council all the information regarding that matter. In that context, the department head should be contacted for input, whether they like the idea or not. It should be gleaned what the current practice is, and any research or information on the issue. Finally, it is important to talk with the City attorney to make sure the concept is legal, prior to calling the group together.

Mr. Brass agreed with those thoughts, and added that many times you may be able to refine ideas that way, and, also, get buy-in from affected parties, which is critical.

Mr. Dredge related that an initiative that the Council feels should go forward, even if there is no buy-in, due to personal preferences, or the fact that it is a change, the Council does not need to be deterred. Processes can be modified.

Mr. Brass feels that if all the factors show something to be worthy, and it is not taken well, then, maybe the problem was the explanation of the issue. One case was the past property tax increase in Murray. The Council educated the citizens to something they normally would not want, however, they understood and the tax increase was taken with no issues. Communication could be the asset or problem.

Mr. Shaver gave an example of a department that needed to make some changes. Going through the CIW process, doing the research, and planning for the change, if the department head does not like it, at some point, with all the backup completed, a decision will have to be made to push through the resistance from that department head. Others agreed with this concept. The Council will not always agree with administration. To be fair, it is important to hear and weigh all sides of the issue. Sometimes the Council will decide to go forward.

Mr. Dredge reiterated the importance of involving the staff and administration in the process.

4. *Meet with the Mayor and Jan Wells to clarify Council-Administration working relationship, review CIW flow chart.* Mr. Dredge commented that he and Darren attempted to meet every other week with the administration to communicate what was coming through the channels. It was the expectation that with the CIW issues and information was flowing back to the department heads,

however, that was not always happening as consistently as was thought. Mr. Dredge added that this has improved, and the code of conduct between the Council and administration needs to be established making sure that the Council message is getting through. The commitment has been made to involve the administration sooner in the process so that if there is a disagreement or change, the appropriate people and facts can be brought into the discussion. If something is not being presented as was intended, or incorrect, then we need to be in the habit of calling people on it, Mr. Dredge related. Perceptions can be different, Ms. Dunn expressed.

Mr. Shaver stated that the process on the budget is an example of the best of both worlds. The administration brought the Council in on the process earlier, which was not done in the past. The Council knows what is going on, and an open discussion is taking place. One on one conversations helps create misunderstanding, however, if several people are present the misunderstandings do not occur.

Mr. Dredge agreed, stating that Council Chair meetings with the administration had only one person from the administration side present, therefore, miscommunications did occur. The administration is now including department heads in those meetings. Ms. Dunn stated that if the Chair and Vice Chair cannot both be present, then another Council person should attend. Mr. Brass agreed that people hear differently, and it is always good to have more than one person listening. Ms. Dunn expressed that after meetings, going over information together can be a good process to glean more from the information presented.

Mr. Shaver insisted that if the Council is going to have a meeting with the Mayor, then the Mayor should be present. Ms. Wells shoulders a great deal of responsibility, and trying to handle all the information coming at her from both directions is overwhelming. If the Mayor cannot be present, then a Mayor Pro Tem needs to attend with Ms. Wells when these conversations take place. Without more than one person present, everything that is said is subject to translation, Mr. Brass expressed. Each person interprets things differently. Some ideas can die at that point if only one person is present, and that person does not agree with the concept, Mr. Stam said. Mr. Brass also pointed out that because something was discussed does not mean the Council agrees with the concept. Those are the perceptions that really need attention, so that others do not feel you are on board. Ms. Dunn added that timing is another issue. If the Mayor is not available, another person with a voice among the administration will work. Everyone agreed.

5. *Look for opportunities to informally spend time together.* Unfortunately, the only time we all get together is when there are problems, in meetings, which may be stressful. During his time on the Council, Mr. Dredge explained that Council members have had a lot of fun. They have laughed together, and enjoyed each other. It is nice to have lunch to find out about each other's kids, and so on. Quarterly lunches were for that purpose. The Council needs to look for opportunities to do the same thing with the administration. It reminds everyone

that all are good people trying to do the best they can. The people on the Council and administration side are very amazing. Murray is very lucky. Much of the discourse is related to the economic times, changes that must be made, and hard decisions on how Murray does things. Much of it is budget related. Getting together will remind each other we are human.

Ms. Dunn expressed that Meg suggested that when you have a personal relationship with someone else, you tend to listen harder and more intently to what they have to say, and vice versa. If we make the effort to make a phone call to department heads or supervisors and have lunch together it helps. The time and effort assist the ability to do a good job.

Mr. Shaver commented that his weakest area is not knowing people well. He feels unsure where he stands because he does not know staff personnel. Mr. Stam still feels the same. Comments were made that it was good that the Council members were introduced at the employee meeting, because many employees do not know who the decision makers are.

6. *Establish a Code of Conduct: Don't make assumptions, check for clarity, discourage triangulation.* Mr. Dredge stressed that talking with the individual is better than listening to what others have told you. Thinking long term, part of the new council training should be to have the code of conduct in writing. Sitting down with the administration to clarify the CIW and internal code of conduct would be a good step.

Mr. Stam related a conversation with Ms. Wells one on one to get to know her and improve their relationship.

Mr. Shaver commented on item D: *Agree to address issues in the meetings to solve problems, and make decisions.* He admitted he asks lots of questions as an attempt to have clear understanding of issues. Mr. Wagstaff commented that by asking questions your reasoning is going on the record, which is a good thing to do. Ms. Dunn added that the municipal government world is very complex, and by doing your homework and asking questions you have an opportunity to catch up with Council members who have been in position for several years. Department heads seem willing to answer questions.

Mr. Dredge suggested that by putting the beginnings of a code together, it can be sent around by email, with the rest of the Council giving consideration and additional input. The finalized version will be an internal agreement on how the Council interacts. It can be distributed to new Council members when they are elected. Following that it can be taken to the administration so that they understand how the Council will operate internally. It was suggested to give them advance information.

Council, Budget, RDA Chair Roles/Responsibilities

Mr. Dredge related a comment made by Jim Brass who referred to the body as a "council of equals." How do you have a head of a council of equals? It is an interesting role to walk. What is the Council Chair? There will be a new one soon, the same with the RDA, and budget, what is expected of them as a leader? What levels of communication do we expect, and who do we expect it from. Mr. Dredge uses Mr. Wagstaff for communication. He asked if that is a problem for anyone. How much information should be disseminated and when? Everyone knows that there are endless meetings in which no decision is made, but it is merely a discussion. As in RDA, the Chair represents the Council in many, many meetings.

1. *What are the expectations and duties of a Chair of equals?* Mr. Shaver expressed that he feels that person is the voice to begin, keep order, and keep the group on track when deviation from the issue occurs. The Chair represents the voice of the Council, as in RDA, Mr. Brass would express the direction of the Council.

Ms. Dunn stated that this is very literal. If the media has a question of RDA they go to Jim, if the media has a question of the Council they go to Jeff. In turn, if the Chair feels someone else could address the particular question better, then he may point them in that direction. Additionally, if someone comes to a Council member, they should be directed to the Chair. Recently, Ms. Dunn was contacted by the media, in conversation with the Chair, he agreed with the direction it was going. That way a consistent message goes out from the Council. Others agreed that questions should be directed to the Chair. Mr. Shaver asked that when this occurs, an email message informing the other Council members should be sent out, by the Chair or Mike, so that they are aware of the issue.

2. *Responsibilities and duties of Council Chair* Mr. Wagstaff clarified that these duties are only a starting point, not final. Mr. Shaver expressed his acceptance of those items listed, however, he would like to add a regular meeting with the administration. That is very necessary, and goes without saying, others commented. By adding to the list, it will be very clear.
3. *Duration of Chair* This is something that has been discussed, however, nothing was finalized in the Council Rules. Mr. Wagstaff explained that in the past internal Rule changes have been suggested, and then adopted in the Committee of the Whole.

Council members agreed that the term of the Chair should be limited to two consecutive years. You cannot succeed yourself beyond the two years, however, after someone else has served, you may come back as Chair again, Mr. Brass commented.

Ms. Dunn asked for clarification on whether the Chair is elected for two years or one year. Others stated that the Chair should be elected annually, however, they cannot serve for more than two consecutive years.

Mr. Dredge indicated that it is important when the Chair meets with administration, that the Vice Chair, or another person be present also. On budget issues, you would want the Budget Chair present. In RDA, it is most necessary, because of statute issues, intergovernmental relation issues, it is very complex.

Ms. Dunn commented that she feels the RDA Chair should be elected for a two-year term. This would provide continuity, especially now with major negotiations. Extending an RDA is a major, unprecedented event, Mr. Brass confirmed. This committee needs different standards than others.

Budget Chair is an easier transition because everyone is involved and there are no negotiations outside the City. Mr. Brass stated that Mr. Tingey is very concerned about continuity right now. Later, once the project is underway, it will not be so important. A foundation in land use is important, Mr. Brass informed the group.

Mr. Dredge expounded on one issue with a two-year term. There could be an RDA Chair in the future who is not doing a good job, and if that person is in for two years, then it becomes difficult. Mr. Brass said that is up to everyone's best judgement. Mr. Stam said that it would be recommended to keep chairmanships consistent, however, reelect every year. Mr. Brass has tried to inform the RDA Board exactly, on every issue that will involve the entire Board. Mr. Brass discussed looking specifically at Miller Investment and Hooper Knowlton site plans, and trying to work out the most recent issue with the UTA track set backs.

Ms. Dunn expressed that the RDA will continue to be a busy committee, due to the fact that Murray is built out, and there will be nothing but redevelopment in the future. Everything requires continuity, and there are hands on issues that the Chair and Vice Chair need to be involved in. Issues are extremely complex. When these projects are completed, the committee will be well into the next project, in order to keep economic development moving in the City.

Mr. Shaver asked if a two-year term is the recommendation for RDA. Mr. Brass stated that he feels all chairmanships should be voted on annually. Others agreed. Mr. Shaver reviewed that there is much communication in RDA with economic development groups, and agency agreements regarding land use. He commented that articles about development in Newsweek and Forbes magazines named Utah as the place for economic growth.

Mr. Brass indicated that at the last International Council of Shopping Centers (ICSC) convention, people were shocked at the lack of development around the Intermountain Medical Center (IMC). Mayo Clinic, the medical center in Houston, any city with a major medical facility has a lot of support facilities around them that Murray does not have yet. Some of it is due to the current economy. When IMC opened, Intermountain Health Care (IHC) controlled every vacant building in the area, and demanded that their doctors go into IHC buildings, which killed further development. He believes that Murray will catch up with that

development, and that is why a plan is critical. Mr. Stam explained that the development is beginning in some additional IHC buildings. Mr. Brass stated that, IHC will need some help in development, as they will be impacted with the need for additional parking, etc. Getting back to the agenda, he feels Chairs should be elected annually, knowing that RDA is a little different.

Mr. Dredge advised that typical interface with the administration means Council Chair, Budget Chair, RDA Chair and Vice-Chair are responsible for communication with the City administration. He suggests that the responsibilities and duties' outline be expanded to the other committees, as well. Other Council members agreed with this concept. Ms. Dunn suggested that someone write out the responsibilities, and then receive input from other Council members. She referred to City Council committees only. Outside committees, like Central Valley and TransJordan, are not something Council can address, although, it would be important to know their meeting times when elected to represent the City there.

Mr. Shaver suggested each committee Chair duties be outlined in a single meeting, so that, over the year they would all be done. Ms. Dunn said that the three main ones could be done in an hour. Mr. Brass pointed out that the concern is with guidelines only. The Chair will operate within their own skill set to make the position their own, and this is one reason why change is good.

Mr. Wagstaff commented that each Chair knows what they should be familiar with to act in that capacity. If each Chair writes down what they do as that committee chair, then others can add to the list when they sit down together.

Mr. Shaver expressed that it would be good to ask the City personnel for input, such as, in RDA Tim Tingey should be asked what he is looking for in a chairperson. In budget, finance can be asked what they want from the Council. In this case, the Council should determine the duties of each committee chair, Ms. Dunn stated, knowing that it is important to work with the administration person in those areas.

Mr. Dredge agreed, except in meetings between the administration and second person, and Council Chair and Vice Chair. The Council must work with the administrative staff in each capacity. Our job description relates to how the position works in serving Council peers, however, by not addressing this Council administration relationship then mis communication results.

In summary, Mr. Dredge would like to have an initial document of the code of conduct, passed among Council members for additions, modifications, and suggestions. When finalized, this should be taken to the administration to let them know the direction of the Council.

Mr. Wagstaff suggested that this document be adopted into the Rules of the Council. Council members agreed with that suggestion. He further indicated that he would put together a draft document ready to email to Council members. Please reply

to all with any changes requested. It was expressed that this should be ready, in draft form, by one week from Friday (November 19, 2010). Mr. Wagstaff would incorporate suggested changes, and send the document out one more time for each Council member to approve. After those final changes, it would be ready for formal Council adoption.

Ms. Dunn confirmed that the Budget Chair, Council Chair, and RDA Chair would each write out responsibilities for that committee chair. Mr. Nakamura was asked to write out the responsibilities for the Municipal Building Authority. Mr. Brass suggested that these outlines be more of a template of minimum standards. Mr. Dredge added that these are living documents that can be revised as necessary.

There being no further business, the meeting adjourned at 1:50 p.m.

Janet M. Lopez
Council Office Administrator