



MURRAY
CITY COUNCIL

NOTICE OF MEETING
MURRAY CITY MUNICIPAL COUNCIL

PUBLIC NOTICE IS HEREBY GIVEN that the Murray City Municipal Council and City Administration will hold a retreat on Monday, April 16, 2012 at the Murray City Center, 5025 South State Street, Murray, Utah.

4:00 p.m. **Council Chambers**

1. Call to Order
2. Business Items
 - 2.1 Strategic Plan Implementation and Prioritization
 - 2.2 Fiscal Year 2012-2013 Budget Discussion
3. Adjournment

NOTICE

SPECIAL ACCOMMODATIONS FOR THE HEARING OR VISUALLY IMPAIRED WILL BE MADE UPON A REQUEST TO THE OFFICE OF THE MURRAY CITY RECORDER (801-264-2660). WE WOULD APPRECIATE NOTIFICATION TWO WORKING DAYS PRIOR TO THE MEETING. TDD NUMBER IS 801-270-2425 or call Relay Utah at #711.

On Friday, April 13, 2012 at 9:00 a.m., a copy of the foregoing notice was posted in conspicuous view in the front foyer of the Murray City Center, Murray, Utah. Copies of this notice were provided for the news media in the Office of the City Recorder and also sent to them by facsimile copy. A copy of this notice was posted on Murray City's internet website www.murray.utah.gov and the state noticing website at <http://pmn.utah.gov>.

Janet M. Lopez
Office Administrator
Murray City Municipal Council

Murray City, Utah
Strategic Plan
Final Report

February 2012





February 20, 2012

Honorable Mayor Dan Snarr
City of Murray
5025 S. State Street
2nd Floor
Murray City, Utah 84157-0520

Dear Mayor Snarr:

It has been a pleasure for The Novak Consulting Group to work with you, the City Council and City staff on the development of Murray City's Strategic Plan.

The City's process allowed for a collaborative effort among the Mayor/Administration and the City Council, which establishes a clear vision for the community and provides a road map for policy decisions in the coming years.

This report summarizes the Strategic Plan, identifies organizational best practices to support the plan, and provides guidance to the City as it develops its first Capital Improvement Plan (CIP).

Thank you for the opportunity to be of service to Murray City. Please contact me at (513) 309-0444 or jnovak@thenovakconsultinggroup.com should you have any questions or if we can assist further.

Sincerely,

Julia D. Novak
President

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Introduction

This document details the results of Murray City's Strategic Planning process. This process was initiated by a joint request from the Mayor/Administration and the City Council to identify a strategic direction for the future of the organization.

A strategic planning process involves preparing an environmental scan that identifies the factors affecting the community, articulating a clear vision and mission for the organization, establishing goals, identifying priority strategies and creating implementation plans. The Murray City Strategic Plan is intended to represent the Mayor and City Council's vision for the community, and outlines what the elected officials hope the Administration will accomplish during the next three to five years.

The process of developing a strategic plan explores three specific questions:

1. What do we know to be true? – Where are we?
2. What do we hope will be true in the future? – Where do we want to go?
3. What must go well in order to make it so? – How do we get there?

In this way, Murray City's Strategic Plan is a road map to move the community towards its intended vision. Ultimately, a strategic plan is a fundamental management tool that exists to help the organization improve its delivery of services to the community.

Methodology

In September 2011, Murray City retained the services of The Novak Consulting Group to design and facilitate a strategic planning process.

To answer the question "What do we know to be true?" an environmental scan was completed for Murray City. In developing the environmental scan, both quantitative and qualitative information was gathered. Quantitative data on trends in local, regional and national demographics was compiled, as well as historical data about Murray City as a government organization. This information helped to provide the context within which Murray City operates today and the challenges that the City organization and community may face in the future.

To supplement this quantitative data, the Mayor and City Council requested that qualitative information be solicited from a variety of stakeholders. An estimated 400-500 individuals from the Murray City government and community provided their ideas, thoughts, experiences, and advice. This input describes the perceptions that City residents, elected officials, business owners, major employers and City employees have of Murray. While not always factually based, these perceptions provide critical information to consider as Murray City's leaders determine the City's future path.

The environmental scan presented factors that have the potential to influence the direction of Murray City and included a review of the organization's key strengths, areas for improvement and issues for future planning.

In November 2011, the first of two strategic planning retreats was held with the Mayor, members of the City Council, and City department directors. The stated purpose of the retreat was to:

- Develop a shared understanding of "what we know to be true" today about Murray City;
- Articulate the vision for the future;
- Develop the framework for the Strategic Plan; and
- Develop a shared understanding of the roles and expectations of Council and Administration.

At the conclusion of the retreat, the group agreed upon a draft vision, mission, values, key performance areas and strategic initiatives. These elements serve as the framework for the Strategic Plan. Additionally, the group also participated in a service prioritization exercise to begin identifying future priorities.

In January 2012, the second retreat was held. The stated purpose of the retreat was to:

- Reach final agreement on the Strategic Plan framework;
- Receive best practices recommendations from consultants;
- Review Capital Improvement Program (CIP) Policy;
- Develop an understanding of priorities for the City's first CIP; and
- Develop a shared understanding for next steps.

This retreat resulted in the final elements of the Strategic Plan: vision, mission, values, key performance areas, and strategic initiatives. These are detailed in the next section. Participants also discussed organizational best practice recommendations and engaged in a process to begin identifying capital priorities.

The Murray City Strategic Plan is based on significant discussion and input from the Mayor, City Council, and City staff.

Murray City's Strategic Plan Elements

Murray City Strategic Plan Framework

As agreed to by the Mayor and Council on January 30, 2012

Vision

Murray City is a progressive, vibrant, independent and self-sustaining community that balances the needs of its businesses and protects an ever-changing resident population. We capitalize on our strengths, including our central location and infrastructure, to attract quality businesses and jobs. Our quality of life is enriched through the availability of thriving and diverse neighborhoods, healthcare services, community recreation and educational opportunities. We encourage public participation and foster inclusiveness for our citizens in moving the City forward.

Mission

Murray City promotes a high quality of life by providing superior governmental services in a professional, friendly, innovative and proactive manner.

Murray City Organizational Values

Murray City employees and elected officials serve our community in an environment grounded in core values that guide our daily actions. We aspire to work in an environment that is defined by a sense of **camaraderie** with our colleagues. We know that we are **accountable** for our resources, decisions, actions and deeds, and we recognize that good governance requires that we act with the utmost **integrity**. We **collaborate** to provide services and are **responsive** to those we serve.

Key Performance Areas and Strategic Initiatives

Seven key performance areas have been identified for Murray City. These are the critical areas that must be successful in order to achieve the vision and live out the mission. Strategic initiatives have also been identified within most of the key performance areas. Draft action plans have been developed for each initiative and are detailed in the next section.

1. Financially Sustainable

Murray City is well equipped to meet its short and long term financial obligations with the annual adoption of a balanced budget, the implementation of a multi-year capital improvement program, and the diversification of revenue streams in response to changing economic trends.

Strategic Initiative:

- Diversify City revenue sources

2. Welcoming and Thriving Business Climate

Murray City maintains an aesthetically pleasing, efficient, progressive and business friendly environment through investments in transportation, technology and infrastructure that support quality businesses and jobs in the community. Murray City is home to unique, destination-oriented, sustainable commercial development.

Strategic Initiatives:

- Develop a comprehensive economic development policy and incentive plan
- Pursue aggressively the creation of a vibrant and sustainable Murray City downtown

3. Responsive and Efficient City Services

Murray City ensures the delivery of high quality public services by maintaining an effective, efficient and well-trained workforce, regularly investing in technology, equipment and other resources, and communicating with residents and business owners regularly to understand how responsiveness may be enhanced to meet the needs of residents and property owners.

Strategic Initiatives:

- Develop a performance management system and perform a City services review
- Develop an internal communications plan
- Evaluate employee compensation and resource options

4. Engaged and Informed Residents

Murray City provides its residents the opportunity to be knowledgeable, informed and aware of local issues. Our residents take ownership in improving the community and serve as active partners and participants.

- Develop a comprehensive external communications plan

5. Safe and Healthy Neighborhoods with Varied Housing Opportunities

Murray City is comprised of safe, healthy and attractive neighborhoods that reflect socioeconomic diversity, promote walkability (e.g., complete streets), offer a variety of housing options and foster a strong sense of community.

6. Well Maintained, Planned and Protected Infrastructure and Assets

Murray City provides for timely maintenance, repair and replacement of our assets. The City makes regular contributions to a capital improvement fund to meet existing infrastructure needs and plan for and accommodate future growth.

Strategic Initiative:

- Develop a comprehensive Capital Improvement Program

7. Vibrant Parks, Recreation, and Cultural Amenities

Murray City provides a variety of active and passive cultural and recreational opportunities in well maintained parks, facilities and public spaces for the personal enrichment of residents and visitors.

Strategic Initiative:

- Develop a parks, recreation and cultural amenities master plan

Strategic Initiatives and Action Plans

The Mayor/Administration and the City Council will monitor the accomplishment of each strategic initiative through the use of action plans. These plans detail the specific action steps and timeframes for implementing each initiative. The highlights of each action plan for the nine strategic initiatives are presented below, categorized by key performance area. City staff will be responsible to further developing the action plans.

Financially Sustainable

Strategic Initiative:	Sponsor:
Diversify City revenue sources	Chief Financial Officer
Action Steps:	
<ul style="list-style-type: none"> • Investigate alternative revenue sources <ul style="list-style-type: none"> ○ Identify options ○ Assess where we are ○ Benchmark against other communities • Evaluate fees and In Lieu of Tax transfers <ul style="list-style-type: none"> ○ Residential ○ Interdepartmental ○ Non-profits • Review County and State policies and procedures affecting values in the City • Develop five year plan to diversify <ul style="list-style-type: none"> ○ Set incremental annual targets 	

Welcoming and Thriving Business Climate

Strategic Initiative:	Sponsor:
Develop a comprehensive economic development policy and incentive plan	Director of Administrative and Development Services
Action Steps:	
<ul style="list-style-type: none"> • Evaluate existing policies • Benchmark with neighbors and more broadly • Collaborate with others • Chamber of Commerce <ul style="list-style-type: none"> ○ Large businesses ○ Intermountain Medical Center ○ UTOPIA • Develop a marketing plan, assess opportunities, identify target markets • Establish a process and parameters regarding incentive options • Draft plan with collaborative effort to encompass the next five to ten years 	

Strategic Initiative:	Sponsor:
Pursue aggressively the creation of a vibrant and sustainable Murray City downtown	Director of Administrative and Development Services
Action Steps:	
<ul style="list-style-type: none"> • Actively and aggressively market downtown • Cooperate on extended marketing • Pursue cluster developments • Define redevelopment agency incentive options for developers • Draft plan with collaborative effort to encompass the next five to ten years • Pursue transportation investments <ul style="list-style-type: none"> ○ City ○ External • Develop relationships with developers (Mayor, Council, Staff) <ul style="list-style-type: none"> ○ Assist in developing relationships • Actively talk to existing businesses to keep them here - retention effort • Invest in public facilities downtown • Promote establishment of Business Improvement District for downtown 	

Responsive and Efficient City Services

Strategic Initiative:	Sponsor:
Develop a performance management system and perform a City services review	Director of Public Services
Action Steps:	
<ul style="list-style-type: none"> • Appoint a City Services Review Team • Identify initial priorities and for studies • Develop a process for routinely reviewing City services • Identify goals of each study • Hire outside consultant/expert in the field • Conduct study • Identify who to involve in study (e.g., department heads, staff, customers, stakeholders) • Present recommendation(s) to City Services Review Team, then to full Council 	

Strategic Initiative:	Sponsor:
Develop an internal communications plan	Chief of Staff
Action Steps:	
<ul style="list-style-type: none"> • Utilize Council-Administration meetings <ul style="list-style-type: none"> ○ Chief of Staff and Executive Director meet to agree on agenda items ○ Share agenda with Council/all • Utilize Council Committee of the Whole • Continue annual employee meetings with Mayor at budget time • Survey employees • Direct department heads to develop internal communication plans 	

Strategic Initiative:	Sponsor:
Evaluate employee compensation and resource options	Human Resources Director
Action Steps:	
<ul style="list-style-type: none"> • Identify employee satisfiers • Review compensation package as a whole • Compare compensation with peer jurisdictions • Determine pay and benefits philosophy 	

Engaged and Informed Residents

Strategic Initiative:	Sponsor:
Develop a comprehensive external communications plan	Chief of Staff
Action Steps:	
<ul style="list-style-type: none"> • Conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of existing communication tools between the City and residents • Determine communication goals • Interview key stakeholders • Define audiences • Identify key messages • Develop communication strategies and associated action plans 	

Well Maintained, Planned and Protected Infrastructure and Assets

Strategic Initiative:	Sponsor:
Develop a comprehensive Capital Improvement Program	Director of Public Services
Action Steps:	
<ul style="list-style-type: none"> • Identify CIP funding sources • Establish policy and procedure • Establish CIP Committee <ul style="list-style-type: none"> ○ Finalize application process • Inventory assets and conditions • Establish inventory of projects/needs • Establish infrastructure schedules/policy <ul style="list-style-type: none"> ○ Vehicle/equipment ○ Streets ○ Parks and Recreation ○ IT • Implement the process • Solicit community buy-in 	

Vibrant Parks, Recreation and Cultural Amenities

Strategic Initiative:	Sponsor:
Develop a parks, recreation and cultural amenities master plan	Director of Public Services
Action Steps:	
<ul style="list-style-type: none"> • Issue Request for Proposals (RFP) for master plan consultant • Conduct a City survey/input mechanism • Encourage public input - utilize Parks Board, recreation participants • Prioritize programming and space use for a 10 year plan • Recommend funding in the CIP 	

Best Practices to Support Murray City's Strategic Plan

Introduction & Methodology

As a part of the City's strategic planning process, The Novak Consulting Group has identified a series of best practice recommendations that will assist Murray City in implementing the strategic initiatives detailed in the plan's framework. Additionally, these recommendations are intended to streamline City services and enhance both the short term and long term efficiency and effectiveness of City operations.

In order to complete the objectives of this portion of the engagement, The Novak Consulting Group interviewed each department director and other key management staff throughout the organization. The purpose of these conversations was to learn more about the programs and services provided by the City, recognize the operations currently working well, and identify opportunities that exist for greater efficiency and effectiveness. Significant background information was provided by the City and reviewed as part of the analysis, including staff documents, previous consultant reports, and departmental annual and monthly reports.

Based on information provided by the City as well as a review of best practices in local government operations, 11 specific recommendations are detailed in this report. These recommendations have been categorized into the following subject areas:

1. Organizational management and efficiency;
2. Financial management; and
3. Capital budgeting.

Organizational Management and Efficiency

Recommendation 1: Develop a performance management system.

A performance management system is a process tool utilized to ensure that the work of both employees and management is focused on the mission of the organization being served. An effective performance management system can ensure that employees focus their work in ways that directly support the mission articulated in Murray City's Strategic Plan. Further, this system monitors the organization's progress toward achieving the key performance areas and strategic initiatives identified in the strategic planning process.

This system typically consists of three core elements: (1) setting organizational goals that support the Strategic Plan; (2) measuring performance against established goals; and (3) sustaining a dialog between management and employees to ensure that the work of the organization is completed in conformance with established goals.

A performance management system encompasses all of the work that takes place in an organization. A performance management system includes all of the processes through which managers plan and manage the work of the organization to fulfill the organization's mission and produce the desired outcomes. The collection and use of performance measurement data is also an element of a performance management system.

In addition to monitoring the work, a good performance management system employs discipline. Under such a system, managers meet with subordinates on a regular basis to review organizational performance.

Specifically, it is recommended that the Chief of Staff/Chief Administrative Officer (COS/CAO) (see Recommendation 2 below for more information) should meet individually with each department director and other direct reports once a month, but no less frequently than every other month. A regular agenda should be established that is focused on four key topic areas: operational performance; financial management; customer satisfaction; and employee performance. Performance measures, project management tools, customer surveys/complaints, and employee issues are reviewed during these meetings. As the regularity and discipline of the management system becomes integrated into operations, discussions about performance become focused on important issues – specifically the implementation of the City’s Strategic Plan. This type of a management system allows managers to avoid total crisis management, as the rigor of the system helps ensure regular meetings to discuss strategic issues rather than the crisis du jour. In preparation for these meetings, department directors should meet with their subordinates to discuss these topic areas as well.

There is currently no formal process for reviewing the ongoing services and programs in Murray City. Reports are prepared for the Mayor’s Office, but these are not completed consistently by all departments. More importantly, the information in the reports is not routinely used to evaluate organizational performance. Additionally, there is no performance measurement system in place throughout the organization. While some departments maintain data about their operations (e.g., crime statistics, building permit activity, lane miles maintained), this information is not standardized throughout the organization, nor is it used consistently to make operational decisions or establish funding policy. Without these metrics, it is difficult to establish or track performance, making objective evaluation of departments or workloads difficult. A program evaluation system should be in place for each program in the City as part of the performance management system.

Effectively evaluating City programs should include the following elements:

- Identification of information needed for measuring effectiveness and efficiency;
- Determination of criteria for effectiveness;
- Identification of resources available for collecting information;
- Development of performance measures for each City program;
- Collection of performance measurement data;
- Inclusion of feedback from constituents and key stakeholders, collected through surveys, interviews, focus groups, etc.; and
- Evaluation of program performance based on established criteria for effectiveness.

The COS/CAO should compile performance measurement data from each department on a quarterly basis and present to the Mayor and City Council any important trends or changes, as well as actions taken by the City in response to those trends.

Recommendation 2: Clarify the role of Chief of Staff to include managing the internal operations of the City.

The Mayor is the Chief Executive Officer of the City and is responsible for executing all laws passed by the City Council and managing the operations of the organization. As an elected leader of the City, the position must respond to a significant body of external demands. This includes direct service to residents of Murray as well as other local and regional stakeholders.

Understandably, these external demands diminish a Mayor's capacity to provide direct oversight to the internal functions of the City and its offices and departments. With General Fund expenditures near \$40 million and Enterprise Fund expenditures near \$43 million, the sheer size and scope of the City's operations demands dedicated administrative resources to effectively manage and supervise the organization. Currently this role is filled by the Chief of Staff position.

According to the job description for the Chief of Staff position, this role:

Advises the Mayor and provides extensive professional assistance and recommendations on City issues to the Mayor and Department Heads. Performs highly responsible administrative work covering a broad range of municipal activities. This is a professional position requiring extensive experience in government and business; exceptional analytical and communication skills.

While this position is vital to the daily operations of the Mayor's Office, this position should be strengthened to provide direct responsibility and supervision over the City's departments. According to the City Code, the Mayor may appoint a CAO. Traditionally, a CAO, with direction and supervision from the Mayor, leads the internal operations of the City, develops the City's annual operating and capital budgets, oversees the performance management system and coordinates interdepartmental cooperation and communication. Having a position dedicated to internal management and supervision is a best practice for local governments operating under the Mayor-Council form of government.

Recommendation 3: Investigate the creation of a General Services function to centralize fleet, facilities, and purchasing.

Currently, the responsibilities of facilities maintenance, custodial services, purchasing and, to a lesser extent, fleet management, are dispersed to each individual department. This decentralized system has created inefficiencies and redundancies in the provision of key internal services.

For example, facility maintenance is handled on a location by location basis. The department occupying a building is responsible for all aspects of the building. As a result, several departments have their own maintenance person on staff to deal with a host of issues from building leaks, power outages, capital improvements, and custodial services. The result of this lack of coordination is numerous maintenance employees and multiple custodial contracts.

The decentralized handling of facilities and maintenance leads to inefficient and ineffective use of City resources and is not a best practice for local governments. The City is potentially losing both time and money by keeping these services decentralized. Efficient, City-wide decisions cannot be made about the most critical systems in need of repair or replacement throughout the City.

To more effectively manage these internal services, the City should investigate the creation of a General Services function, most likely within the Department of Public Services. This function would be responsible for all building maintenance, capital improvements, and fleet management maintenance for

the City. The City should expect to see operational gains through improved efficiency, adherence to performance standards, the ability to share and transfer equipment, better application of preventative maintenance, energy management and improved repair/replace decisions.

As part of the centralization process, a comprehensive list of facility repairs or improvements for City buildings should be created. An inventory of all facility needs will ensure repairs and maintenance are completed on a timely basis to avoid catastrophic system failures, which would cost the City much more than standard repairs and maintenance.

Recommendation 4: Conduct a review of City services to identify opportunities for increased effectiveness, efficiency and best practices.

Every organization develops traditions, practices, and routines. To a certain extent, these provide stability and consistency. It is essential that these be subject to regular review and analysis to be sure that they continue to represent best practices meeting the needs of the community and not simply an excuse to avoid change.

Murray City would benefit from detailed operational reviews of each department to evaluate further possible efficiency and effectiveness improvements. While The Novak Consulting Group was able to recommend the high level changes included in this report, additional detailed analysis of each department would likely produce further recommendations for improvement.

An effective City services review should document existing conditions in the department and recommend a phased program of improvements to eliminate inefficiencies and redundancies throughout the department. Such a study will evaluate service levels, service needs, staffing requirements, work flow, and other operational issues. The study should also present order-of-magnitude cost savings estimates for the recommended changes. Finally, the report should identify other anticipated non-monetary benefits to the City as well as highlight those areas of existing efficiency and excellence in operations.

Recommendation 5: Establish service level agreements between departments.

Internal departments, such as Human Resources (HR), Information Technology (IT), and Finance provide valuable services to support the operations of each department. In order to ensure these services meet the needs and expectations of the organization, it is important to clearly define these services and establish agreed upon service levels between the service provider and its customers.

Currently there are no established service level agreements between City departments. For example, IT services provided to other departments, such as network maintenance, computer purchasing assistance, and other services, are not documented and explained sufficiently to each department. There is no description of the services provided, the time required to provide those services, the volume and quantity of service required by each department or the procedure to rectify problems should service expectations not be met. In the same way, other internal service departments do not have agreements in place defining their services levels for their customers.

When the operating budget is developed each year, a portion of each departmental budget is reserved for internal services. Not having service level agreements in place creates diverse expectations on the appropriate level of service provided between departments, especially between Enterprise Fund departments and General Fund support departments.

Therefore, it is recommended that the City establish service level agreements for each internal service. Services provided from one department to another should be discussed and agreed upon between departments and a service level agreement developed to document the terms of the agreement. Effective service level agreements have the following benefits:

- In the agreement development process, communication is encouraged and strengthened by beginning a conversation regarding appropriate service levels.
- By clarifying departmental priorities, service level agreements can also prevent conflicts between departments by discussing potential issues before they occur.
- Finally, by establishing service standards it is easier to establish performance matrices within the department, to determine success or failure of systems.

Each service level agreement should clearly state the parties involved, the conditions under which services will be available, the standard of work expected for services provided (both quality and timeframe), the volume of service expected, and the appropriate response when departmental expectations are not met. In addition, if there is compensation or reimbursement expected for the service provided, this should be clearly identified.

Recommendation 6: Develop proactive management of emergency operations.

In Murray City, emergency operations are managed by a Battalion Chief in the Fire Department. Due to staffing changes and other work priorities, emergency management/emergency preparedness has become a lesser priority. Currently a new Emergency Operations Center (EOC) is under construction and has not yet been used in a drill or actual emergency. Over the last several years, there have been no large scale emergencies to test the soundness of emergency preparedness in the City. To date, the largest emergencies have been localized flooding events.

With the absence of major incident, it is easy for an organization to become complacent. Emergency operations plans can be forgotten; roles and responsibilities can become unclear if not practiced routinely. Additionally, changes in staffing can also reduce an organization's capacity to respond effectively in the event of an emergency. While primary responsibility for emergency management rests with the Fire Department, it is the responsibility of all departments to ensure they are prepared when called upon to act. A lack of proper 'refresher' training could leave the City vulnerable in the case of a significant event. A more formal emergency preparedness process would instill confidence in the City's preparations, and provide valuable regional leadership in this subject area.

A best practice method of establishing efficient and effective emergency management should broadly consider the following steps:¹

Step 1: Key Stakeholder Engagement

Identify and convene a broad representative range of experts, emergency management, public health, and other government agencies and private and non-profit stakeholders to join in an initiative to develop a disaster resilient region. Within this broad stakeholder community, invite the core organizations that have the most significant roles or functions in assuring disaster resilience to be part of a work group that provides oversight and direction for the Action Plan development through meetings and conference calls.

Step 2: Workshops

Develop and conduct one to two educational/training workshops to allow stakeholders to explore significant issues and provide guidance and insights from experts on priority issues for incorporation into the Action Plan.

Step 3: Baseline Assessment & Gap Analysis

Conduct a baseline assessment (gap analysis) assessing existing resilience and response capabilities and recovery needs.

Step 4: Initial Action Plan

Develop the initial draft Action Plan framework from results of the preceding activities using the stakeholder-validated focus areas and priority issues.

Step 5: Tabletop Exercise

Plan and conduct a tabletop exercise with a scenario selected and designed by the stakeholder work group members to illuminate gaps or areas for improvement in the Action Plan.

Step 6: Post-Exercise Action Plan Workshop

Hold a post-exercise Action Plan Development Workshop to enable stakeholders to examine and prioritize findings and recommendations in the exercise report and information from other relevant activities for incorporation into the Action Plan.

Step 7: Final Action Plan

Coordinate and finalize the Action Plan with the core stakeholder group.

Step 8: Action Plan Strategy

Develop an Action Plan Implementation Strategy of prioritized activities that includes: lead and participating organizations for respective projects; creation of work groups to define project requirements; determine milestones, funding requirements, and sources of technical and other assistance.

¹ Adapted from the "Regional Disaster Resilience: A Guide for Developing an Action Plan, 2011 Edition," published by The Infrastructure Security Partnership.

Financial Management

Recommendation 7: Complete the cost of services study to clarify transfers between Enterprise Funds and General Fund.

Currently there are two financial transfers from the City's various Enterprise Funds to the General Fund. First, the In-Lieu-of-Tax (ILOT) transfer reimburses the General Fund for taxes that would be collected if the City department was being run as a private entity. Second, the Enterprise Funds reimburse the General Fund for internal services, such as IT and HR. These are known as "Contribution to City Funds" transfers.

According to staff, there is a general lack of understanding among departments regarding the nature and derivation of these transfers during the budget development process. As a result, there is a need to understand the true cost of services provided to City departments, specifically Enterprise Fund departments. The City is currently in the process of conducting such a study to define these transfers. It is recommended that the City move quickly to complete this study and implement any resulting recommendations regarding an appropriate schedule of fees and charges.

This study should clarify the budgetary transfers between Enterprise Funds and the General Fund. Other advantages of clarifying the City's system of transfers include:

- Increased financial stability for the General Fund from both internal and external sources;
- Greater equity in charges to identifiable service recipients;
- A comprehensive cost accounting framework for determining the true cost of City operations; and
- Better information upon which to design future efforts aimed at improved productivity.

Recommendation 8: Develop and implement a program-based budget that uses the Government Finance Officers Associate (GFOA) criteria for municipal budgeting to establish a program-based budget.

An effective budget process includes more than just the preparation of a legal document that appropriates funds for a series of line items. Good budgeting is a broadly defined process that has political, managerial, planning, communication, and financial dimensions. However, in Murray City the current budget document is composed of spreadsheets with specific lines for each budget line item. There is no narrative explaining the yearly changes in the City, changes in the budgeted allocations (either positive or negative), and no explanation of the budget development goals and objectives the Mayor and City Council used to arrive at each year's budget.

The limited budget document Murray provides hinders communication and understanding between the residents and the City and limits the engagement of residents in the budget development process. Residents are not able to determine the goals and direction of the City. Department heads are not able to point to one unified document articulating the annual guidance for their department. Residents, staff, and Council are all unable to compare budgets from year to year to determine changes in City priority.

The City budget should be a significant document for the residents of Murray, City staff, and the City Council. A budget document should serve as a formal communication tool regarding the services to be provided to the residents and how the City plans to finance those services. According to GFOA, a budget

should “include a concise summary and guide to the key issues and aspects of the operating and capital components of the budget to ensure the education and involvement of the public.”² Such a narrative should include a transmittal letter, a budget message, an executive summary, and a budget-in-brief. Contents of this narrative portion of the budget should include, in some form:

- A summary of major changes in priority or service level, as well as factors leading to those changes;
- The priorities and key issues during the upcoming budget year;
- Identification of major financial factors and trends affecting the budget;
- Financial summary data on revenues and expenditures for at least a three year period; and
- Define a balanced budget and define state and local requirements for balancing a budget, and if the budget is not balanced, explain why.

Further, GFOA encourages local governments to develop their budget using several essential features that have a direct correlation to the City’s Strategic Plan:

- Incorporate a long-term perspective (Murray City’s vision);
- Establish linkages to broad organizational goals (Murray City’s Key Performance Areas);
- Focus budget decisions on results and outcomes (Murray City’s Strategic Initiatives); and
- Involve and promote effective communication with residents and stakeholders.

Incorporating these elements into the budget process ensures that the budget is strategic in nature, linked to established priorities and not “simply an exercise in balancing revenues and expenditures one year at a time.” A good budget moves beyond the traditional concept of line item budgeting and focuses on program outcomes which can lead to enhanced efficiency and effectiveness.

Capital Budgeting

Recommendation 9: Develop and assign responsibility for a City-wide CIP, including the creation of a Maintenance Capital Program.

In order to support financial sustainability and preservation of the City’s significant assets, Murray City should have a distinct process for the planning, budgeting, and financing of capital projects. The City recognizes this need and, as a result, has begun the process of developing its first CIP.

Many of the City’s departments maintain lists of capital needs, but these lists vary in terms of level of detail, scope, and cost estimates. More importantly, funding generally has not been identified. Such a lack of coordination between departments has led to piecemeal funding and implementation of capital improvements. According to staff, funding decisions have been made on a case-by-case basis without sufficient discussion of City-wide priorities or impacts on other critical capital needs.

An adequately funded annual capital improvement program is a sign of a financially healthy and sustainable community. The City’s capital infrastructure requires both regular maintenance and investment to remain functional. Capital items have relatively fixed useful lives that can be impacted by environmental conditions, active preventative maintenance, and capital investment. In recent years,

² GFOA Best Practice Bulletin “Providing a Concise Summary of the Budget” issued 1996

capital investments have fallen victim to budget constraints in the City, potentially degrading the viability of the City's infrastructure.

Murray City needs a uniform system for developing a City-wide CIP and defining the parameters around specific projects. This will help the City make a clear distinction between ongoing maintenance needs and legitimate capital improvement needs. Additionally, the City's CIP must be developed in such a way that ongoing maintenance and new capital needs are not considered at the same time for the same sources of available funding. An annual allocation for operating capital is needed as well. These needs should be considered and prioritized separately, and dedicated funding should be identified for both capital and operating needs.

The recommended CIP policy and process is detailed in Attachment A – Draft CIP Policy. Additionally, a recommended debt policy is provided in Attachment B.

Recommendation 10: Develop a City-wide vehicle, facilities, equipment and technology replacement plan.

As a part of protecting its assets, it is recommended that the City implement standards-based vehicle, facilities, equipment, and technology replacement plans. In addition to investing in new items, the City must preserve its existing resources.

For example, there is currently no vehicle or equipment replacement plan in the City. While individual departments were replacing vehicles and equipment as needed, budget constraints have reduced the funding available for replacements. Additionally, no comprehensive standards exist throughout the organization to ensure uniformity in replacement of similar assets across departments. There is currently no City-wide listing of all vehicles and equipment owned by the City; some lists are maintained by individual departments. According to staff, the budget reductions have led to departments with older vehicle stock, higher repair costs, and more out of service time for vehicles. In addition, vehicle replacement decisions for each department have been made without consideration for vehicle replacement needs in other departments.

It is difficult to create an efficient and effective yearly replacement plan for City assets without a written replacement policy in place. Such replacement policies can be referenced and used as a guide for budget decisions – both operating and capital, as needed.

Resource replacement policies and yearly replacement plans should be instituted to reduce the long term costs of asset maintenance and more effectively plan for more costly replacements. As part of each replacement policy, the City should establish lifecycle guidelines for all assets. Replacement criteria can then be identified, defined, and established.

Recommendation 11: Investigate options for Enterprise Resource Planning (ERP) system and other key technology priorities as identified in the IT Strategic Plan.

Currently the City uses diverse software systems, many of which do not communicate with each other effectively. According to the IT Strategic Plan, the HR system is not functioning efficiently and is in need of replacement. The City's financial system is no longer supported by the manufacturer and has been extensively customized by the IT department. In addition, many portions of the payroll process are manually entered because they do not integrate with the General Ledger.

Staff has developed customized ways to make the systems work; however, there is a need for a long term viable solution. The current arrangement wastes staff time, decreases efficiency, and therefore detracts from other value added staff responsibilities and hinders responsiveness.

The IT Strategic Plan calls for the purchase of a Human Resource Information System (HRIS) and the upgrade or replacement of the City's financial system. The City should consider expanding the scope of this recommendation to investigate the options for moving to a full ERP software system. To ensure the proper system is chosen, the City should assess the current needs of the City and to determine the most appropriate ERP software solution. A significant part of this project should also include a needs assessment based on input from all City departments, with a special focus on Human Resources and Finance.

Attachment A – Draft CIP Policy

Murray City

Capital Improvement Program (CIP) Policy - *DRAFT*

Introduction

The Capital Improvement Program (CIP) of Murray City is a long-term planning tool for prioritization, financing and technical design, execution and timely completion of all capital projects. Generally, these capital projects will have a significant impact on the City's infrastructure.

The CIP serves as an important growth management tool. Additional benefits include:

- Establishing a system of examining and prioritizing the needs of the City ensures that the most essential capital improvements are provided first;
- Providing a mechanism for coordinating and consolidating all City departmental requests prevents duplication of projects and equipment purchases; and
- Coordinating physical/infrastructure planning with long-range financial planning allows maximum benefits from available funding sources.

The CIP document represents a five-year period of the City's ongoing capital Improvements. Each year, the document is updated to represent the next five-year window. In each annual update, completed projects, as well as projects scheduled to be completed before the end of the fiscal year, will be removed from the document, new projects will be added and other previously- programmed projects may be re-prioritized.

CIP planning is a dynamic process that will include changes over time. These changes may be necessitated by organizational changes, funding uncertainties, unforeseen emergencies, project delays or plans by other entities that can derail even the most meticulously planned and analyzed CIP.

The CIP is a planning document to be used as a companion to the City's annual operating budget. Each year, the funding included in the first year of the five-year CIP is allocated and approved by the City Council as part of the annual budget adoption process. In addition to the up-front funding requirements associated with CIP projects, the City's annual operating budget must also absorb the cost of maintaining and operating new facilities or equipment that are built or procured under the City's capital plan.

Definition of Capital Projects

Capital projects are economic activities that lead to the acquisition, construction or extension of the useful life of capital assets. Capital assets include land, facilities, parks, playgrounds and outdoor structures, streets, bridges, pedestrian and bicycle systems, water and sewer infrastructure, technology systems and equipment, traffic control devices and other items of value from which the community derives benefit for a significant number of years.

Capital expenditures and operating expenditures are primarily differentiated by two characteristics: dollar amount of the expenditure and the useful life of the asset acquired, constructed or maintained. Capital expenditures will enhance, acquire or extend the useful life of assets through a variety of activities. Generally, land acquisition, feasibility studies, planning, design, construction, asset rehabilitation, enterprise technology acquisition, and project implementation are activities associated with capital projects.

In general, capital projects in the CIP:

- Have a total project cost in excess of \$50,000.
- Range from construction of new infrastructure or buildings to renovations, additions or conversions or demolition of existing facilities.
- Have a minimum useful life of 10 years, significantly extend the useful life of an asset or significantly alter the nature and character of an asset (i.e., not to include annual asset maintenance costs, annual warranty cost or other ongoing costs).

The CIP is also the vehicle by which planning for technology capital investments occurs. In general, technology capital projects in the CIP:

- Have an estimated cost in excess of \$25,000 and /or require six months or 1,000 hours for implementation or completion.
- Include applications systems, network design and implementation, telecommunications infrastructure, enterprise hardware and software systems, web design and implementation services, document imaging, data base design and development, consulting services (business process studies, requirements analysis or other studies), and technology associated with new construction and/or renovation and relocation projects.
- Have a minimum useful life of three years, significantly extend the useful life of an asset (i.e., not to include annual software and hardware maintenance and upgrade costs, warranty costs or other ongoing costs), provide a significant enhancement to functionality, or represent a change of platform or underlying structure.

Maintenance Capital Program

The Maintenance Capital program is designed to protect City assets from premature failure and to minimize and eliminate unnecessary risks and loss to the City. An effective Maintenance Capital program ensures that existing capital assets are maintained in reliable, serviceable condition without requiring capital appropriations that vary significantly from year to year.

Maintenance Capital funds programs consist of non-expansion projects. Non-expansion projects are those that do not change a footprint of a building, expand a current asset, provide resources for services not already being undertaken or increase the operating budget once complete. For example, street paving is funded to maintain the condition of Murray roads, but it would not fund the construction of new turn lanes or travel lanes.

Another important aspect of a Maintenance Capital program is that projects must significantly extend the life of the asset *and* meet the criteria for a capital project. Repainting individual offices (as a program) may add to the life of an asset, but it would not meet the criteria of a capital project. Painting buildings, on the other hand, would be fundable as a component of a Maintenance Capital project.

Other Definitions

The following definitions apply to terms used throughout the City's CIP:

Capital Assets – Land, infrastructure, buildings, equipment, vehicles and other tangible and intangible assets that have useful lives longer than one year.

Capital Equipment – Equipment such as vehicles, furniture, technical instruments, etc., which have a life expectancy of more than one year and a value of over \$2,500. Equipment with a value of less than \$2,500 is operating equipment.

Capital Expenditure – A direct expenditure that results in or contributes to the acquisition or construction of major capital assets (e.g., lands, roads, buildings). The expenditure may be for new construction, addition, replacement or renovations to buildings that increase their value or major alteration of a capital asset.

Capital Improvement Program – A five-year plan that addresses the construction or acquisition of fixed assets, including buildings, parks, utility systems, sidewalks, etc., and major items of capital equipment and operating expenses related to new facilities.

Capital Project – Any project with an estimated total cost of \$50,000 or more and has a minimum useful life of 10 years, significantly extends the useful life of an asset or significantly alters the nature and character of an asset (i.e., not to include annual asset maintenance costs, annual warranty cost or other ongoing costs). Includes construction, purchase or major renovation of buildings, utility systems, other structures or purchase of land.

Capital Projects Funds – Funds that account for the acquisition and/or construction of major capital facilities or capital improvements.

Fixed Asset – Items the City owns that have a considerable cost and a useful life exceeding two years, such as computers, furniture, equipment and vehicles.

Operating Equipment – Equipment that has a life expectancy of more than one year and a value of less than \$2,500 dollars. Equipment with a value greater than \$2,500 dollars is capital equipment.

Operating Budget Impact Statement – The estimated fiscal impact of capital improvements on the respective fund operating budgets, which is required for all capital projects. Costs are developed for first-year start-up costs as well as an annual operating cost estimate. The impact statement may include an analysis of impact on cost-of-service to determine if any changes to fees and charges should be recommended to the City Council.

"Pay-As-You-Go" Construction – Capital construction funded with current year General Fund revenues as opposed to construction financed through the issuance of bonds. This is a method of paying for capital projects that relies on current tax and grant revenues rather than debt.

Useful Life – The period of time that a fixed asset is able to be used. This can refer to a budgeted period of time for an equipment class or the actual amount of time for a particular item.

Capital Project Prioritization Criteria

All capital projects in the CIP will be approved and prioritized based on the following general criteria. Detailed criteria are used by the CIP Committee during the annual prioritization process.

- The project has been certified by all relevant staff and elected officials as being in accordance with all applicable, established City plans.
- The project will alleviate a service deficiency or replace a deteriorated and/or non-functioning facility.
- Federal or State law requires it to be done.
- Federal or State matching funds are available for the project.
- The project will encourage economic development.
- The project is needed to solve an emergency situation.
- The project will improve the quality of life in the City's neighborhoods.
- The project will contribute to the achievement of the existing City strategic plan, policies, goals, vision, and/or work programs.

Public hearings will be held before approving any projects included in any the CIP that require City residents' approval.

Capital Financing Options

There are three basic methods available to the City for financing capital improvement: current revenues, fund balance and debt. Debt financing includes general obligation bonds, revenue bonds, certificates of obligation, lease/purchase agreements, and other obligations permitted to be issued or incurred under state law. The City should maintain a balanced mix of financing for funding capital projects, including pay-as-you-go (using current revenues and/or fund balance), grants and debt, without excessive reliance on any one source.

The City-adopted debt policy provides the parameters for the amounts and timing of bond-financed projects to be included in the CIP, ensuring that the CIP is financially sustainable.

Capital Planning Process

The City's capital planning process is overseen by the CIP Review Committee - a group appointed by the Administration and City Council each year. The following table outlines the annual CIP update process.

Suggested Timeframe	Actions
November	<ul style="list-style-type: none"> • Committee receives an update of the current inventory of capital assets • Committee reviews status of current CIP projects
December	<ul style="list-style-type: none"> • Committee reviews analysis of current capital financing options • City departments prepare and submit requests for revisions to existing/previously approved CIP projects and any new projects for consideration by Committee
January	<ul style="list-style-type: none"> • Committee reviews and ranks department requests
February	<ul style="list-style-type: none"> • Committee prepares an updated five-year project schedule with financing recommendations
March	<ul style="list-style-type: none"> • Committee presents recommended annual CIP update to City Council • City Council reviews CIP • Public hearing is held • City Council approves CIP
April - May	<ul style="list-style-type: none"> • Finance Department incorporates upcoming fiscal year's CIP projects into annual operating budget
May - June	<ul style="list-style-type: none"> • Upcoming year's CIP projects are reviewed and approved as part of City's annual budget process
July - November	<ul style="list-style-type: none"> • Beginning of fiscal year on July 1; monitoring of new and ongoing projects. • City Council receives quarterly reports on active CIP projects

Murray City CIP Project Evaluation Criteria

1	Is the project required to meet a federal, state or local mandate or contractual obligation?
2	Is the project a subsequent phase of a project already underway?
3	Will the project enhance economic development in the City?
4	Does the project prevent or correct a sub-standard condition that would cause an infrastructure element or facility to be closed or fail in the next year?
5	Does the project prevent or correct an unacceptable environmental condition?
6	Will the project improve access for persons covered by the Americans With Disabilities Act?
7	Will the project reduce the City's operating expense?
8	Will the reduction in annual operating expense equal the cost of the project in less than five years?
9	Will the project directly increase the tax base of the City?
10	Will the project directly benefit: <ul style="list-style-type: none"> • A local neighborhood • A cross-section of City residents
11	Will the project cost be shared with another government jurisdiction?
12	Is the project consistent with the adopted City plans?
13	Will the project generate annual revenue to the City?
NEGATIVE CRITERIA	
14	Does completion of this project depend on completion of a project not yet approved?
15	Will the project increase the City's operating expense?

Attachment B – Draft Debt Policy

Murray City

Debt Management Policy - *DRAFT*

Purpose

The purpose of this policy is to establish parameters and provide guidance in the issuance, management, ongoing evaluation of and reporting on all debt obligations of the City.

Oversight and delegation of duties

The Finance Director is primarily responsible for implementation and oversight of this policy. The City may also choose to establish a debt oversight committee to advise, supervise and review the operation of debt management within the City. This committee may be composed of staff, elected officials and/or representatives from the Murray community.

Conditions for Debt Issuance

Purposes and uses for debt

Debt financing is limited to major expenditures approved through the City's Capital Improvement Program (CIP). Bond proceeds should be limited to financing the costs of planning, design, land acquisition, buildings, permanent structures, movable and non-movable equipment and other costs as permitted by applicable regulations.

The City may choose to restrict borrowing to a certain portion of total capital spending. For example, no more than 60% of capital improvement outlays may be funded from long-term financing.

Types of debt

The City may utilize the following types of debt in financing capital needs:

- General obligation (GO) bonds;
- Revenue bonds;
- Certificates of obligation;
- Certificates of participation;
- Commercial paper;
- Lease/purchase agreements; and
- Other obligations as permitted by applicable regulations.

The City may choose to designate preferred types of debt from the list of above. For example, where possible, the City may use special assessment, revenue or other self-supporting bonds instead of GO bonds.

Project life

Only major, non-recurring items with an economic value lasting more than 10 years may be financed using debt.

Refunding bonds

Refunding is a procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. The net present value savings (net of all issuance costs and any cash contribution to the refunding) as a percentage of the refunding bonds should be at least 3% – 5%. Restructuring - a related action - should also be subject to an analysis of the cost of restructuring versus the benefits to be gained.

Restrictions on Debt Issuance

When not to issue debt

Projects that, as part of the City's operating budget and infrastructure, receive a majority of funding from fees and charges are generally not appropriate for GO debt bond issuance. Short-term debt used to refinance long-term debt should also be a prohibited use.

Limitations on maturity

Maximum maturity should be set at the expected useful life of the asset being financed. Alternately, maximum maturity may be set at the lesser of the expected useful life of the project or 20 years.

Debt Service Limitations

The City will undertake an analysis of its debt capacity prior to any issuance of bonds. The calculated debt limit and existing debt capacity will be disclosed in the City's budget document. The National Advisory Council on State and Local Budgeting (NACSLB) recommends that a government adopt a policy on the maximum amount of debt and debt service that may be outstanding at any one time. Debt capacity study results will be incorporated into the City's CIP.

The City's annual debt service expenditures may be no more than 10% of annual general fund revenue.

Limitations on Outstanding Debt

The City's maximum total debt capacity may be set at any of the following levels:

- Total outstanding debt may be no more than 3% of estimated market or assessed value of taxable property.
- Net debt may be no more than \$2,000 per capita.
- Net debt per capita as a percentage of income per capita may be no more than 7%.

Characteristics of Debt Structure

Repayment provisions

To the extent possible, the City will structure the repayment of overall debt so as to rapidly recapture its credit capacity for future use. The City will strive to repay at least 20% of the principal amount of its GO debt within 5 years and at least 40% within 10 years.

Longer useful lives for certain capital items may justify longer debt amortization.

Maturity guidelines

Bond maturities may not exceed the useful life of assets purchased with the proceeds. The City may choose to keep the average (weighted) bond maturities at an even lower level, for example at or below 10 years.

Debt service reserve funds

A debt service reserve fund is created from the proceeds of a bond issue and/or the excess of applicable revenues to provide a ready reserve to meet current debt service payments in the event that monies are not readily available from current revenues. The coverage level of the debt service fund should be set at 125% of the next fiscal year's funding requirements.

Debt Issuance Process

Sale process

The most appropriate method of a bond sale shall be selected - whether competitive or on a negotiated basis - in light of financial, market, transaction-specific and issuer-related conditions. Bond sales should be conducted competitively unless certain conditions are present. When bonds are sold on a negotiated basis, the issuer should remain actively involved and avoid conflicts of interest in selecting the underwriter.

Professional services

The City may employ outside financial specialists to assist it in developing a bond issuance strategy, preparing bond documents, and marketing bonds to investors. The key participants in the City's financing transactions include its financial advisor, bond counsel, the underwriter (in a negotiated sale) and City representatives (the Finance Director and others).

Disclosure

The City will adhere to a policy of full public disclosure with regard to any and all issuance of debt.

Strategic Initiatives and Action Plans

Murray City Administration and City Council will monitor the accomplishment of each strategic initiative through the use of action plans that detail action steps and associated timeframes for implementing each initiative. The elements of each action plan for the nine strategic initiatives are summarized below.

Financially Sustainable

Initiative: Diversify City revenue sources

Desired Outcome:

- Improved fiscal stability

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> • Investigate alternative revenue sources <ul style="list-style-type: none"> ○ Identify options ○ Assess where we are ○ Benchmark against other communities 	<ul style="list-style-type: none"> • Provide policy direction and feedback on additional revenue sources 	<p>Lead: Chief Financial Officer</p> <p>To be completed by:</p>	

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> • Evaluate fees and In Lieu of Tax transfers <ul style="list-style-type: none"> ○ Residential ○ Interdepartmental ○ Non-profits 	<ul style="list-style-type: none"> • Provide policy direction and feedback • Adopt new fee schedules 	<p>Lead: Chief Financial Officer To be completed by:</p>	
<ul style="list-style-type: none"> • Review County and State policies and procedures affecting values in the City 	<ul style="list-style-type: none"> • 	<p>Lead: Chief Financial Officer To be completed by:</p>	
<ul style="list-style-type: none"> • Develop five year plan to diversify <ul style="list-style-type: none"> ○ Set incremental annual targets 	<ul style="list-style-type: none"> • Adopt plan • Provide funding • Review/establish policy 	<p>Lead: Chief Financial Officer To be completed by:</p>	

Welcoming and Thriving Business Climate

Initiative: Develop a comprehensive economic development policy and incentive plan

Desired Outcome:

- Clearly defined economic development goals
- Increased development activity
- Increased and diversified tax base

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> • Evaluate existing policies <ul style="list-style-type: none"> • Benchmark with neighbors and more broadly (Out of state?) 	•	Lead: Tim Tingey To be completed by:	
<ul style="list-style-type: none"> • Collaborate with others <ul style="list-style-type: none"> • Chamber of Commerce • Large businesses • Intermountain Medical Center • UTOPIA • Other large groups 	•	Lead: Tim Tingey To be completed by:	
<ul style="list-style-type: none"> • Develop a marketing plan, assess opportunities, identify target markets 	•	Lead: Tim Tingey To be completed by:	

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> Establish a process and parameters regarding incentive options 	<ul style="list-style-type: none"> Adopt incentive plan 	Lead: Tim Tingey To be completed by:	
<ul style="list-style-type: none"> Draft plan with collaborative effort 5-10 years 	<ul style="list-style-type: none"> Review plan Establish policy 	Lead: Tim Tingey To be completed by:	

Initiative: Pursue aggressively the creation of a vibrant and sustainable Murray City downtown

Desired Outcome:

- Increased tax base
- Increased job creation

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> Actively and aggressively market downtown <ul style="list-style-type: none"> Cooperate on extended marketing 	<ul style="list-style-type: none"> 	Lead: Tim Tingy To be completed by:	
<ul style="list-style-type: none"> Pursue cluster developments 	<ul style="list-style-type: none"> 	Lead: Tim Tingy To be completed by:	

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> • Define redevelopment agency incentive options for developers 	<ul style="list-style-type: none"> • 	Lead: Tim Tingy To be completed by:	
<ul style="list-style-type: none"> • Pursue transportation investments <ul style="list-style-type: none"> ○ City ○ External 	<ul style="list-style-type: none"> • 	Lead: Tim Tingy To be completed by:	
<ul style="list-style-type: none"> • Develop relationships with developers (Mayor, Council, Staff) <ul style="list-style-type: none"> ○ Assist in developing relationships 	<ul style="list-style-type: none"> • 	Lead: Tim Tingy To be completed by:	
<ul style="list-style-type: none"> • Actively talk to existing businesses to keep them here-retention effort 	<ul style="list-style-type: none"> • 	Lead: Tim Tingy To be completed by:	
<ul style="list-style-type: none"> • Invest in public facilities downtown 	<ul style="list-style-type: none"> • 	Lead: Tim Tingy To be completed by:	
<ul style="list-style-type: none"> • Promote establishment of Business Improvement District for downtown 	<ul style="list-style-type: none"> • 	Lead: Tim Tingy To be completed by:	

Responsive and Efficient City Services

Initiative: Develop a performance management system and perform a City services review

Desired Outcome:

- Improved efficiency and effectiveness of City operations
- Identified best practices and industry standards appropriate for implementation in Murray City

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> • Appoint a City Services Review team 	<ul style="list-style-type: none"> • 	Lead: Doug Hill To be completed by:	
<ul style="list-style-type: none"> • Identify initial priorities and for studies 	<ul style="list-style-type: none"> • 	Lead: Doug Hill To be completed by:	
<ul style="list-style-type: none"> • Develop a process for routinely reviewing city services 	<ul style="list-style-type: none"> • 	Lead: Doug Hill To be completed by:	

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> Identify goals of each study 	<ul style="list-style-type: none"> 	Lead: Doug Hill To be completed by:	
<ul style="list-style-type: none"> Hire outside consultant/expert in the field 	<ul style="list-style-type: none"> 	Lead: Doug Hill To be completed by:	
<ul style="list-style-type: none"> Conduct study 	<ul style="list-style-type: none"> 	Lead: Doug Hill To be completed by:	
<ul style="list-style-type: none"> Identify who to involve in study (department heads, staff, customers, stakeholders) 	<ul style="list-style-type: none"> 	Lead: Doug Hill To be completed by:	

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> Present recommendation to City Services Review Team, then full Council 	<ul style="list-style-type: none"> Approves funding 	<p>Lead: Doug Hill To be completed by:</p>	

Initiative: Develop an internal communication plan

Desired Outcome:

- Clear communication between administration and staff

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> Utilize Council-Administration meetings <ul style="list-style-type: none"> Chief of Staff and Executive Director meet to agree on agenda items <ul style="list-style-type: none"> Share agenda with Council/all 	<ul style="list-style-type: none"> 	<p>Lead: COS/Council Executive Director To be completed by:</p>	

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> Utilize Council Committee of the Whole 	<ul style="list-style-type: none"> 	Lead: Chief of Staff To be completed by:	
<ul style="list-style-type: none"> Continue annual employee meetings with Mayor at budget time 	<ul style="list-style-type: none"> 	Lead: Chief of Staff To be completed by:	
<ul style="list-style-type: none"> Survey employees 	<ul style="list-style-type: none"> 	Lead: Chief of Staff To be completed by:	
<ul style="list-style-type: none"> Direct department heads to develop internal communication plans 	<ul style="list-style-type: none"> Approve policies 	Lead: Chief of Staff To be completed by:	

Initiative: Evaluate employee compensation and resource options

Desired Outcome:

- Successful recruitments and retention of employees
- Reward employee performance

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> • Identify employee satisfiers 	<ul style="list-style-type: none"> • 	Lead: Mike Terry To be completed by:	
<ul style="list-style-type: none"> • Review compensation package as a whole 	<ul style="list-style-type: none"> • 	Lead: Mike Terry To be completed by:	
<ul style="list-style-type: none"> • Compare compensation with peer jurisdictions 	<ul style="list-style-type: none"> • 	Lead: Mike Terry To be completed by:	
<ul style="list-style-type: none"> • Determine pay and benefits philosophy 	<ul style="list-style-type: none"> • Articulate policy and approve pay plan 	Lead: Mike Terry To be completed by:	

Engaged and Informed Residents

Initiative: Develop a comprehensive external communications plan

Desired Outcome:

- Clear channels of communication between the City and its residents
- Engaged and informed residents

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> • Conduct a SWOT analysis of existing communication tools between the City and residents 	<ul style="list-style-type: none"> • Participate in SWOT analysis 	<p>Lead: Chief of Staff To be completed by:</p>	
<ul style="list-style-type: none"> • Determine communication goals • Interview key stakeholders • Define audiences • Identify key messages <ul style="list-style-type: none"> ○ Develop communication strategies and associated action plans 	<ul style="list-style-type: none"> • Provide input on communication goals 	<p>Lead: Chief of Staff To be completed by:</p>	

Well Maintained, Planned and Protected Infrastructure

Initiative: Develop a comprehensive Capital Improvement Program

Desired Outcome:

- Improved maintenance of existing infrastructure
- Prioritized plan for new capital expenditures and investments

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> • Identify CIP funding sources 	•	Lead: Doug Hill To be completed by:	
<ul style="list-style-type: none"> • Establish policy and procedure • Establish CIP Committee <ul style="list-style-type: none"> ○ Finalize Application process 	•	Lead: Doug Hill To be completed by:	
<ul style="list-style-type: none"> • Inventory assets and conditions 	•	Lead: Doug Hill To be completed by:	

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> • Establish inventory of projects/needs 	<ul style="list-style-type: none"> • 	<p>Lead: Doug Hill To be completed by:</p>	
<ul style="list-style-type: none"> • Establish infrastructure schedules/policy <ul style="list-style-type: none"> ○ Vehicle/equipment ○ Streets ○ Parks and rec ○ IT 	<ul style="list-style-type: none"> • Review policy • Approve policy 	<p>Lead: Doug Hill To be completed by:</p>	
<ul style="list-style-type: none"> • Implement the process 	<ul style="list-style-type: none"> • 	<p>Lead: Doug Hill To be completed by:</p>	
<ul style="list-style-type: none"> • Get community buy-in 	<ul style="list-style-type: none"> • 	<p>Lead: Doug Hill To be completed by:</p>	

Vibrant Parks, Recreation, and Cultural Amenities

Initiative: Develop a parks, recreation and cultural amenities master plan

Desired Outcome:

- Master plan adopted by Council
- Receive citizen input in the process

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> • Issue RFP for master plan consultant 	<ul style="list-style-type: none"> • 	Lead: Doug Hill To be completed by:	
<ul style="list-style-type: none"> • Conduct a city survey/input mechanism 	<ul style="list-style-type: none"> • 	Lead: Doug Hill To be completed by:	
<ul style="list-style-type: none"> • Encourage public input-utilize Parks Board, recreation participants 	<ul style="list-style-type: none"> • 	Lead: Doug Hill To be completed by:	

Tasks	Council Role	Administration Lead/ Deadline	Additional Comments
<ul style="list-style-type: none"> Prioritize programming and space use for a 10 year plan 	<ul style="list-style-type: none"> 	Lead: Doug Hill To be completed by:	
<ul style="list-style-type: none"> Recommend funding in the CIP 	<ul style="list-style-type: none"> 	Lead: Doug Hill To be completed by:	