



## MURRAY CITY MUNICIPAL COUNCIL COMMITTEE OF THE WHOLE

The Murray City Municipal Council met as a Committee of the Whole on Tuesday, December 4th, 2012, in the Murray City Center, Conference Room #107, 5025 South State Street, Murray Utah.

### Members in Attendance:

Jim Brass	Council Chair
Dave Nicponski	Council Member
Darren V. Stam	Council Member
Jared A. Shaver	Council Vice Chair
Brett A. Hales	Council Member

### Others in Attendance:

Dan Snarr	Mayor	Tim Tingey	ADS Director
Janet M. Lopez	Council Office	Jan Wells	Mayor's COS
Frank Nakamura	City Attorney	Doug Hill	Public Service Director
Chad Wilkinson	CED	Justin Zollinger	Finance Director
Jennifer Kennedy	Recorder	Blaine Haacke	Power
Dale Cox	AFL-CIO	Fred & Cami	Consultants
Jennifer Brass	Citizen	Robert Wood	HBME-Auditors
Ed Erickson	HBME		

Chairman Brass called the Committee of the Whole meeting to order at 4:01 p.m. and welcomed those in attendance.

### Business Item #1:

### Employee of the Month Recognition- Brett Hales

Every month, the Council will receive a nomination for an employee from a pre-determined department head. Some of the departments will be done twice, and some have been grouped together to make one department. There is a one-time cost of \$125.00 for a plaque, \$96.00 to have a monthly name inscribed, and \$50.00 for the monthly gift card. The total annual expense would be \$996.00.. The amount of the gift card was increased to \$50.00 from \$25.00. This is the recommendation from the Council. Mr. Shaver asked about which employee would be for the month of August, since ADS, and MCEA were both listed. Mr. Brass

asked if the intent was to start this program in January. Mr. Hales answered that was correct, and thinks it will be a great thing for the employees. Mayor Snarr asked which Council meeting the employee will be recognized. Mr. Hales said it will be the 2<sup>nd</sup> Council meeting of the month. Mr. Stam asked if it would be similar to a special recognition in the Council meeting. Mr. Nicponski replied that is what he thought should be done.

Mr. Brass asked Mr. Nakamura if a vote was required. Mr. Nakamura suggested that a resolution be done to formalize it. He said he would prepare a resolution and get it to the Council. Mr. Nicponski said that he agreed a resolution would address the issue of continuity. Mr. Stam said the resolution can be done in the first meeting in January, and the award can be given away in the second meeting in January.

**Business Item #2**

**Lowest Responsive Responsible Bidder-  
Dave Nicponski**

Mr. Nicponski introduced Dale Cox and General Peter Cook. Mr. Cox thanked the Council for allowing him to come. This project is near and dear to his heart and gives the veterans a great opportunity.

There are minimum qualifications to qualify for a program called "Helmets to Hard Hats". This program allows returning veterans to come back from duty and go into an apprenticeship program, where they can learn a skill and make a good living.

The three things that are vital are: a training program, healthcare, and the veterans hire preference. Drug testing is a safety factor also included in the policy. This has been passed in Taylorsville by Executive Order. Salt Lake City and Salt Lake County have also passed it. Murray and West Valley would be the next cities in line.

This ordinance gives preference to a contractor doing City work that has a drug testing policy, follows the State law on offering healthcare, has a City, State or Federally recognized training program, and a veterans hire policy. The State has a lot of men and women coming back from several theaters. This program would help these veterans find quality employment and integrate them back into society. This allows them to make a house payment, have quality health care for their families, and be able to have a good training program where they can hone their skills. Veterans have the work ethic that employers are all looking for. They sometimes just need an avenue to get back into society.

Part of this project was spawned because of the water line project done on Bullion Street, where Mr. Cox resides. The contractor was right on the money getting the street torn up. There was a half of mile of water line torn up so there was no water and a bunch of dust. Mr. Cox called Mayor Snarr and within a half hour there was a Murray City water truck there, and things improved. There were a lot of complaints generated. After researching it, Mr. Cox found that Murray was locked into the lowest bidder. If there was a way to put some required qualifications in, that would help the contractor and the City as well. Every time a responsible contractor goes to bid on a job, they are penalized because they have to take care of their employees, unless there are some safeguards in place.

Mr. Nicponski asked if the document gives examples of weighted proportions. Mr. Cox said that probably needs to be determined by the City. Mr. Nicponski asked Mayor Snarr which

department could develop the weighted proportions. Mayor Snarr suggested that it should go to Mr. Nakamura in the Legal Department. Mr. Nicponski said that Mr. Nakamura has done a good job at looking at this document, and has given some clear direction.

Mr. Cox said that some cities have gone with a straight mandate requiring it. Salt Lake County states that the criteria needs to be met, possibly 104-105 percent of the bid. Mr. Cox said to keep in mind that if the minimum requirements are met, and these veterans are hired, some of their veterans benefit can be used to offset the pay while they are in training. An apprentice won't make journeyman wages, so this way they can still support their family, even while in training.

Mr. Shaver asked if this was a federally mandated program, and if the City would just need to have the healthcare, the veterans hire, and the training program as the minimum qualifications. Mr. Cox said that Taylorsville did it by Executive Order, and Salt Lake City is close to a mandate. Salt Lake County is a preference up to 104-105%, and to \$50,000.

Mr. Nicponski clarified that tonight was to see if the Council was comfortable taking this to the next level.

Mr. Stam stated that he liked the program, but was concerned about the number of companies that will meet the qualifications. He has worked in the steel industry, and doesn't know of any contractors that would meet those qualifications. Mr. Nicponski said that would be a good reason not to have it mandated. Mr. Cox said that it could be drawn up both ways, with the mandate weighted. Mr. Stam asked if subcontractors would be required to do that also. He doesn't want to see a contractor have to look out of state for the work to be done. Mr. Cox said that there is a difference between a supplier and a contractor. Mr. Stam said that the distinction isn't very clear in his experience with contractors.

Mr. Brass stated that he is a huge proponent of apprenticeships, and it shows in degrees that pay well and those that don't. The irony is that the apprenticeship program that he worked with was tossed out, and the retired journeyman makes six figures on average, and an English major makes about \$40,000 per year. The majority of high school seniors never get a four year degree, so a desirable alternative is an apprenticeship. Mr. Brass was a big supporter of employment support for guard and reserve, and has traveled with them. That program seems to have dwindled since the economic downturn. The commitment was that the employer would sign that they guarantee the job when the person returned from overseas.

General Peter Cook said that he saw great displays of patriotism in the halls of Murray City. When this war was fought nine years ago, 51% were reservists and guardsmen. Now, they are returning and there is no infrastructure for them to feel the support. If we don't start pushing these issues and mandating some help for our veterans, the problem will keep getting worse. When talking to businesses, few have the capacity to stand tall on that issue. It is overwhelming to think of the commitment that needs to be established for these veterans.

Mr. Nicponski said that he applauds the Council and their willingness to step up in a leadership role for societal good. The question when a person is elected becomes what are you willing to do, will you step up and start some trends, he asked.

Mr. Nakamura asked if the Council wanted both the mandatory and the weighted preferences drafted. Mr. Shaver said he is leaning towards the preference, and the Council supported that statement.

Mr. Cox invited the Council to the Operating Engineers Apprenticeship Program training site to show the Council the work being done.

### **Business Item #3**

### **Business License Fee Study Review – Tim Tingey**

Mr. Tingey introduced Fred Philpot and Tammy Hamilton from Lewis Young. The Council initiated this business license study and was funded by the Council office. Mr. Wilkinson, the Police and Fire department have all provided data that has been included.

Mr. Philpot shared the information that was compiled regarding the business license fee. He wanted to review the basic business license fee study process, and discuss the base service cost analysis, the disproportionate service analysis and its components. This also addresses enhanced services and provides a summary related to the primary objective of the analysis, the rental units and a Good Landlord Program.

Ms. Hamilton reviewed the Utah State Code in regards to studies of this nature. Fees charged must reflect the amount reasonably charged to regulate business activity, including the costs of disproportionate or enhanced levels of municipal services. The costs revolve around three major cost components: base services, disproportionate services and enhanced services.

1. Base Services are the processing, bookkeeping and recording of the license, possibly including some regulatory basic services.
2. Disproportionate Services are base services plus anything in addition. This would include Police or Fire calls that are in excess of the base services.
3. Enhanced Services are the highest level of service. Some cities include snow removal, or provide planters and charge an enhanced service fee for those. Murray currently does not charge extra for any enhanced services.

The data was reviewed and process maps were put together. This outlines whom the license goes to, and how much time each person spends on it. Lewis & Young also gathered financial information, salaries and benefits from the City budget. They analyzed the Police and Fire calls, and the calls were matched up to the according businesses. Businesses were grouped together by type and the call ratio. According to the Utah State Code, all businesses in the same class must be charged the same fee. Mr. Shaver asked what Code determined the class the business was in. Ms. Hamilton said it is established by the Utah State Code. The City can define the business groupings. Mr. Shaver clarified that the businesses must meet the criteria to be in that group and must be charged the same fee. Mr. Shaver asked if an enhanced service fee could be charged to one business in the grouping and not another. Ms. Hamilton said there is flexibility in that; South Salt Lake divided up their hotels, and charged extended stay (those with kitchens tend to have more Police calls) an enhanced service fee, for example.

The base cost analysis included direct and indirect costs. The direct costs are calculated by labor costs per minute, including salary and benefits, and also the department overhead cost per minute. The personnel is reviewed, evaluating how many Full- Time Equivalent (FTEs) are being used, total hours worked and that percentage of the department. Once the direct cost per

minute is discovered, those costs are applied to how much time was spent processing the license. If inspections are required the cost of that is added in also. The indirect costs are not specific to any department. The total is taken from all the departments, estimating that 20% is fixed, regardless of FTE's. Mr. Nicponski asked how the legislative cost was determined. Ms. Hamilton said the numbers were taken from the budget. Mr. Nicponski asked how the fixed and variable numbers were determined. Ms. Hamilton said the numbers are based on experience from other cities. Mr. Philpot said some departments have been weighted due to size. He said the total amount of indirect costs is weighted heavily towards FTE's and that ratio is applied, so more of it is spread to larger departments.

Ms. Hamilton discussed the Community and Economic Development Department as outlined in the booklet as an example. All the direct and indirect costs were calculated, giving each employee a cost per minute.

Mr. Philpot said the disproportionate regulatory costs are the unique requirements when processing a special license, and the disproportionate calls for service. Those applications that have those disproportionate requirements are businesses requiring background checks or additional time associated with the Police department, and code enforcement. Sexually oriented businesses are approximately \$140.00 in additional costs, and possibly more associated with the attorney's office. Businesses serving alcohol, automotive and motorcycle repair, auto body shops have additional costs that would be added to any base costs, for applications and renewals.

Any new application would be assessed the base fee, plus any disproportionate costs if it is applicable. Mr. Shaver asked about an example for a business serving alcohol. It would be the set fee, plus the disproportionate fee. Mr. Nicponski asked if the charges are based on the State law. Mr. Philpot said the review isn't completed yet, but the base fee will be summarized, and will show the typical commercial business license fee.

Mr. Brass asked if the cost for prosecution and code enforcement was included. Mr. Philpot said those fees are not considered. Generally, outliers are not considered unless it is happening on a regular basis. Mr. Tingey said that there are costs of prosecution, and attorney fees built in to the indirect cost per minute. Mr. Nakamura said that is more of a direct cost, such as Police or Fire, instead of overhead. The attorney's cost would increase depending on the type of business it is. Mr. Philpot said that will be considered when reviewing the sexually oriented businesses, and other categories.

The City can add additional regulatory costs, and isolate those instead of including those in the general average of the indirect costs. The State legislation allows a maximum fee of \$300 per alcohol license, plus the base license fee, and any disproportionate service costs. The sexually oriented businesses are also being looked at closely to ensure those costs haven't been averaged unnecessarily, and the specific costs have been captured.

Mayor Snarr asked if there are any sexually oriented businesses in the City. The Councilmen couldn't recall any businesses of that type in the City. Mr. Philpot clarified that this fee structure doesn't apply to renewals, only new businesses. Mr. Nicponski asked approximately what the cost for a license would be for a restaurant that serves alcohol. Mr. Wilkinson said it is currently a \$500.00 regulatory fee.

Mr. Philpot said that additional components are being identified that needed to be added, as well as disproportionate calls for service. This applies to Fire, Emergency medical Services

(EMS), and Law Enforcement. This is a labor intensive process, and involves researching the historic call volume for the City. Looking back at a three year period, a data set was established that could be geographically coded.

The total number of calls over a three year period was 129,187. Those were separated by which department was called and also annually, and compared to the 2011 financial reports. Generally, fire calls are quite a bit more expensive than police calls. The cost per call for fire is \$1,487, whereas the police call is approximately \$250. There also needs to be a base measurement to compare the call data to commercial and rental units compared to single family units. Ernst and Young sampled 359 single family units and geographically coded 164 Fire and EMS calls, and 750 law enforcement calls to get the ratio of 0.15 fire calls and 0.7 police calls per unit. This is the benchmark call data for commercial and rental units. Call data is then matched to the parcel. Mr. Nicponski asked a question clarifying the call data on the map. Individual calls were looked at and traffic calls omitted, because it was a public street, unless it was in a parking lot.

The call data was filtered to come up with call ratios for the different commercial developments and rental units. The apartments were separated by the number of units, and call data was matched to those units. On the example Mr. Philpot gave of a 1-2 unit building, there were no disproportionate calls for service, compared to a single family unit, but when compared with a 3+ unit there should be a disproportionate call fee.

Fees can typically range from \$100 or greater for disproportionate calls for service. This will vary on the history of the unit and the call history. There is a tendency throughout the state, as a result of the good landlord program and the business license studies that are going on to put a good landlord program in place to help mitigate the statistics for the communities. A good landlord program can be adopted anytime as long as a study similar to this one has been done, and a disproportionate fee has been put in place, as well as a reduction in fees if they are participating in the good landlord program.

There were disproportionate amount of calls in the trailer parks found in the study. The fee per unit for trailer parks is relatively high, above the \$100 threshold. If the multi-family category is broken down into single units there is a possible fee assessment there. Mayor Snarr asked if that was Winchester Estates. Mayor Snarr said there are two trailer parks in the City.

Mr. Philpot said that after reviewing the call data, there isn't a disproportionate call impact on police and fire in Murray City with these rental units.

Mr. Philpot also reviewed the commercial businesses and geographically coded them. This isn't a perfect analysis and 100% of the data cannot be captured, but 90% of the businesses were captured.

Call data was matched to the commercial businesses. Murray is unique that it has a lot of businesses with shared addresses. That is a difficult dilemma with the geographical coding process when isolating the calls to a specific address. Usually, with a strip mall, they will remove any businesses that are different from the others. For example, doctor's offices have multiple addresses within one complex. If they are the same type of business that data is included. If it is for example, a doctor's office and a dry cleaner, it cannot specify which business called for police services, so those are taken out. Ernst and Young developed a table with grouped businesses based on Standard Industrial Classification (SIC) codes. The more classifications there are make the tracking and administration more difficult.

Generally, convenience stores generate a lot of calls for service, relative to other commercial businesses. Professional services historically do not have disproportionate calls for service. Mr. Nicponski asked about the number of calls shown, if it is per business license, per year. Mr. Philpot confirmed that, and also said that outliers have been removed. This goes back to the rationale that you cannot isolate a business and make them pay a larger fee if within the same class of business. The numbers are similar to what has been seen in other cities. South Salt Lake was around the same amount. South Salt Lake decided to adopt something lower than that based on policy decision and to maintain revenue. There were not any surprises in the study. These factors will all be taken into consideration when the study is complete, and will show the maximum business license fee.

There have not been any identified enhanced service fees for Murray City.

One of the primary objectives for this study would be for the implementation of the Good Landlord Program for the rental units. The call data suggests that there are none or minor disproportionate impact for calls. A Good Landlord program could be implemented at a future date if the statistics start to shift. The Apartment Association said that the Good Landlord Programs can be beneficial, but can also be a crime locator, and the crime shifts to a place where the program is not in place. As statistics change in the future, there could be an impact. If the City chooses to implement a Good Landlord Program, there will be additional costs to implement and administer it.

Mr. Tingey stated that based on the findings of this study, the City is not looking to propose a Good Landlord Program at this time. Mr. Stam said there was one brought prior to the Council, and Mr. Tingey confirmed it was waiting on the finding of this study. Mr. Tingey said this study will be fine-tuned and staff will look at some proposed fees for the business licensing.

Mr. Nicponski asked if the bars had been isolated to determine fees for that business class. Mr. Philpot answered that they have not. Mr. Wilkinson said that currently some of the businesses that have disproportionate calls also bring in revenue, and the decision to charge more hasn't been made yet.

#### **Business Item #4    Comprehensive Annual Financial Report- Justin Zollinger**

Mr. Brass stated that the packet being handed out is the Comprehensive Annual Financial Report.

Mr. Zollinger asked for a discussion and welcomed any questions. He thanked his department and others in preparing this report. He introduced Robert Wood and Ed Erickson, the auditors from Hansen, Bradshaw, Malmrose & Erickson (HBME). Mr. Erickson said this is the first year that this document has been prepared internally, and agreed there was a lot of work put into it. Of the majority of the government clients, the outside auditors prepare the document; not a lot of the City finance staffs can prepare this document on their own.

Mr. Zollinger explained some of the sections of the Comprehensive Annual Financial report (CAFR). The Management discussion analysis is a narrative of what has happened the previous fiscal year. Changes in debt, in the economy, and the different type of funds are discussed. This gives a two year comparison.

The fund balance in the City's general fund is at 22%. That is after the \$3 million has been moved for Capital Improvement Projects. The money was re-appropriated this fiscal year, approximately 2 million dollars for CIP projects for the next year. Staff is aware of that, and are working that down to get to 18%. Mr. Shaver clarified that the numbers are from June 30<sup>th</sup>, and adjustments have been made since then. The state law prefers the numbers to be between 18 and 22%. The City has already appropriated the general fund balance in the fiscal year budget, and the City has dropped below 18%, so the auditors didn't consider that a finding.

The City's debt went down by approximately \$1.9 million dollars this year. Each year, the principal is approximately \$3 million. This year was a little less because \$1 million was issued to the waste water fund. Mr. Nicponski asked if the cash flow was increasing. Mr. Zollinger said that the City's position is strengthening. Mr. Nicponski asked for an example of an unrestricted net asset. Mr. Zollinger explained that those are assets that are available for use. If the City received Class C money that was left over at the end of the year, that would be restricted for specific projects. Mr. Shaver said that unrestricted funds means that you can still make a decision to move that money. He compared it to the radio fund for the Police; those funds are only available for purchasing radios, unlike an unrestricted fund.

Mr. Zollinger said the City had an increase of \$420,000 compared to the prior year. Mr. Shaver said that is due in part from smart money handling by the department heads, and the Finance Department. The assets are increasing, and the liabilities are decreasing. Mr. Shaver asked for the long term liabilities to be addressed. Mr. Zollinger said that those are bonds, capital leases, OPEB, and compensated absences. Mr. Wood said there is a disclosure in the notes that discuss the make-up of those numbers. OPEB is Other Post-Employment Benefits, benefits that you give to retirees. In the governmental activities, the leases were paid off last year. The City has one more bond payment in the business type remaining for the Enterprise funds. Mr. Shaver asked if the total bonds payable were \$25 million. Mr. Zollinger said that it is for business, \$10 million for governmental.

Mr. Zollinger said that the proposal this year is to pay some of the high interest debt down from the electric fund reserves to save a lot of money. Mr. Wood said page 54 gives a list of the individual bonds with the original issue amount and the amount outstanding, and also when they mature. Looking at the electric series 2004 schedule, the interest rates range from 3% to 5.25%, the City would pay off the 5% bonds first and save a lot of money. This would lower interest costs by about \$100,000 and cut four years off the loan, so the power fund will be debt free in 2021.

Mr. Shaver asked about the last line on page 18. The General Fund reported a total fund balance of \$11.3 million, of which \$235,000 is non-spendable. What is the difference between non-spendable and restricted funds, he asked. The non-spendable funds are inventory held, and loans that are due in the general fund. There is a good description of non-spendable, unrestricted, committed, assigned and unassigned funds on page 40.

Mr. Zollinger pointed out the City's financial position on page 23. This is based on governmental activities, and business type activities. Savings have improved and debts have decreased. The compensated absences include sick leave and vacation leave payouts. There is a long-term and short-term portion. Next year the City will pay off \$3.5 million in bonds and the long-term portion of bonds would remain at \$32.8 million. Mr. Nicponski asked what kind of cash flow that will give the City. Mr. Zollinger said all bond repayment has been budgeted, and shouldn't affect the cash flow. The power fund includes one that may drop a little, but that is

planned use. Mr. Wood talked about the cash and cash equivalents, and said the City is in a good position from a cash standpoint.

Mr. Nicponski asked about the expenditures on page 27, and if B&C road funds are included in the Highway and Public Improvement funds. Mr. Zollinger confirmed that they are included.

There is a summary on how the general fund compared to the budget on page 29. The City had a positive \$1.4 million variance on revenue. Mr. Nicponski asked what intergovernmental revenues were. Mr. Zollinger said that those are Class C funds, grants, and amounts other cities are paying us. Mr. Shaver said that this involves insurance, and the amount it requires to possibly become self-insured. How does the City prepare for this, and make it up over time, he asked.

Mr. Zollinger said that all of the positive variances are praiseworthy and employees should know that the positive results are appreciated. Mr. Shaver said that the City is thinking differently about the non-departmental expenditures, and asked if that amount will change. Mr. Zollinger said that the amount will change and the excess of that budget has been cut. The decrease of \$1.4 million in the general fund was because it was had been moved to the CIP fund. Mr. Nicponski asked if the cemetery had any reserve funds. Mr. Zollinger said that they do have \$520,000, and an additional \$700,000 in the perpetual care fund.

Mr. Wood noted the only item that was reported, was in the Utah Telecommunication Open Infrastructure Agency (UTOPIA) budget overage was the \$140,930. State law requires that you cannot overspend budgets in the General Fund by line-item. That finding was an escrow account that UTOPIA took out without the City's awareness, so other cities also had this finding.

Mr. Zollinger said on page 33, it shows where the money was earned and where it was spent. The cash flow from capital and related financing include the purchase of capital assets.

The Power Department has been trying to delay some of the capital improvements so they could build up the reserve. Mr. Brass commented that sometimes by delaying capital improvements, you end up paying for it in the long term. The Power Department reliability rates are very good, combined with the cost of power and should be a great savings to businesses. Often cities lose that when the maintenance is stopped, and the repair becomes too expensive to fix. It is not a trend that he would like to see too much of. Reliability is everything in public power. Mr. Zollinger said that they are trying to incrementally plan and save to maintain some capital replacement over time. Mr. Brass said that backyard rebuilds haven't had money spent on them, and that system needs to be strengthened. Mr. Wood said the Power Fund had over \$8 million in cash, which was at zero dollars a couple of years ago. The notes to the financial statements give greater detail on accounting policies on page 35.

The estimated taxable values versus the real taxable values are growing, but the property taxes are not indexed for inflation. An example of this is the Library, with insurance and retirement increases but the revenue does not increase. Property taxes are very stable, but do not increase with time. As inflation occurs, sales tax grows with it, but property taxes do not adjust. Mr. Brass said that if the value of a property goes up, the City doesn't get any more money, because the tax levy goes down. Mr. Zollinger said it is a competitive advantage to have lower tax rates, but not at the expense of dropping off services.

Page 95 gives statistics for a ten year comparison for fulltime equivalent employees. The number of employees dropped by 20 compared to last year. Mr. Wood pointed out changes in net assets on the statement of activities. The governmental activities had an increase of \$3.4 million, and the enterprise funds had an increase of \$7.2 million. Overall, the net assets had an increase of \$10.7 million in the operating results, even with fewer employees. This was compared to an increase of \$7.1 million the prior year.

Mr. Nicponski mentioned that he agreed with Mr. Brass that the steadfast, constant watch over time is the best process. The consistency is what will lead us to be able to pay for those expenses. Mr. Brass said it is a tough balance, protecting the capital assets, and also taking care of the people. We have to have the employees to provide the service.

Mr. Shaver asked how the City can get the citizens to know what is happening financially, even though this will be posted on the agenda. Mr. Brass suggested addressing the high points of the CAFR, and putting it in a Council or Mayor's letter. Mr. Shaver said that the citizens may need to be invited to come and discuss this in a Council Meeting. Even if it is adopted tonight, the City can still send something out informing the citizens. Mr. Zollinger said the CAFR is readily available on the website.

Mr. Brass said the City is providing a very good level of service with fewer employees and less money. He believes that the Police, Fire, Power, and Parks Departments are all doing fantastic jobs, and should be touted more often. Mr. Nicponski said that staff should make this document easier to read, possibly in a power point, and summarize the study. Mr. Stam suggested a neighborhood meeting to present this to the citizens and make them aware of upcoming projects. Mr. Brass agreed that you cannot go wrong with too much information disseminated to the citizens. He suggested possibly combining this with the bees and chicken meetings. Mr. Stam said that many citizens are concerned with the fiscal cliff, and this would reassure them that Murray is in good standing.

Mr. Wood added that the price of the audit will be discounted, due to the efforts of the Finance Department.

Mr. Brass adjourned the meeting.

Kellie Challburg  
Office Administrator II