

SOUTH JORDAN CITY
CITY COUNCIL STUDY SESSION

August 5, 2014

Present: Mayor Dave Alvord, Councilman Steve Barnes, Councilman Chuck Newton, Councilman Chris Rogers, Councilman Mark Seethaler, Councilman Don Shelton, CM Gary Whatcott, General Counsel Rob Wall, IS Director Jon Day, Development Services Director Brad Klavano, City Council Secretary MaryAnn Dean

STUDY SESSION – 4:00 PM

A. Invocation: *By Councilman Chris Rogers*

Councilman Rogers offered the invocation.

Mayor Alvord said the school interlocal agreement has been signed by the School District, South Jordan and West Jordan. It will be considered by Riverton, Herriman, and Bluffdale at their next meetings. General Counsel Wall said the agreement is not the solution to all of the issues. He said its success will depend on city staff and the school district staff working through the outlined issues. He said it is a public document. IS Director Day said the interlocal agreement can be posted on the website.

Councilman Newton asked when will the JSD Board make the switch to meet the 2nd and 4th Tuesdays of the month? Mr. Godfrey, Jordan School District, said it will be discussed at their next meeting.

Councilman Seethaler asked if now is the time for strict oversight, or will that be hurtful to the cause? General Counsel Wall said they will address that in an upcoming meeting. He said they should take the initiative and reach out to the school district.

Councilman Newton said he is working with school board members on available land for auxiliary buildings. The school board will be asking for the city's support on bond issues and assisting them on issues with the Legislature.

B. Report: Compensation Committee (*By Councilman Rogers and Jared Olsen*)

Councilman Rogers said after the compensation committee's review, they feel that the employees are being paid a competitive wage, but they are not overpaid. They are competitive but not excessive on benefits. The pension is similar to what is given at other cities.

Councilman Rogers said one area that needs reconsideration is pay and acceleration for police officers. Their officers often get taken away by other cities. Building inspectors are another area that is difficult to fill and needs further consideration.

Councilman Rogers reviewed a presentation (Attachment A) outlining employees' salaries, cost of insurance premiums, and cost to the employees. They feel that the health insurance benefits and costs are appropriate.

Jared Olsen, citizen representative from the compensation committee, said the Utah's right to know website figures are not correct. He said as a citizen, he has no concerns with the way city officials are being paid right now. If anything, they may be underpaid in the public sector. He said the insurance benefits are comparable to other cities. The 401K benefits are the same as other cities, but there is a small percentage match by the city.

Councilman Newton asked what about the benefit for tuition reimbursement, and the increased life insurance? COS Cunningham said most other cities do tuition reimbursement. Mr. Olsen noted that looking at the total compensation package is helpful, but singling out the state retirement income is not.

Mayor Alvord said they need to consider the police officers because they cannot advance as quickly as in neighboring cities and they are having turnover as a result.

They reviewed the employee turnover rate, which was 8.77% in FY 12/13 and 11.81% in FY 13/14. They are lower than the state average. Last year, they had a declining number of involuntary turnover. They feel the current turnover rates are tolerable.

Mr. Olsen said the wages and benefits are below the private sector rate, based on his experience. COS Cunningham said they feel they are better than most cities with their turnover rate. They also have a mix of young and experienced employees. They feel their trend over the last 5 years parallels the trends of the economy. He indicated that they feel comfortable with PEHP. It was noted that Salt Lake City forced all of their employees on a Health Savings Account program. Salt Lake City also implemented a new, higher pay scale.

Councilman Rogers reiterated that the only recommendations they feel need action at this time are with the police officers and building inspectors.

Mayor Alvord said he would be interested to know how it would compare if the City had higher pay, but fewer employees for the services provided. Councilman Rogers said they determined that the employees are attracted for the benefits, not the salary. COS Cunningham said government employees want job security, and benefits are part of that.

CM Whatcott said the service delivery levels that the City Council chooses has a lot to do with the employee count. He does not feel the current employee count can get lower without lowering service levels. He said they anticipate that they will make adjustments to address the police issue in this fiscal year.

C. Discussion: Backflow Prevention. *(By Chris Gebhardt)*

Mr. Gebhardt reviewed how backflow can occur. He reviewed cross connection issues that can occur between culinary and secondary water. He reviewed examples of cross connection. He reviewed backflow control device options, including:

- Reduced pressure zone assembly, required by the city.
- Double check valve
- Dual check (underground)

Mr. Gebhardt noted that if they place green boxes over the reduced pressure zones in people's park strips all over the city, it will not be attractive. He said his whole neighborhood would have those green boxes. Public Works Director Rasmussen disagreed. He said you will see a few in the park strips.

Mr. Gebhardt said there are two types of residences affected in South Jordan:

- Culinary (potable) only
- Culinary and secondary

It was noted that 1/3 of the homes have secondary water.

Mr. Gebhardt said the vast majority of cross connection incidents, across the nation, are commercial in nature. There are only a handful of incidents, which are typically caused by faulty installations or failure of the device. He reviewed the international plumbing code and state regulations. Public Works Director Rasmussen said the state code adopts the international plumbing code. South Jordan changed the standard to allow an RPZ device only.

Mr. Gebhardt concurred that South Jordan is the only city to have changed that standard. Councilman Newton said the cost difference is only \$30 between the RPZ and the cheaper alternative. He asked if Mr. Gebhardt's concern is the principle of the program? Mr. Gebhardt said for people who do not have a device, it is \$750 to get it installed.

It was noted that the residents are grandfathered if they have an existing device, unless they have a secondary connection and a culinary connection. It was also noted that the developers are putting in the devices on new homes.

Mr. Gebhardt said the American Backflow Prevention Association said it is impossible for a city to put in some type of backflow prevention program, but the city's public works department decided that it was a good idea. This is the only thing that they are getting re-inspected for not doing anything or making any changes on their property. For example, the only time he is inspected for electrical issues is if they do some electrical work in their house.

Mr. Gebhardt reviewed other jurisdictions including Las Vegas, New York, and Florida who exempt residences from backflow devices. Public Works Director Rasmussen said in Florida, they are only exempt if there is not a cross connection. Mr. Gebhardt disagreed.

It was noted that the residents are not charged for the inspections. Once they verify that Mr. Gebhardt has a backflow preventer, they won't need to come back and re-inspect. Mr. Gebhardt

said he refused the inspection because he felt strongly about the issue and he feels it will cause him to lose his standing to air grievances.

Mr. Gebhardt said every residence has a dual check valve at the meter that ensures there is no possibility for backflow. They already have preventative measures. The city inspects those valves every 5 years. Mr. Rasmussen said those valves are not testable. They are not approved by the plumbing association for a cross connection. Councilman Newton asked why do they use that device if it cannot be inspected and tested? Mr. Rasmussen said it is an added safeguard to the water system. Even with culinary water only, there is still the opportunity for backflow.

Mr. Rasmussen said all of the city is gravity fed, except for a few small areas. If the power went out, the city would not have a lot of backflow issues.

Councilman Rogers clarified that the city has double checks on the water system; one for culinary water at the meter and a second for the irrigation system.

Councilman Newton said South Jordan was trying to be on the cutting edge requiring the RPZ device. They thought the state was going in that direction, but they haven't. Mr. Rasmussen said they chose the RPZ for many reasons. There are efficiencies gained for the city, and it is a good device to use. He said they cannot use the dual check device for non-potable water.

Michael Moss, State Division of Drinking Water, said the intent was to change to an RPZ because of a desire for a pressurized irrigation system. He concurred that the dual check device is not approved for the potable water. It is only approved for a simple residential low hazard connection. The RPZ device is a higher standard because of the way it's built. It takes care of backflow issues, and you can tell if something is wrong. The dual check device cannot tell them when something is wrong. The RPZ device is put away from the house. It is not required on the street.

Mayor Alvord asked if there is no cross connection with Mr. Gebhardt, what is wrong with submitting to the inspection? They want to make sure the system is not contaminated. Mr. Gebhardt said the issue is not just about him.

Mr. Rasmussen said they replace the dual check devices every 5 years. He said the residents don't have any responsibility with the dual check device. They only have responsibility for the cross connection between culinary water and secondary water.

Mayor Alvord said because the water could hurt the neighbors, perhaps it needs more care.

Mr. Moss said there are places where the law requires an RPZ device. He said the idea of having the inspection ensures that there is not a problem. There have been problems that have occurred, without the homeowner being aware.

Mayor Alvord asked if they want an analysis from staff with cost versus risk, and options of what they can do with this code. Mr. Rasmussen said they also need to consider what the city is bound by the state. Mayor Alvord said the city asked the state to make the RPZ a standard.

Councilman Rogers said he is okay getting public input on this issue. Councilman Newton said they need more information from staff on this issue.

Mr. Gebhardt said he has offered facts. He feels staff has indicated that they have talked to people that contradicts his information. Councilman Rogers said staff needs the opportunity to have backup documentation.

CM Whatcott said they are functioning as directed by the City Council. If there is a hazardous area, with secondary and culinary water to the property, they will do the inspection. That is all they are asking of Mr. Gephardt. He said they have received public input.

Quito Atwood, resident, suggested that they have a community group discuss this and come up with the best plan to bring to the City Council. He said that was recommended 6 months ago. He said they also recommended that they do a risk assessment so they can agree that if there hasn't been a problem with backflow, why throw water on a fire that doesn't exist?

Mr. Rasmussen said staff recommended a citizen committee meeting, but the former City Council determined for staff to meet with the residents instead. They did that last October. He said staff has addressed the residents' concerns. He has researched information and has his findings. They can also look at the probability of backflow occurring. He said he would meet with the residents again, if the City Council would like him to. Councilman Rogers suggested that they present evidence to the residents, and invite Mr. Moss.

Mayor Alvord said they need to reach a compromise. The citizens feel that South Jordan is going over board, but staff wants to protect the water.

Councilman Barnes said he feels the compromise has been reached. Mr. Atwood said they need to move on with this. He feels they can compromise and find something to work with.

Mr. Rasmussen said he feels the changes that they made addressed the concerns of the residents from last October. Mr. Atwood said they were happy with what happened.

Mr. Gephardt said the issues were solved for those with culinary water only. He said he has culinary and secondary water. He said he would like the water department to check with the other locations (Las Vegas, New York, and Florida) and verify that they are using both culinary water and secondary water with a dual check device so that they can take that argument to the State.

Mr. Rasmussen said they will share their research and evidence.

The City Council recessed the study session.

D. Discussion: Review Proposals from Y2 and LaVar Webb (*By City Commerce Director, Brian Preece*)

Note - This discussion was held at the end of the regular City Council meeting.

Councilman Newton made a motion to extend the meeting beyond 11 pm. The vote was 4-1 in favor, with Councilman Barnes opposed.

Economic Development Director Preece said the Boyer Company will be presenting a term sheet moving forward. They were unable to stay tonight.

LaVar Webb and Y2 reviewed their proposal (Attachment B). Y2 discussed how their focus groups would work.

Councilman Seethaler expressed concern that this may be premature before they have a concept for the property. Mr. Webb said they can poll the residents after an education campaign.

Councilman Rogers said one option is to do a focus group and survey to gauge the current attitude of the public, and then do an educational phase, and then do another focus group and survey.

Councilman Newton said they already know what the issue is with the property, and that is that it is losing money. Do they support it or redevelop it? He recommended that they do a study to develop the golf course, and then invite the public to comment, and then do a focus group. Councilman Rogers said they can do both. Councilman Seethaler said what information are they going to get out to the public? They don't have a plan to do anything to ask the residents a question about. Councilman Newton said the plan is to get some concepts from Boyer to present to the public. Councilman Barnes said that would be repeating a huge mistake. Councilman Newton said they have to build a base before they build a focus group.

Scott Riding, Y2, said online surveys are more effective with higher response rates, and it is cheaper than a phone survey.

Councilman Seethaler asked how advanced do they have to be in their plan to have something in the poll worth sending out? Mr. Riding said it depends on their objective.

Mayor Alvord said those that are against developing are more passionate and are more likely to respond to the poll. He said he believes the residents understand some of the issues with this property. Mr. Webb said they can determine what sentiment is felt regarding Mulligans in different parts of the city. Mayor Alvord said if it is determined that 80 percent of the responses are opposed to developing Mulligans, they would have a lot to overcome and they may back away from it.

Councilman Barnes said they have also discussed hiring an internal PR person. Could they not get those objectives done internally? Councilman Newton said they are a month away from having a person on board. The PR person can't do a survey. The Resolution that was passed said it would be done scientifically.

Councilman Seethaler said he has been dissatisfied with the approach taken regarding Mulligans. The perception is so negative. They need a clear selection. They cannot just save Mulligans by doing nothing. There are some mechanical things that have to be addressed. He said he will support Save Mulligans, but in a way that has some sustainability. They need a legitimate plan addressing funding and legalities. He has a proposal from the Golf Alliance of Utah from Scott Whitaker. He would like to support a plan to enhance and maintain Mulligans as a more viable option. He is going to come up with a plan with some collaboration. He wants to see a comparable plan for another option to test with residents.

Mr. Webb said they do need the different scenarios, in general terms. Those options need to be realistic. They would not want to prevent citizens from presenting their own ideas however. Citizens need some concrete ideas. He said part of their plan is to work with Boyer on some ideas of what could be done on the property.

Councilman Newton said when the ideas are developed, he would favor a focus group with representatives from each district. Then take it to the general public.

Mr. Riding said they can present values and options, such as how much green space is important. That will help guide their thinking. Focus groups are not detailed, but they do provide guidance. He said he likes to keep the focus groups small to encourage group think and talking. Mr. Webb said they can wait to do the surveys until they have the various scenarios developed. He feels there is value in measuring the current attitudes of the residents. He said they want to avoid the citizens feeling like the proposals are a "done deal".

Councilman Seethaler said he would like to commit to continue running Mulligans through the summer 2015. He is not saying it would stop after that. He said people need a sense of some stability. They may need to loosen the timeframe to achieve the visibility and input of the residents.

Councilman Barnes said some meetings with the residents would be helpful. He said they can just listen to the residents to understand their values and opinions. Councilman Newton said they need to gather some information to share with the residents. Mr. Webb said he had suggested an education campaign before the listening campaign.

Councilman Barnes said before the education campaign, they should do some focus groups to get a better understanding of the residents' values.

Councilman Rogers said he would like to do a focus group, a survey, and then present the plans.

Mr. Webb said they can get some valuable information in focus groups. Councilman Newton said he is okay with the focus group up front, not the survey.

Mr. Riding said focus groups are a way to discover. The survey gives them percentages to measure.

The City Council expressed a desire to be more transparent, open, and forthcoming.

Councilman Rogers said the focus groups could aid them in determining how to proceed. It was noted that Councilman Seethaler's plan to enhance the golf course would be one option, not exclusive from doing focus groups.

The City Council reviewed the following plan to proceed:

Phase I

- 1-survey, 2 focus groups
- 2- development of concepts and options for Mulligans.
 - a. do nothing
 - b. retain with modifications.
 - c. Boyer future concept – more green
 - d. Boyer future concept - green
- 3-socialize process

Phase II

socialize alternatives/options to residents
Letters
Open houses
Focus groups – refine options

Phase III

poll residents – scientific surveys.

The City Council agreed to this process. CM Whatcott will work out the agreement with Mr. Webb and Y2. It was noted that Mr. Webb and Y2 would work with Boyer, and Boyer would be privy to the focus group information. It was estimated that 2 focus groups and a survey would take approximately a month and a half to complete.

ADJOURNMENT

Councilman Newton made a motion to adjourn. Councilman Rogers seconded the motion. The vote was unanimous in favor.

The August 5, 2014 study session adjourned at 12:08 a.m.

This is a true and correct copy of the August 5, 2014 Council Study Session minutes, which were approved on August 19, 2014.

Anna M. West
South Jordan City Recorder

Compensation Committee Minutes
May 12, 2014 12:30

Attendance:

Davis Alvord, Chris Rogers, Jared Olsen, Gary Whatcott, Paul Cunningham, Teresa Cook

Expectations Discussion

1. Elected official compensation review (bi-annual basis)
2. Retention strategy for the City
3. Employee compensation: develop strategy and develop long-term goals

Requested Reports/Documentation

1. Provide pay scale
 - a. Salary range
2. Staffing document
 - a. List of all employees, to include grade, salary, department, job title
 - b. Head count per position by department
 - c. Number of open positions
3. Copy of most recent market survey and provide related documentation on what was used to establish the survey
 - a. Survey comparing premium share practices
 - b. Review of total compensation – provide explanation of the tools that are used to evaluate compensation
4. Recruitment – where do we recruitment from and what are our practices
5. Succession plan
6. Employee pay history
 - a. Currently this is only available through paper files for all employees
 - b. We can provide the City's pay increase history
7. Survey comparing the 401(k) match
8. Compare" asset practices" (phones, cars, etc.)
 - a. Take home cars
 - b. Taxed and non-taxable items compliance (including cell phones)

9. Life insurance
 - a. Market practices
 - b. Cost difference from \$50,000 to \$100,000 coverage
10. Survey of paid time off practices (holiday, sick leave, vacation leave)
 - a. Most recent survey - 7/1/2010 policy update
11. "Normalize" insurance cost discussion
12. Current retention/turnover rates with similar size cities – was insurance a factor?
 - a. Reasons for leaving summary (Exit interview data)
13. Total compa- ratio for entry level, mid-level, and high level job
 - a. Benchmarks
 - b. Average groups

Scheduling future meetings

- Deadline by October 2014 to provide recommendations
- Five (5) meetings will be needed – lunch meetings and evening meetings
- Education pieces need to be done by August 2014
- Next meeting May 21st (Lunch) at 12:30 pm – topic will be Retirement
- June 11th at 5:30 pm topic will be employee pay
- Discussion of two meetings each month

Compensation Committee Minutes
May 21, 2014

Attendance:

David Alvord, Chris Rogers, Jared Olsen, Gary Whatcott, Paul Cunningham, Teresa Cook

1. Minutes

2. Overview of Retirement

- Who Makes Up URS? "A Snapshot of You" from URS Annual Report was disseminated, which includes the total membership counts, active member counts, and retiree counts.
- Assets: "A Snapshot of You" from URS Annual Report includes Net Assets of URS for review.
- Contribution Payments (WSJ article)
- Tier 1 v. Tier 2 – Tier 2 provides limits for each type of fund that the employee must make contributions to and it was also designed to supplement the Tier I deficit.
- Rates – July 1, 2014 – June 30, 2015 contribution rates were reviewed.
- Post-Retirees – Post-Retirement Employment article published by URS was provided, which outlines re-employment processes and exclusions.
- Can we leave URS? No, once this decision was made the City does not have a choice to leave the system.

3. Next Meeting: Thurs. June 12 5:30-7:00

- Provide pay scale
 - Salary range
- Staffing document
 - List of all employees, to include grade, salary, department, job title
 - Head count per position by department
 - Number of open positions
- Employee pay history
 - Currently this is only available through paper files for all employees
 - We can provide the City's pay increase history
- Copy of most recent market survey and provide related documentation on what was used to establish the survey

Compensation Committee Minutes June 11, 2014

Vehicles Assigned to Employees, tax ramifications

1. City Take-Home Vehicles – “Limited” and “Unlimited” use were reviewed.
2. Process for taxing employee’s use of “limited” and “unlimited” city vehicles was explained. Limited use requires the vehicle to be used for City business purposes and for commute use only. Limited use is a taxable event and the \$3.00 IRS rule is used to determine imputed income calculation. Unlimited use allows the vehicle to be used within and outside city limits, as necessary to facilitate immediate response capability.
3. Department Directors and the City Manager determine which positions should have either type (limited or unlimited) take home vehicle use.
4. City vehicles obtain fuel with use of the Gascard system and there was discussion of where the fueling locations are. The Fleet Manager audits fuel and mileage use of city vehicles and sends a regular report to Department Directors.
5. City Manager meets quarterly with Department Directors to discuss vehicle usage concerns.
6. 61/306 employees have vehicles assigned to them. 55 vehicles are Fire or Police that are exempt from taxation.

Employee Pay

1. Market philosophy discussion – “meet” the market and “benefit-rich.” The tax benefit of being “benefit-rich” is that no FICA tax is required for those benefits.
2. Possible City strategy to remain competitive in the market while reducing benefits was discussed.
3. Relevant job markets used in salary surveys include Salt Lake County and Similar City Size group (which is used with higher paid positions in the City to reflect similar budgets, employees, etc.)
4. Employee bonus budget is limited to \$4,000.00 annually and is managed by the City Manager.
5. Pay scale FY 2014-15
 - a. Salary range 42%, pay grades 10%, no step plans for any type of employee
6. Tech-Net – salary survey subscription that includes almost all Utah municipalities total compensation information. Variety of reports are available, updated once a year (September) then on-going as required.
7. Staffing document
 - a. List of all employees, to include grade, salary, department, job title
 - b. Head count per position by department

- c. Notes page includes the number of holds, underfilled, open, or unfunded (military) positions. It also includes authorized and filled position counts by department for reference.

8. Employee pay history

- a. Ten (10) year pay increase history for city employees was disseminated for review.

Scheduling future meetings:

- Next meeting Wednesday, June 18th at 5:00 pm (Review 2013 Salary Survey, Health Insurance)
- Deadline by October 2014 to provide recommendations
- Education pieces need to be done by August 2014

Compensation Committee Minutes June 18, 2014

Attendance:

Chris Rogers, Jared Olsen, Gary Whatcott, Paul Cunningham, Teresa Cook

1. Minutes approved
2. Copy of most recent market survey (Oct. 2013) and provided related documentation on what was used to establish the survey
 - a. Survey is conducted every two years, benchmark positions are established with Leadership Council input, Tech-Net program and independent research through Transparent Utah, City websites, etc.
 - b. Survey is used to determine if the positions surveyed meet the market philosophy and pay or grade adjustment recommendations are made, if appropriate.
 - c. Justice Court Clerk II example – grade increase from a 4 to 6 was made as a result.
 - d. Compr-Ratios (new for 2013 survey) – results showed that we are at or below industry standards. Typically this type of analysis is not done in government because the pay is normally below industry standard and the prevalence of step and merit plans.
3. Health Insurance
 - a. Why PEHP? Self-funded pool, non-profit, lowest administration and reinsurance costs in Utah.
 - b. Current plan/costs/premium share- plan premiums were reviewed.
 - c. HSA option was offered for the 2014-15 year, low participation so far. Educational meetings were offered to help employees make the choice best for them. The change in premium share for employees hired after July 1, 2014 may increase HSA usage.
 - d. Survey data – South Jordan City has averaged very good renewal rates, but this year was the first large increase in the past seven years. Pool is fairly healthy, this year we had several large claims.
 - e. “Normalize” – clarification was given that with the information that has been provided this can be accomplished over time.
4. Next meeting date? Study Session report set for August 5.
 - a. The following items can be sent electronically and a meeting won't be necessary:
 - Recruitment – where do we recruit from and what are our practices?
 - Survey comparing the 401(k) match
 - Taxed and non-taxable items compliance
 - Number of cell phones for the city
 - Survey of paid time off practices (holiday, sick leave, vacation leave)
 - Cost difference from \$50,000 to \$100,000 life insurance coverage
 - b. July 1 – Send updated retention/turnover rates with similar size cities – was insurance a factor? Include 5-10 years of data, if possible.
 - c. Reasons for leaving summary (Exit interview data)

d. Succession plan can wait until new software has been implemented so data collection will be much more efficient.

5. Other Decisions Made:

a. An employee survey every other year regarding benefits would be beneficial to help the City prioritize benefits, either internal or external.

b. An annual report to the Mayor and Council which includes the staffing document provided at this meeting, vehicle use, and health insurance cost would be beneficial.

Staffing Document

31-May-14

#Auth.	#Assign	Title	Budget		Emp. Status	Hire Date	Adjusted Hire		
			Account	Grade Auth.			Date	Pay Rate	Bi-Weekly
MAYOR & COUNCIL									
1	1	Mayor	10-110	N/A	Elected	1/6/2014	N/A		\$17,513.60
1	1	Council Member	10-110	N/A	Elected	1/3/2012	N/A		\$11,077.30
1	1	Council Member	10-110	N/A	Elected	1/3/2012	N/A		\$11,676.08
1	1	Council Member	10-110	N/A	Elected	1/6/2014	N/A		\$11,676.08
1	1	Council Member	10-110	N/A	Elected	1/3/2012	N/A		\$11,676.08
1	1	Council Member	10-110	N/A	Elected	1/6/2014	N/A		\$11,676.08
6	6								
JUDICIAL									
		Judge	10-110	N/A	Full-time	1/6/1998	\$58.32		\$121,305.60
1	1								
OFFICE OF THE CITY MANAGER									
1	1	Interim City Manager	10-110	N/A	Full-time	7/10/1991	\$66.52	\$5,321.60	\$138,361.60
1	1	Executive Assistant	10-110	10	Full-time	12/9/1996	\$22.96		\$47,756.80
		Communications Coordinator (Funded, Hold)	10-110	16	Full-time				
3	3								
LEGAL DEPARTMENT									
1	1	Assistant City Manager/General Counsel	10-130	E-4	Full-time	5/24/2004	\$60.06	\$4,804.61	\$124,919.86
1	1	Assistant City Attorney/Civil Division Supervisor	10-130	22	Full-time	2/13/2006	\$40.95	\$3,276.00	\$85,176.00
1	1	Assistant City Attorney/City Prosecutor	10-130	22	Full-time	10/6/2008	\$40.95	\$3,276.00	\$85,176.00
1	1	Intergovernmental Affairs Specialist	10-130	16	Full-time	9/18/2005	\$25.61	N/A	\$53,268.80
1	1	Executive Legal Assistant	10-130	10	Full-time	11/13/2000	\$19.61	N/A	\$40,788.80
1	1	Legal Assistant	10-130	8	Full-time	5/8/2006	\$18.61	N/A	\$38,708.80
		Staff Attorney (Funded, Hold)	10-130	20	Full-time		\$26.22		\$54,537.60
6	6								
GOVERNMENT SERVICES DEPARTMENT									
1	1	Director of Government Services	10-151	E-2	Full-time	8/30/2006	\$47.37	\$3,789.50	\$98,527.00
1	1	Associate Director of Government Services	10-151	22	Full-time	6/27/2005	\$32.36	\$2,589.17	\$67,318.42
HUMAN RESOURCES									
1	1	Human Resource Generalist	10-150	14	Full-time	3/20/2006	\$20.61		\$42,868.80
1	1	Human Resource Generalist	10-150	14	Full-time	11/7/2005	\$21.72		\$45,177.60
1	1	Payroll Coordinator	10-150	12	Full-time	9/4/2007	\$20.61		\$42,868.80
JUSTICE COURT									
1	1	Justice Court Administrator	10-214	14	Full-time	3/26/2007	\$20.61	\$1,800.00	\$42,868.80
1	1	Justice Court Officer	10-214	10	Full-time	12/10/2001	\$18.97		\$39,457.60
1	1	Justice Court Officer	10-214	10	Full-time	2/4/2008	\$18.82	\$2,200.00	\$39,145.60
1	1	Justice Court Clerk II	10-214	6	Full-time	8/21/2006	\$14.77		\$30,721.60
1	1	Justice Court Clerk II	10-214	6	Full-time	10/27/2008	\$14.77		\$30,721.60
1	1	Justice Court Clerk II	10-214	6	Full-time	5/4/2009	\$14.77		\$30,721.60
		Justice Court Clerk (Funded, Hold)	10-214	6	Full-time		\$12.23		\$25,438.40
11	11								
FINANCE DEPARTMENT									
1	1	Director of Finance	10-120	E-2	Full-time	10/2/2000	\$44.93	\$3,594.48	\$93,456.48
1	1	Controller/City Treasurer	10-120	22	Full-time	11/14/2011	\$31.29	\$2,503.20	\$65,083.20
ACCOUNTING									
1	1	Senior Accountant	10-120	18	Full-time	8/13/2012	\$24.52		\$51,001.60
1	1	Senior Financial Analyst II	10-120	16	Full-time	11/27/2006	\$26.13	\$2,100.00	\$54,350.40
1	1	Accountant	10-120	12	Full-time	8/13/2012	\$17.91		\$37,252.80
1	1	Accounting Technician	10-120	10	Full-time	9/25/2000	\$19.74		\$41,059.20
1	1	Accounts Payable Technician	10-120	8	Full-time	5/6/1996	\$19.32		\$40,185.60
1	1	Capital Analyst	10-120	14	Full-time	1/8/2007	\$21.28	\$1,700.00	\$44,262.40
BILLING									
1	1	Billing Supervisor	10-120	16	Full-time	10/22/2007	\$19.09		\$39,707.20
1	1	Billing Clerk	10-120	6	Full-time	6/23/2004	\$13.45		\$27,976.00
10	10								
INFORMATION & RECORDS DEPARTMENT									
ADMINISTRATION									
1	1	Director of Information & Records	10-259	E-2	Full-time	2/19/2004	\$49.65	\$3,972.24	\$103,278.24
INFORMATION SERVICES									
1	1	GIS Coordinator	10-243	16	Full-time	1/28/2008	\$26.33	\$2,106.10	\$54,758.60
1	1	Network Administrator	10-243	16	Full-time	2/11/2013	\$21.67	\$1,733.60	\$45,073.60
1	1	Senior IS Tech	10-243	16	Full-time	9/27/2004	\$23.32	\$1,865.38	\$48,499.88
1	1	Lan/Web Developer	10-243	14	Full-time	6/11/2001	\$25.68	\$2,054.69	\$53,421.94
1	1	IS Technician	10-243	8	Full-time	6/4/2007	\$20.50		\$42,640.00
1	1	GIS Technician	10-243	12	Full-time	8/22/2011	\$18.42		\$38,313.60
		GIS Survey Tech (Funded, Hold)	10-243	8	Full-time		\$15.06		\$31,324.80
COMMUNICATION CENTER									
1	1	Communication Center Manager	10-256	16	Full-time	6/1/1993	\$28.96	\$2,317.12	\$60,245.12
1	1	Communication Center Agent	10-256	8	Full-time	2/24/2010	\$15.23		\$31,678.40
1	1	Communication Center Agent	10-256	8	Full-time	6/9/2008	\$16.00		\$33,280.00
1	1	Communication Center Agent	10-256	8	Full-time	8/2/2010	\$15.23	\$1,200.00	\$31,678.40
1	1	Communication Center Agent	10-256	8	Full-time	9/22/2008	\$15.10		\$31,408.00
1	1	Communication Center Agent	10-256	8	Full-time	8/30/2010	\$15.77		\$32,801.60
1	1	Communication Center Agent	10-256	8	Full-time	6/16/2018	\$15.84	\$1,200.00	\$32,947.20
CITY RECORDER									
1	1	City Recorder	10-160	16	Full-time	10/9/2001	\$29.40	\$2,351.71	\$61,144.46
1	1	Assistant City Recorder	10-160	6	Full-time	7/30/2007	\$14.83		\$30,846.40
16	16								
EMERGENCY & RISK MANAGEMENT DEPARTMENT									
1	1	Director of Emergency & Risk Management	10-217	E-2	Full-time	10/16/2006	\$41.90	\$3,352.13	\$87,155.38
1	1	Risk Management Analyst	10-217	12	Full-time	11/7/2005	\$19.68		\$40,934.40
2	2								
COMMUNITY SERVICES DEPARTMENT									
ADMINISTRATION									
1	1	Director of Community Services	10-248	E-2	Full-time	4/10/2006	\$45.06	\$3,604.27	\$93,711.02

Staffing Document

31-May-14

# Auth.	# Assign	Title	Budget		Emp. Status	Hire Date	Adjusted Hire		
			Account	Grade Auth.			Date	Pay Rate	Bi-Weeklv
1	1	Associate Director of Community Services	10-248	22	Full-time	12/31/2007	\$32.11	\$2,568.77	\$66,788.02
1	1	Associate Director of Community Services	10-248	22	Full-time	4/7/2008	\$31.86	\$2,549.18	\$66,278.68
		FACILITIES							
1	1	Facilities Coordinator	10-245	14	Full-time	8/5/2002	\$22.89		\$47,611.20
1	1	Preventative Maintenance Worker	10-245	14	Full-time	9/10/2002	\$26.06		\$54,204.80
1	1	Facilities Maintenance Worker	10-245	8	Full-time	2/10/2014	\$14.80		\$30,784.00
1	1	Facilities Maintenance Worker	10-245	8	Full-time	3/5/2007	\$15.76		\$32,780.80
1	1	Facilities Administrative Assistant	10-245	8	Full-time	12/6/2004	\$15.92		\$33,113.60
1	1	Facilities Assistant	10-245	6	Full-time	1/15/2008	\$14.07		\$29,265.60
		CUSTODIAL							
1	1	Custodian	68-251	4	Full-time	3/12/2012	\$12.47		\$25,937.60
1	1	Custodian	68-251	4	Full-time	4/10/2006	\$13.34	10/9/2006	\$27,747.20
1	1	Custodian	10-245	4	Full-time	1/4/2010	\$12.58	5/2/2011	\$26,166.40
1	1	Custodian	10-245	4	Full-time	5/28/2013	\$12.23	3/31/2014	\$25,438.40
		COMMUNITY CENTER							
1	1	Senior Program Assistant	10-247	6	Full-time	11/12/2009	\$13.45	3/31/2014	\$27,976.00
1	1	Driver	10-247	8	Full-time	12/14/2007	\$15.71		\$32,676.80
		COMMUNITY SERVICES- RECREATION & SPECIAL EVENTS PROGRAMS							
1	1	Program Coordinator	10-219	12	Full-time	3/13/2006	\$20.01		\$41,620.80
1	1	Program Coordinator	10-219	12	Full-time	8/31/1995	\$25.43		\$52,894.40
1	1	Marketing Coordinator	10-219	12	Full-time	9/30/2013	\$17.91		\$37,252.80
		COMMUNITY SERVICES - SPORTS PROGRAMS							
1	1	Recreation Program Manager	68-251	14	Full-time	4/14/2014	\$19.70	\$1,576.00	\$40,976.00
1	1	Program Coordinator	10-219	12	Full-time	8/8/2011	\$18.42		\$38,313.60
1	1	Program Coordinator	10-219	12	Full-time	5/6/2013	\$17.91		\$37,252.80
		FITNESS CENTER -CUSTOMER SERVICE							
1	1	Recreation Customer Service Supervisor	68-251	12	Full-time	10/22/2007	\$19.05		\$39,624.00
		DAYCARE CENTER							
1	1	Program Coordinator	68-251	12	Full-time	11/5/2007	\$19.05		\$39,624.00
		AQUATICS							
1	1	Aquatics Supervisor	68-251	12	Full-time	10/7/2013	\$17.91		\$37,252.80
		MULLIGAN'S							
1	1	Golf Professional/Manager	67-252	16	Full-time	9/24/2012	\$22.10	\$1,768.27	\$45,975.02
1	1	Mulligan's Customer Service Supervisor	67-252	12	Full-time	3/3/2008	\$18.74		\$38,979.20
1	1	Greens keeper	67-252	12	Full-time	7/1/2004	\$25.43		\$52,894.40
1	1	Mechanic/Assistant Greenskeeper	67-252	10	Full-time	11/5/2007	\$17.89		\$37,211.20
1	1	Mulligan's Landscaper	67-252	8	Full-time	7/1/2004	\$16.04		\$33,363.20
		Greens Assistant [Funded, Hold]	67-252	6	Full-time		\$13.45		\$27,976.00
29	28								
		DEVELOPMENT SERVICES DEPARTMENT							
		ENGINEERING							
		ADMINISTRATION							
1	1	Director of Development Services/City Engineer	10-221	E-3	Full-time	8/22/2005	\$58.51	\$4,680.80	\$121,700.80
1	1	Assistant City Engineer	10-221	22	Full-time	3/19/2001	\$40.02	\$3,201.98	\$83,251.48
1	1	Assistant City Engineer	10-221	22	Full-time	11/17/2008	\$40.95	\$3,276.00	\$85,176.00
1	1	Chief Building Official	10-233	22	Full-time	9/7/1993	\$40.41	\$3,256.66	\$84,673.16
1	1	City Planner	10-232	22	Full-time	6/8/1998	\$40.03	\$3,202.80	\$83,272.80
		SUPPORT STAFF							
1	1	Building Support Staff Supervisor	10-233	12	Full-time	2/2/2004	\$19.51		\$40,580.80
1	1	Engineering Assistant	10-221	6	Full-time	12/5/2011	\$13.72	2/17/2013	\$28,537.60
1	1	Building Assistant	10-233	6	Full-time	8/2/2004	\$14.78		\$30,742.40
1	1	Building Assistant	10-233	6	Full-time	1/18/2005	\$17.64		\$36,691.20
1	1	Building Permit Technician	10-233	6	Full-time	10/10/2005	\$15.54		\$32,323.20
1	1	Planning Assistant	10-232	6	Full-time	1/30/1995	\$19.10		\$39,728.00
		ENGINEERS							
1	1	Senior Engineer	10-221	20	Full-time	7/10/2000	\$36.12	\$2,889.46	\$75,125.96
1	1	Senior Engineer	10-221	20	Full-time	8/2/2004	\$30.30	\$2,424.34	\$63,032.84
1	1	Senior Engineer	10-221	20	Full-time	1/5/2007	\$30.57	\$2,445.55	\$63,584.30
1	1	Associate Engineer	10-221	18	Full-time	10/23/2006	\$26.44		\$54,995.20
1	1	Engineering Designer	10-221	12	Full-time	6/9/2008	\$20.61		\$42,868.80
1	1	Engineering Designer	10-221	12	Full-time	11/13/2012	\$20.19		\$41,995.20
		CONSTRUCTION MANAGER & INSPECTOR SUPERVISOR							
1	1	Construction Manager	10-221	18	Full-time	5/23/2005	\$32.10	\$2,567.95	\$66,766.70
1	1	Engineering Inspector Supervisor	10-221	16	Full-time	10/14/2002	\$23.86		\$49,628.80
		ENGINEERING INSPECTORS							
1	1	Engineering Inspector	10-221	14	Full-time	4/20/1992	\$27.97		\$58,177.60
1	1	Engineering Inspector	10-221	14	Full-time	12/16/1994	\$24.74		\$51,459.20
1	1	Engineering Inspector	10-221	14	Full-time	12/27/1999	\$24.78		\$51,542.40
1	1	Engineering Inspector	10-221	14	Full-time	8/25/2008	\$20.61		\$42,868.80
		SURVEY TECHNICIANS							
1	1	Survey Technician	10-221	10	Full-time	4/15/2013	\$16.28	9/1/2013	\$33,862.40
		BUILDING							
1	1	Building Inspector Supervisor	10-233	16	Full-time	9/30/2005	\$25.23		\$52,478.40
1	1	Plans Examiner	10-233	14	Full-time	7/6/2004	\$25.89		\$53,851.20
1	1	Plans Examiner	10-233	14	Full-time	9/27/2004	\$26.20		\$54,496.00
1	1	Building Inspector III	10-233	14	Full-time	7/6/2004	\$23.46		\$48,796.80
1	1	Building Inspector	10-233	14	Full-time	5/29/2007	\$20.86		\$43,388.80
1	1	Building Inspector	10-233	14	Full-time	6/23/2004	\$21.28		\$44,262.40
1	1	Building Inspector	10-233	14	Full-time	7/7/2003	\$24.20		\$50,336.00
1	1	Building Inspector	10-233	14	Full-time	7/7/2003	\$24.20		\$50,336.00
		FIRE MARSHAL							
1	1	Fire Marshal	10-233	20	Full-time	1/22/2002	\$37.23	\$2,978.40	\$77,438.40
		PLANNING & ZONING							
1	1	Long Range Planner	10-232	20	Full-time	5/3/2010	\$26.22	6/28/2010	\$54,537.60
1	1	Planner II	10-232	14	Full-time	2/13/2006	\$21.38		\$44,470.40

Staffing Document

31-May-14

# Auth.	# Assign	Title	Budget		Emp. Status	Hire Date	Adjusted Hire			
			Account	Grade Auth.			Date	Pay Rate	Bi-Weekly	Annual
1	1	Planner II	10-232	14	Full-time	11/6/2006		\$21.26		\$44,220.80
1	1	Planner I	10-232	12	Full-time	9/16/2013		\$17.91		\$37,252.80
		CODE COMPLIANCE								
1	1	Code Compliance Officer II	10-218	10	Full-time	10/29/2007		\$18.85		\$39,208.00
1	1	Code Compliance Officer	10-218	10	Full-time	1/30/2008		\$16.61		\$34,548.80
39	37									
		CITY COMMERCE & SUSTAINABILITY DEPARTMENT								
1	1	Director of City Commerce & Sustainability	10-141	E-2	Full-time	2/14/2005		\$51.09	\$4,087.34	\$106,270.84
1	1	Executive Assistant	10-141	10	Full-time	5/27/2008		\$18.74		\$38,979.20
2	2									
		FIRE DEPARTMENT								
		SUPPORT STAFF								
1	1	Fire Assistant	10-213	6	Full-time	9/29/2004	7/31/2006	\$15.36		\$31,948.80
		ADMINISTRATION								
1	1	Fire Chief	10-213	E-3	Full-time	11/11/2001		\$53.18	\$4,254.62	\$110,620.12
1	1	Battalion Chief	10-213	22	Full-time	1/17/2007		\$40.36	\$3,228.91	\$83,951.66
1	1	Battalion Chief	10-213	22	Full-time	10/22/2007		\$36.22	\$2,897.62	\$75,338.12
1	1	Battalion Chief	10-213	22	Full-time	3/31/1997		\$40.11	\$3,208.51	\$83,421.26
		FIREFIGHTERS/CAPTAINS								
1	1	Fire Captain	10-213	18	Full-time	10/8/1991		\$24.11		\$70,401.20
1	1	Fire Captaln	10-213	18	Full-time	4/25/2005		\$22.11		\$64,561.20
1	1	Fire Captain	10-213	18	Full-time	6/26/2000		\$24.11		\$70,401.20
1	1	Fire Captain	10-213	18	Full-time	9/3/1997		\$33.85		\$70,408.00
1	1	Fire Captain	10-213	18	Full-time	9/23/1996		\$24.11		\$70,401.20
1	1	Fire Captain	10-213	18	Full-time	7/19/2004		\$22.52		\$65,758.40
1	1	Fire Captain	10-213	18	Full-time	1/14/2002		\$21.40		\$62,488.00
		FIREFIGHTERS/PARAMEDICS								
1	1	Firefighter Paramedic	10-213	16	Full-time	6/26/2000		\$21.12		\$61,670.40
1	1	Firefighter Paramedic	10-213	16	Full-time	2/12/2007		\$16.60		\$48,472.00
1	1	Firefighter Paramedic	10-213	16	Full-time	2/12/2007		\$17.12		\$49,990.40
1	1	Firefighter Paramedic	10-213	16	Full-time	5/7/2007		\$16.82		\$49,114.40
1	1	Firefighter Paramedic	10-213	16	Full-time	2/18/2008		\$21.34		\$62,312.80
1	1	Firefighter Paramedic	10-213	16	Full-time	4/17/1990		\$21.92		\$64,006.40
1	1	Firefighter Paramedic	10-213	16	Full-time	9/23/1993		\$20.12		\$58,750.40
1	1	Firefighter Paramedic	10-213	16	Full-time	10/4/2012	12/30/2012	\$16.60		\$48,472.00
1	1	Firefighter Paramedic	10-213	16	Full-time	4/12/2001		\$19.28		\$56,297.60
1	1	Firefighter Paramedic	10-213	16	Full-time	2/19/2002		\$20.30		\$59,276.00
1	1	Firefighter Paramedic	10-213	16	Full-time	12/13/2010		\$16.01		\$46,749.20
1	1	Firefighter Paramedic	10-213	16	Full-time	6/26/2000		\$21.92		\$64,006.40
1	1	Firefighter Paramedic	10-213	16	Full-time	3/6/2006		\$16.60		\$48,472.00
1	1	Firefighter Paramedic	10-213	16	Full-time	7/21/2005		\$17.57		\$51,304.40
1	1	Firefighter Paramedic	10-213	16	Full-time	2/1/2010		\$16.01		\$46,749.20
1	1	Firefighter Paramedic	10-213	16	Full-time	6/30/2005		\$17.85		\$52,122.00
1	1	Firefighter Paramedic	10-213	16	Full-time	9/10/2007		\$16.60		\$48,472.00
		FIREFIGHTERS/ENGINEERS								
1	1	Firefighter Engineer	10-213	14	Full-time	1/1/1990		\$26.69		\$55,515.20
1	1	Firefighter Engineer	10-213	14	Full-time	9/2/1997		\$19.92		\$58,166.40
1	1	Firefighter Engineer	10-213	14	Full-time	1/14/2002		\$17.91		\$52,297.20
1	1	Firefighter Engineer	10-213	14	Full-time	1/4/2006		\$16.42		\$47,946.40
1	1	Firefighter Engineer	10-213	14	Full-time	1/14/2002		\$17.54		\$51,216.80
1	1	Firefighter Engineer	10-213	14	Full-time	11/9/1998		\$19.09		\$55,742.80
		FIREFIGHTERS/SENIOR								
1	1	Senior Firefighter EMT-I	10-213	12	Full-time	2/12/2007		\$14.95		\$43,654.00
1	1	Senior Firefighter AEMT	10-213	12	Full-time	12/13/2010		\$14.19		\$41,434.80
1	1	Senior Firefighter EMT-I	10-213	12	Full-time	2/12/2007		\$14.85		\$43,362.00
1	1	Senior Firefighter EMT-I	10-213	12	Full-time	1/14/2002		\$17.03		\$49,727.60
1	1	Senior Firefighter EMT-I	10-213	12	Full-time	5/12/2008		\$14.40		\$42,048.00
1	1	Senior Firefighter EMT-I	10-213	12	Full-time	7/8/2002		\$15.69		\$45,814.80
1	1	Senior Firefighter EMT-I	10-213	12	Full-time	6/23/2008		\$14.40		\$42,048.00
1	1	Senior Firefighter EMT-I	10-213	12	Full-time	10/22/2007		\$14.71		\$42,953.20
1	1	Senior Firefighter EMT-I	10-213	12	Full-time	10/29/2007		\$14.71		\$42,953.20
		FIREFIGHTERS/EMT-1 OR AEMT								
1	1	Firefighter AEMT	10-213	10	Full-time	7/30/2012		\$13.07		\$38,164.40
1	1	Firefighter AEMT	10-213	10	Full-time	3/24/2014		\$12.81		\$37,405.20
1	1	Firefighter AEMT	10-213	10	Full-time	8/20/2012		\$13.07		\$38,164.40
1	1	Firefighter EMT-I	10-213	10	Full-time	9/14/2009		\$12.74		\$37,200.80
48	48									
		POLICE DEPARTMENT								
		SUPPORT STAFF (6)								
1	1	Support Staff Administrator	10-212	14	Full-time	6/19/2000		\$23.10	\$1,848.24	\$48,054.24
1	1	Evidence Technician	10-212	8	Full-time	7/9/2001		\$17.94		\$37,315.20
		RECORDS								
		Records Supervisor (Hold)	10-212	12	Full-time	7/7/2003		\$19.00		\$39,520.00
1	1	Records Technician II	10-212	6	Full-time	12/9/1997	5/23/2004	\$18.72		\$38,937.60
1	1	Records Technician I	10-212	4	Full-time	5/3/2010		\$12.69		\$26,395.20
1	1	Records Technician I	10-212	4	Full-time	1/21/2014		\$12.23		N/A
		ANIMAL CONTROL								
1	1	Animal Control Officer	10-215	10	Full-time	11/7/1992		\$23.12		\$48,089.60
1	1	Animal Control Officer	10-215	10	Full-time	11/4/2002		\$19.78		\$41,142.40
		VICTIM ADVOCATE								
1	1	Victim Advocate Coordinator	10-212	8	Full-time	1/7/2002		\$19.42		\$40,393.60
		VICTIM ADVOCATE - Volunteers								
		Victim Advocate Volunteer			Volunteer					N/A
		Victim Advocate Volunteer			Volunteer					N/A
50	49	SWORN POLICE OFFICERS								

# Auth.	# Assign	Title	Budget		Emp. Status	Hire Date	Adjusted Hire		
			Account	Grade			Date	Pay Rate	Bi-Weekly
1	1	Chief of Police	10-212	E-3	Full-time	1/13/1984		\$57.85	\$120,328.00
1	1	Police Lieutenant	10-212	22	Full-time	3/18/2002	5/9/2005	\$34.64	\$2,771.20
1	1	Police Lieutenant	10-212	22	Full-time	11/6/2000		\$38.34	\$3,067.34
		Police Lieutenant [Funded, Underfilled as Police Sergeant]	10-212	22	Full-time			\$39.15	\$79,750.84
		SERGEANTS (8 MAX) Temporarily Authorized up to 9							
		Police Sergeant [Underfilled as Police Officer]	10-212	18	Full-time			\$33.85	\$70,408.00
1	1	Police Sergeant	10-212	18	Full-time	7/9/2001		\$30.14	\$62,691.20
1	1	Police Sergeant	10-212	18	Full-time	7/14/2008		\$28.53	\$59,342.40
1	1	Police Sergeant	10-212	18	Full-time	9/17/2012		\$28.29	\$58,843.20
1	1	Police Sergeant	10-212	18	Full-time	8/20/2007		\$28.56	\$59,404.80
1	1	Police Sergeant	10-212	18	Full-time	12/16/2002		\$30.28	\$62,982.40
1	1	Police Sergeant	10-212	18	Full-time	9/12/2005		\$28.56	\$59,404.80
1	1	Police Sergeant	10-212	18	Full-time	1/3/1999		\$30.14	\$62,691.20
1	1	Police Sergeant	10-212	18	Full-time	4/25/2005		\$28.29	\$58,843.20
		MASTER OFFICERS [No MAX]							
1	1	Master Police Officer	10-212	14	Full-time	9/18/2006		\$23.20	\$48,256.00
1	1	Master Police Officer	10-212	14	Full-time	1/17/2000		\$27.03	\$56,222.40
1	1	Master Police Officer	10-212	14	Full-time	1/7/2002		\$26.85	\$55,848.00
1	1	Master Police Officer	10-212	14	Full-time	8/11/1996	5/27/2013	\$27.97	\$58,177.60
1	1	Master Police Officer	10-212	14	Full-time	12/20/1999		\$27.23	\$56,638.40
1	1	Master Police Officer	10-212	14	Full-time	5/12/1997		\$27.97	\$58,177.60
1	1	Master Police Officer	10-212	14	Full-time	9/17/1998		\$27.94	\$58,115.20
1	1	Master Police Officer	10-212	14	Full-time	6/17/2000		\$25.94	\$53,955.20
1	1	Master Police Officer	10-212	14	Full-time	5/23/1997		\$27.97	\$58,177.60
		SENIOR OFFICERS							
1	1	Senior Police Officer	10-212	12	Full-time	5/13/2002		\$24.79	\$51,563.20
1	1	Senior Police Officer	10-212	12	Full-time	3/13/2006		\$22.33	\$46,446.40
1	1	Senior Police Officer	10-212	12	Full-time	7/6/2007		\$20.31	\$42,244.80
1	1	Senior Police Officer	10-212	12	Full-time	8/18/2003		\$23.80	\$49,504.00
1	1	Senior Police Officer	10-212	12	Full-time	2/20/2007		\$21.89	\$45,531.20
1	1	Senior Police Officer	10-212	12	Full-time	3/17/2003		\$23.68	\$49,254.40
1	1	Senior Police Officer	10-212	12	Full-time	7/9/2001		\$25.43	\$52,894.40
1	1	Senior Police Officer	10-212	12	Full-time	7/7/2008		\$21.59	\$44,907.20
1	1	Senior Police Officer	10-212	12	Full-time	8/9/2004		\$23.10	\$48,048.00
1	1	Senior Police Officer	10-212	12	Full-time	3/10/2008		\$21.91	\$45,572.80
1	1	Senior Police Officer	10-212	12	Full-time	8/20/2001		\$25.43	\$52,894.40
		POLICE OFFICERS							
1	1	Police Officer	10-212	10	Full-time	9/20/2010		\$18.35	\$38,168.00
1	1	Police Officer	10-212	10	Full-time	6/22/2011		\$18.35	\$38,168.00
1	1	Police Officer	10-212	10	Full-time	6/22/2011		\$18.35	\$38,168.00
1	1	Police Officer	10-212	10	Full-time	9/17/2012		\$18.35	\$38,168.00
1	1	Police Officer	10-212	10	Full-time	3/17/2014		\$17.99	\$37,419.20
1	1	Police Officer	10-212	10	Full-time	2/20/2007		\$20.55	\$42,744.00
1	1	Police Officer	10-212	10	Full-time	3/17/2014		\$20.00	\$41,600.00
1	1	Police Officer	10-212	10	Full-time	9/17/2012		\$18.35	\$38,168.00
1	1	Police Officer	10-212	10	Full-time	3/31/2014		\$17.99	\$37,419.20
1	1	Police Officer	10-212	10	Full-time	3/17/2014		\$20.00	\$41,600.00
1	1	Police Officer	10-212	10	Full-time	4/14/2014		\$17.99	\$37,419.20
1	1	Police Officer	10-212	10	Full-time	3/29/2010		\$18.35	\$38,168.00
1	1	Police Officer	10-212	10	Full-time	5/13/2002		\$23.12	\$48,089.60
1	1	Police Officer	10-212	10	Full-time	3/17/2014		\$20.00	\$41,600.00
1	1	Police Officer	10-212	10	Full-time	7/6/2007		\$20.00	\$41,600.00
1	1	Police Officer	10-212	10	Full-time	6/10/2013		\$17.99	\$37,419.20
1	1	Police Officer	10-212	10	Full-time	6/20/2005		\$21.73	\$45,198.40
1	1	Police Officer	10-212	10	Full-time	11/12/2013		\$17.99	\$37,419.20
1	1	Police Officer	10-212	10	Full-time	9/17/2012		\$18.35	\$38,168.00
58	57								
		PUBLIC WORKS DEPARTMENT							
1	1	Director of Public Works	10-236	E-2	Full-time	9/17/2001		\$44.51	\$3,561.02
1	1	Associate Director of Public Works	10-236	22	Full-time	7/6/1998		\$36.49	\$2,918.83
1	1	Associate Director of Parks	10-236	22	Full-time	10/8/2007		\$30.19	\$2,415.36
		SUPPORT STAFF							
1	1	Operations Support Supervisor	61-225	14	Full-time	9/29/2004		\$24.49	\$1,959.22
1	1	Public Works Administrative Assistant	10-236	8	Full-time	10/22/2001		\$16.44	\$34,195.20
1	1	Public Works Customer Service Assistant	10-236	6	Full-time	1/27/2005	11/14/2005	\$13.72	\$28,537.60
1	1	Public Works Customer Service Assistant	10-236	6	Full-time	3/11/2013		\$13.45	\$27,976.00
1	1	Customer Service Rep.	10-236	4	PT/Temp	12/12/2012	11/25/2013	\$12.47	N/A
		Utilities Customer Service Rep [Hold]		4					
		FLEET							
1	1	Fleet Manager	10-244	18	Full-time	9/17/2012		\$25.82	\$2,065.30
1	1	Fleet Assistant	10-244	6	Full-time	2/19/2002		\$16.09	\$33,467.20
1	1	Mechanic III	10-244	12	Full-time	10/9/2006		\$22.29	\$46,363.20
1	1	Mechanic III	10-244	12	Full-time	7/10/2006		\$22.29	\$46,363.20
1	1	Mechanic II	10-244	12	Full-time	10/20/2008		\$19.68	\$40,934.40
		STREET LIGHTING							
1	1	Electrician	26-228	12	Full-time	11/9/2009		\$20.70	\$43,056.00
1	1	Street Light Technician II	26-228	8	Full-time	1/8/2007		\$16.87	\$35,089.60
		STREETS							
1	1	Streets Manager	10-222	18	Full-time	12/23/1996		\$29.88	\$2,390.06
1	1	Street Maintenance Lead Worker	10-222	12	Full-time	7/25/2000		\$21.07	\$43,825.60
		Street Maintenance Lead Worker [Underfilled]	10-222	12	Full-time			\$18.74	\$38,979.20
		STREETS MAINTENANCE III [No MAX]							
1	1	Street Maintenance Worker III	10-222	10	Full-time	9/25/2006		\$17.98	\$37,398.40
1	1	Street Maintenance Worker III	10-222	10	Full-time	3/29/2004		\$18.15	\$37,752.00
1	1	Street Maintenance Worker III	10-222	10	Full-time	2/27/2006		\$17.90	\$37,232.00

# Auth.	# Assign	Title	Budget		Emp. Status	Adjusted Hire			Bi-Weekly	Annual
			Account	Grade Auth.		Hire Date	Date	Pay Rate		
1	1	Street Maintenance Worker III	10-222	10	Full-time	4/28/2003		\$18.56		\$38,604.80
1	1	Street Maintenance Worker II	10-222	8	Full-time	5/19/2010	7/12/2010	\$16.12		\$33,529.60
1	1	Street Maintenance Worker III	10-222	8	Full-time	4/14/2008		\$17.07		\$35,505.60
1	1	Street Maintenance Worker III	10-222	8	Full-time	10/13/2008		\$17.07		\$35,505.60
		STREETS MAINTENANCE II [No MAX]								
1	1	Street Maintenance Worker	10-222	8	Full-time	12/7/2009	7/26/2011	\$15.48		\$32,198.40
1	1	Street Maintenance Worker	10-222	8	Full-time	4/5/2007	9/20/2009	\$16.25		\$33,800.00
1	1	Street Maintenance Worker	10-222	8	Full-time	7/17/2013	9/30/2013	\$14.80		\$30,784.00
1	1	Street Maintenance Worker	10-222	8	Full-time	4/3/2014	4/28/2014	\$16.28		\$33,862.40
		WATER								
1	1	Water Manager	61-225	18	Full-time	5/29/2001		\$27.93	\$2,234.21	\$58,089.46
1	1	Water Maintenance Lead Worker	61-225	12	Full-time	2/17/2004		\$21.07		\$43,825.60
1	1	Water Maintenance Lead Worker	61-225	12	Full-time	11/25/2002		\$20.51		\$42,660.80
1	1	Water Backflow Technician	61-225	12	Full-time	3/4/2003		\$18.74		\$38,979.20
		WATER MAINTENANCE III [No MAX]								
1	1	Water Maintenance Worker III	61-225	10	Full-time	2/5/2001		\$20.57		\$42,785.60
		WATER MAINTENANCE II [No MAX]								
1	1	Water Maintenance Worker II	61-225	8	Full-time	10/3/2006		\$17.05		\$35,464.00
1	1	Water Maintenance Worker II	61-225	8	Full-time	5/7/2001	9/28/2007	\$16.52		\$34,361.60
1	1	Water Maintenance Worker II	61-225	8	Full-time	8/21/2006	3/24/2008	\$16.26		\$33,820.80
1	1	Water Maintenance Worker II	61-225	8	Full-time	7/17/2006		\$17.12		\$35,609.60
1	1	Water Maintenance Worker II	61-225	8	Full-time	5/16/2007	10/20/2008	\$16.26		\$33,820.80
1	1	Water Maintenance Worker II	61-225	8	Full-time	5/26/1999		\$18.69		\$38,875.20
1	1	Water Maintenance Worker II	61-225	8	Full-time	6/25/2012		\$15.86		\$32,988.80
		WATER MAINTENANCE								
1	1	Water Maintenance Worker	61-225	8	Full-time	9/23/2002		\$16.84		\$35,027.20
1	1	Water Maintenance Worker	61-225	8	Full-time	4/9/2007	9/28/2009	\$15.48		\$32,198.40
		METER READER								
1	1	Meter Reader	61-225	8	Full-time	4/28/2003		\$18.46		\$38,396.80
		SECONDARY WATER								
1	1	Water Maintenance Lead Worker	61-229	12	Full-time	6/28/2004		\$21.07		\$43,825.60
1	1	Water Maintenance Worker II	61-229	8	Full-time	3/31/2008		\$16.26		\$33,820.80
1	1	Water Maintenance Worker	61-229	8	Full-time	3/21/2007	6/17/2007	\$15.65		\$32,552.00
		STORM DRAIN								
1	1	Storm Drain Manager	26-223	18	Full-time	2/14/2005		\$25.96	\$2,076.72	\$53,994.72
1	1	Stormwater Inspector	26-223	14	Full-time	12/10/2007		\$22.79		\$47,403.20
1	1	Storm Drain Maintenance Lead Worker	26-223	12	Full-time	6/8/1999		\$21.38		\$44,470.40
		STORM DRAIN MAINTENANCE III [No MAX]								
1	1	Storm Drain Maintenance Worker III	26-223	8	Full-time	11/22/2004		\$17.92		\$37,273.60
1	1	Storm Drain Maintenance Worker III	26-223	8	Full-time	2/4/2008		\$17.33		\$36,046.40
1	1	Storm Drain Maintenance Worker III	26-223	8	Full-time	5/28/2010		\$16.93		\$35,214.40
		STORM DRAIN MAINTENANCE II [No MAX]								
1	1	Storm Drain Maintenance Worker II	26-223	8	Full-time	3/10/2008		\$16.26		\$33,820.80
1	1	Storm Drain Maintenance Worker	26-223	8	Full-time	4/9/2007	6/17/2007	\$15.75		\$32,760.00
1	1	Storm Drain Maintenance Worker	26-223	8	Full-time	12/14/2007		\$16.68		\$34,694.40
		SANITATION								
1	1	Sanitation Maintenance Worker III	63-226	8	Full-time	9/25/2006		\$17.78		\$36,982.40
1	1	Sanitation Maintenance Worker II	63-226	8	Full-time	4/25/2007	6/3/2007	\$16.50		\$34,320.00
		PARKS								
1	1	Parks Manager	10-227	16	Full-time	1/10/2005		\$22.67	\$1,813.97	\$47,163.22
1	1	Parks Maintenance Lead Worker	10-227	12	Full-time	11/25/2002		\$19.42		\$40,393.60
1	1	Parks Maintenance Lead Worker	10-227	12	Full-time	8/16/2010	3/21/2011	\$18.37		\$38,209.60
		PARKS MAINTENANCE II [No MAX]								
1	1	Parks Maintenance Worker II	10-227	8	Full-time	8/15/2005	7/2/2006	\$16.96		\$35,276.80
1	1	Parks Maintenance Worker II	10-227	8	Full-time	8/3/2009		\$16.25		\$33,800.00
1	1	Parks Maintenance Worker II	10-227	8	Full-time	1/28/2010		\$16.12		\$33,529.60
1	1	Parks Maintenance Worker II	10-227	8	Full-time	8/17/2011	3/28/2012	\$15.86		\$32,988.80
		PARKS MAINTENANCE WORKERS [No MAX]								
1	1	Parks Maintenance Worker	10-227	8	Full-time	1/17/2012	6/24/2012	\$15.10		\$31,408.00
1	1	Parks Maintenance Worker	10-227	8	Full-time	7/8/2012		\$15.10		\$31,408.00
1	1	Parks Maintenance Worker	10-227	8	Full-time	3/11/2013		\$14.80		\$30,784.00
1	1	Parks Maintenance Worker	10-227	8	Full-time	3/29/2013	7/8/2013	\$14.80		\$30,784.00
1	1	Parks Maintenance Worker	10-227	8	Full-time	2/25/2013		\$14.80		\$30,784.00
1	1	Parks Maintenance Worker	10-227	8	Full-time	3/31/2014		\$14.80		\$30,784.00
1	1	Parks Maintenance Worker	10-227	8	Full-time	3/21/2011	9/15/2013	\$14.80		\$30,784.00
1	1	Parks Maintenance Worker	10-227	8	Full-time	7/15/2013	9/15/2013	\$14.80		\$30,784.00
1	1	Parks Maintenance Worker	10-227	8	Full-time	9/5/2012	8/18/2013	\$15.18		\$31,574.40
		PARK ENVIRONMENT & CONSERVATION								
1	1	Forest, Trails & Open Space Supervisor	10-227	14	Full-time	11/5/2007		\$21.97		\$45,697.60
1	1	Parks Maintenance Worker	10-227	8	Full-time	4/1/2013	9/1/2013	\$14.80		\$30,784.00
1	1	Parks Maintenance Worker	10-227	8	Full-time	2/25/2013		\$14.80		\$30,784.00

City of South Jordan
Merit/COLA History 2004-05 FY - 2014-15 FY (10 Year Review)

Effective Date	Fiscal Year	Type of Increase	Amount
6/20/2004	04-05	Cola 04-05	2%
7/4/2004	04-05	Anniversary Increase - FT Employees	4%
6/19/2005	05-06	COLA 05-06	3%
7/3/2005	05-06	Anniversary Increase - FT Employees	3%
7/2/2006	06-07	Cola 06-07	2%
7/2/2006	06-07	Anniversary Increase - FT Employees	3%
7/1/2007	07-08	Merit 07-08	1%
7/1/2007	07-08	New Pay Plan - 2% Range Increase	2%
6/28/2008	08-09	COLA 08-09	1.5%
6/29/2008	08-09	Merit 08-09	0.50%
6/30/2008	08-09	Goal Award*08-09	\$300 to \$1500
7/1/2009	09-10	None	0
7/1/2010	10-11	None	0
9/4/2011	11-12	COLA 11-12	2%
7/12/2012	12-13	Merit**12-13	2.55%
7/1/2013	13-14	Merit 13-14	2%
7/6/2014	14-15	Merit 14-15	1.5%
7/6/2014	14-15	Market Increase 14-15	1.5%

*Prorated Award (#months from current anniversary date to June 30, 2007 * 2%/12

**Merit Increase Tiers

Hired in 2009 or Later: 2.55%

Hired in 2010: 1.7%

Hired in 2011: .85%

Hired after Jan. 1, 2012 – Not eligible for merit increase

**Staffing Document 31-May-14
Notes**

Holds - 7

<u>Department</u>	<u>Position</u>	<u>Budget</u>	<u>Status</u>	<u>Grade</u>	<u>Starting Salary</u>
Office of the City Manager	Communications Coordinator	10-245	Hold	18	\$ 49,587.20
Legal Department	Staff Attorney	10-130	Hold	20	\$ 54,537.60
Government Services	Justice Court Clerk	10-214	Hold	6	\$ 27,976.00
Information & Records	GIS Survey Technician	10-243	Hold	8	\$ 30,784.00
Community Services Department	Greens Assistant	67-252	Hold	6	\$ 27,976.00
Police Department	Records Supervisor	10-212	Hold	12	\$ 37,248.64
Public Works Department	Utilities Customer Service Rep.	10-236	Hold	4	\$ 25,438.40

Underfilled - 3

<u>Department</u>	<u>Position</u>	<u>Budget</u>	<u>Status</u>	<u>Grade</u>	<u>Starting Salary</u>
Police Department	Police Lieutenant	10-212	Filled	22	\$ 59,987.20
Public Works Department	Street Maintenance Lead Worker	10-222	Filled	12	\$ 37,248.64
Police Department	Police Sergeant	10-212	Filled	18	\$ 49,587.20

Vacancies/Open Recruitments - 6

<u>Department</u>	<u>Position</u>	<u>Budget</u>	<u>Status</u>	<u>Grade</u>	<u>Starting Salary</u>
Office of the City Manager	City Manager	10-110	Vacant	N/A	\$ 138,094.84
Community Services Department	Program Coordinator	10-219	Vacant	12	\$ 37,248.64
Development Services Department	Building Inspector(2 Positions)	10-233	Vacant	14	\$ 40,976.00
Police Department	Police Officer	10-212	Vacant	10	\$ 38,168.00
Public Works Department	Parks Maintenance Worker	10-227	Vacant	8	\$ 30,784.00

Military [Unfunded Positions] - 2

<u>Department</u>	<u>Position</u>	<u>Grade</u>	<u>Salary</u>	<u>Status Date</u>
Fire Department	Senior Firefighter EMT-I	12	\$ 42,398.40	5/8/2012 to 5/2020
Public Works	Parks Maintenance Worker	8	\$ 32,198.40	

Department Counts [Full-Time Employees]

	<u>Authorized</u>	<u>Assigned</u>	<u>+/- Position</u>
MAYOR & COUNCIL	6	6	0
OFFICE OF THE CITY MANAGER	3	3	0
LEGAL DEPARTMENT	6	6	0
GOVERNMENT SERVICES DEPARTMENT	11	11	0
FINANCE DEPARTMENT	10	10	0
INFORMATION & RECORDS DEPARTMENT	16	16	0
EMERGENCY & RISK MANAGEMENT DEPARTMENT	2	2	0
COMMUNITY SERVICES DEPARTMENT	29	28	-1
DEVELOPMENT SERVICES DEPARTMENT	39	37	-2
CITY COMMERCE & SUSTAINABILITY DEPARTMENT	2	2	0
FIRE DEPARTMENT	48	48	0
POLICE DEPARTMENT	58	57	-1
PUBLIC WORKS DEPARTMENT	<u>76</u>	<u>75</u>	<u>-1</u>
Total:	306	301	-5

3

City of South Jordan
Off Duty Auto Liability
7/1/13 to 7/1/14
Limit \$1,000,000

Item#	Off Duty Auto Position Schedule	# of Positions Limited	#of Positions Unlimited
1	Police Chief		1
2	Police Lieutenant		3
3	Police Sergeants		8
4	Police Officers	38	
5	Animal Control	2	
6	Fire Chief		1
7	Fire Battalion Chief		3
8	Safety Officer - Fire Dept	1	
9	Water Division Manager	1	
10	Streets Division Manager	1	
11	Stormwater Division Manager	1	
12	Water On-call		2
13	Streets On-call		1
14	Director of Parks & Recreation		1
15	Parks Manager		1
16	Parks Maintenance On Call		1
17	Facilities On-call	1	
18	General Pool Vehicle		2
19	Fleet Maintenance On Call		1
	Total # of Positions	45	25

Health Insurance Benefits Comparison

Health + Dental Insurance

Total Premium Cost - Family (Italics)

Entity Name	Employee + Family			Employee + Spouse			Employee Only		
	Premium	Employer \$	Employer %	Premium	Employer \$	Employer %	Premium	Employer \$	Employer %
Midvale	\$ 19,031.52	\$ 17,128.32	90.00%	\$ 13,989.60	\$ 12,590.52	90.00%	\$ 6,926.76	\$ 6,234.00	90.00%
Taylorville	\$ 18,689.88	\$ 15,092.76	80.75%	\$ 13,060.08	\$ 10,580.16	81.01%	\$ 7,144.92	\$ 5,844.96	81.81%
Salt Lake County**	\$ 18,564.00	\$ 15,144.00	81.58%	\$ 13,572.00	\$ 11,032.80	81.29%	\$ 6,355.20	\$ 5,287.20	83.19%
Draper	\$ 18,412.20	\$ 16,571.04	90.00%	\$ 13,556.04	\$ 12,200.40	90.00%	\$ 6,477.36	\$ 6,477.36	100.00%
Cottonwood Heights**	\$ 17,961.84	\$ 14,197.92	79.04%	\$ 13,194.00	\$ 10,449.84	79.20%	\$ 6,550.56	\$ 5,333.76	81.42%
Unified Police Department**	\$ 17,752.80	\$ 14,294.76	80.52%	\$ 12,987.60	\$ 10,471.68	80.63%	\$ 6,223.20	\$ 5,028.36	80.80%
Herriman*	\$ 16,984.06	\$ 14,187.24	83.53%	\$ 13,254.96	\$ 11,204.04	84.53%	\$ 6,626.04	\$ 5,600.88	84.53%
Riverton	\$ 16,930.68	\$ 15,521.88	91.68%	\$ 16,549.92	\$ 15,141.12	91.49%	\$ 6,187.92	\$ 6,187.92	100.00%
West Jordan*	\$ 16,254.32	\$ 13,767.44	84.70%	\$ 10,749.12	\$ 9,602.40	89.33%	\$ 5,292.80	\$ 5,270.24	99.57%
Unified Fire Authority**	\$ 16,082.28	\$ 12,865.80	80.00%	\$ 11,717.76	\$ 9,374.16	80.00%	\$ 5,516.76	\$ 4,413.48	80.00%
South Jordan	\$ 15,912.48	\$ 14,321.16	90.00%	\$ 11,681.76	\$ 10,513.56	90.00%	\$ 5,810.64	\$ 5,810.64	100.00%
South Salt Lake**	\$ 15,169.44	\$ 11,736.00	77.37%	\$ 11,072.88	\$ 8,637.60	78.01%	\$ 5,290.20	\$ 4,610.40	87.15%
Murray	\$ 15,010.56	\$ 12,759.00	85.00%	\$ 10,932.00	\$ 9,292.20	84.53%	\$ 5,159.64	\$ 4,385.64	85.00%
West Valley	\$ 14,668.44	\$ 11,734.80	80.00%	\$ 10,754.88	\$ 8,603.88	80.00%	\$ 5,327.16	\$ 4,325.16	81.19%
Sandy*	\$ 13,970.00	\$ 13,970.00	100.00%	\$ 10,160.96	\$ 10,160.96	100.00%	\$ 6,350.00	\$ 6,350.00	100.00%
Salt Lake City*	\$ 13,683.84	\$ 12,444.00	90.94%	\$ 10,655.64	\$ 9,360.48	87.85%	\$ 4,863.60	\$ 4,427.28	91.03%
Difference between High & Low	\$ 5,347.68	\$ 4,684.32		\$ 3,333.96	\$ 3,230.04		\$ 2,063.16	\$ 1,806.72	
Employer % Average			85.32%			85.52%			89.11%

*HSA includes employer contribution to employee deductible

**HSA available but not largest group of employees

Total Employer Cost - Family (Italics)

Entity Name	Employee + Family			Employee + Spouse			Employee Only		
	Premium	Employer \$	Employer %	Premium	Employer \$	Employer %	Premium	Employer \$	Employer %
Midvale	\$ 19,031.52	\$ 17,128.32	90.00%	\$ 13,989.60	\$ 12,590.52	90.00%	\$ 6,926.76	\$ 6,234.00	90.00%
Draper	\$ 18,412.20	\$ 16,571.04	90.00%	\$ 13,556.04	\$ 12,200.40	90.00%	\$ 6,477.36	\$ 6,477.36	100.00%
Riverton	\$ 16,930.68	\$ 15,521.88	91.68%	\$ 16,549.92	\$ 15,141.12	91.49%	\$ 6,187.92	\$ 6,187.92	100.00%
Salt Lake County**	\$ 18,564.00	\$ 15,144.00	81.58%	\$ 13,572.00	\$ 11,032.80	81.29%	\$ 6,355.20	\$ 5,287.20	83.19%
Taylorville	\$ 18,689.88	\$ 15,092.76	80.75%	\$ 13,060.08	\$ 10,580.16	81.01%	\$ 7,144.92	\$ 5,844.96	81.81%
South Jordan	\$ 15,912.48	\$ 14,321.16	90.00%	\$ 11,681.76	\$ 10,513.56	90.00%	\$ 5,810.64	\$ 5,810.64	100.00%
Unified Police Department**	\$ 17,752.80	\$ 14,294.76	80.52%	\$ 12,987.60	\$ 10,471.68	80.63%	\$ 6,223.20	\$ 5,028.36	80.80%
Cottonwood Heights**	\$ 17,961.84	\$ 14,197.92	79.04%	\$ 13,194.00	\$ 10,449.84	79.20%	\$ 6,550.56	\$ 5,333.76	81.42%
Herriman*	\$ 16,984.06	\$ 14,187.24	83.53%	\$ 13,254.96	\$ 11,204.04	84.53%	\$ 6,626.04	\$ 5,600.88	84.53%
Sandy*	\$ 13,970.00	\$ 13,970.00	100.00%	\$ 10,160.96	\$ 10,160.96	100.00%	\$ 6,350.00	\$ 6,350.00	100.00%
West Jordan*	\$ 16,254.32	\$ 13,767.44	84.70%	\$ 10,749.12	\$ 9,602.40	89.33%	\$ 5,292.80	\$ 5,270.24	99.57%
Unified Fire Authority**	\$ 16,082.28	\$ 12,865.80	80.00%	\$ 11,717.76	\$ 9,374.16	80.00%	\$ 5,516.76	\$ 4,413.48	80.00%
Murray	\$ 15,010.56	\$ 12,759.00	85.00%	\$ 10,932.00	\$ 9,292.20	85.00%	\$ 5,159.64	\$ 4,385.64	85.00%
Salt Lake City*	\$ 13,683.84	\$ 12,444.00	90.94%	\$ 10,655.64	\$ 9,360.48	87.85%	\$ 4,863.60	\$ 4,427.28	91.03%
South Salt Lake**	\$ 15,169.44	\$ 11,736.00	77.37%	\$ 11,072.88	\$ 8,637.60	78.01%	\$ 5,290.20	\$ 4,610.40	87.15%
West Valley	\$ 14,668.44	\$ 11,734.80	80.00%	\$ 10,754.88	\$ 8,603.88	80.00%	\$ 5,327.16	\$ 4,325.16	81.19%

Health Insurance Benefits Comparison

Total Employer % - Family (Italics)

Entity Name	Employee + Family			Employee + Spouse			Employee Only		
	Premium	Employer \$	Employer %	Premium	Employer \$	Employer %	Premium	Employer \$	Employer %
Sandy*	\$ 13,970.00	\$ 13,970.00	100.00%	\$ 10,160.96	\$ 10,160.96	100.00%	\$ 6,350.00	\$ 6,350.00	100.00%
Riverton	\$ 16,930.68	\$ 15,521.88	91.68%	\$ 16,549.92	\$ 15,141.12	91.49%	\$ 6,187.92	\$ 6,187.92	100.00%
Salt Lake City*	\$ 13,683.84	\$ 12,444.00	90.94%	\$ 10,655.64	\$ 9,360.48	87.85%	\$ 4,863.60	\$ 4,427.28	91.03%
Midvale	\$ 19,031.52	\$ 17,128.32	90.00%	\$ 13,989.60	\$ 12,590.52	90.00%	\$ 6,926.76	\$ 6,234.00	90.00%
Draper	\$ 18,412.20	\$ 16,571.04	90.00%	\$ 13,556.04	\$ 12,200.40	90.00%	\$ 6,477.36	\$ 6,477.36	100.00%
South Jordan	\$ 15,912.48	\$ 14,321.16	90.00%	\$ 11,681.76	\$ 10,513.56	90.00%	\$ 5,810.64	\$ 5,810.64	100.00%
Murray	\$ 15,010.56	\$ 12,759.00	85.00%	\$ 10,932.00	\$ 9,292.20	85.00%	\$ 5,159.64	\$ 4,385.64	85.00%
West Jordan*	\$ 16,254.32	\$ 13,767.44	84.70%	\$ 10,749.12	\$ 9,602.40	89.33%	\$ 5,292.80	\$ 5,270.24	99.57%
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Salt Lake County**	\$ 18,564.00	\$ 15,144.00	81.58%	\$ 13,572.00	\$ 11,032.80	81.29%	\$ 6,355.20	\$ 5,287.20	83.19%
Taylorsville	\$ 18,689.88	\$ 15,092.76	80.75%	\$ 13,060.08	\$ 10,580.16	81.01%	\$ 7,144.92	\$ 5,844.96	81.81%
Unified Police Department**	\$ 17,752.80	\$ 14,294.76	80.52%	\$ 12,987.60	\$ 10,471.68	80.63%	\$ 6,223.20	\$ 5,028.36	80.80%
West Valley	\$ 14,668.44	\$ 11,734.80	80.00%	\$ 10,754.88	\$ 8,603.88	80.00%	\$ 5,327.16	\$ 4,325.16	81.19%
Unified Fire Authority**	\$ 16,082.28	\$ 12,865.80	80.00%	\$ 11,717.76	\$ 9,374.16	80.00%	\$ 5,516.76	\$ 4,413.48	80.00%
Cottonwood Heights**	\$ 17,961.84	\$ 14,197.92	79.04%	\$ 13,194.00	\$ 10,449.84	79.20%	\$ 6,550.56	\$ 5,333.76	81.42%
South Salt Lake**	\$ 15,169.44	\$ 11,736.00	77.37%	\$ 11,072.88	\$ 8,637.60	78.01%	\$ 5,290.20	\$ 4,610.40	87.15%

Total Employer % - Single (Italics)

Entity Name	Employee + Family			Employee + Spouse			Employee Only		
	Premium	Employer \$	Employer %	Premium	Employer \$	Employer %	Premium	Employer \$	Employer %
Draper	\$ 18,412.20	\$ 16,571.04	90.00%	\$ 13,556.04	\$ 12,200.40	90.00%	\$ 6,477.36	\$ 6,477.36	100.00%
Riverton	\$ 16,930.68	\$ 15,521.88	91.68%	\$ 16,549.92	\$ 15,141.12	91.49%	\$ 6,187.92	\$ 6,187.92	100.00%
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Murray	\$ 15,010.56	\$ 12,759.00	85.00%	\$ 10,932.00	\$ 9,292.20	85.00%	\$ 5,159.64	\$ 4,385.64	85.00%
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Unified Fire Authority**	\$ 16,082.28	\$ 12,865.80	80.00%	\$ 11,717.76	\$ 9,374.16	80.00%	\$ 5,516.76	\$ 4,413.48	80.00%



SOUTH JORDAN CITY 2014 RESEARCH PROPOSAL

JULY 2014

Contact:
Y² Analytics
Attn: Scott Riding
60 South 600 East Suite #150
Salt Lake City, UT 84102
801.556.3204

RESEARCH OBJECTIVES

South Jordan City is facing an important decision about the future of city-owned Mulligans Golf and Games. Due to a resident-led campaign to save the complex, the city desires to research public opinion on the current state of Mulligans and to get input about potential alternatives for the land.

Y² Analytics includes researchers with significant expertise as well as experience assisting Utah municipalities in their research objectives.

There are three overall objectives for this wave of research: 1) to determine citizen awareness of the current status of Mulligans Golf and Games, 2) probe citizens' interest in preserving the complex, and 3) present alternative plans or features and gauge citizen response.

As a result of our conversations with staff and elected officials at South Jordan City and our experience on municipal policy research, Y² Analytics has compiled research options to fulfill these objectives.

FOCUS GROUPS

When policy alternatives are numerous and complex, we recommend beginning the research with in-person focus groups. Our team will recruit demographically and geographically diverse sets of South Jordan citizens to participate in anonymous 90-minute groups. In each group, a trained moderator will lead a discussion about the decision before the city. The goal of each discussion will be to allow participants to talk at length about the Mulligans complex, probe their understanding of the city's current situation, allow them to engage with the best arguments for and against renovating the land, present them with some attributes of alternative uses, and watch for opinion movement or resistance.

The focus group setting gives depth to research and allows the city to understand the reasons behind different positions on this issue. It also helps us to ensure our survey does not omit important considerations that our researchers and the city have not yet identified.

Because focus groups are such a small sample of the city, however, there is a possibility that the opinions of one group could be unrepresentative of the city as a whole. Consequently, we recommend running at least two, followed by a full scientific survey.

At the conclusion of the groups, Y² will run a full analysis. Our team will deliver a report outlining the group findings and deliver a highlights video documenting important moments during the discussions.

Mode	Target Population	Size	Length	Price
In person focus group	South Jordan City citizens	8-10 members	90 minutes	\$5,800 each

REPRESENTATIVE SURVEY

There is no better tool for understanding the breakdown of opinion across the entire city than a scientific survey. Our team has extensive experience surveying municipal citizens, across a variety of municipalities. Traditionally surveys were conducted using a random sample of phone numbers in the city. However, the shift from landline telephones to cell phones has made telephone surveying much more expensive and less reliable. To most municipalities, we recommend fielding surveys via email invitations linking to an online questionnaire.

Just a few years ago, concerns about sampling bias prevented online-only survey work from displacing traditional telephone surveying methods. However, recent work with other municipalities along with our academic research efforts have demonstrated that we can achieve a representative sample via email invitations when the email coverage for the target population is high and unbiased.¹

This is especially beneficial to South Jordan because email invitations and self-administered online questionnaires are much more economical than traditional methods, especially since expensive cell phone interviewing is now essential to telephone survey accuracy.

Our team will analyze the South Jordan voter database and work with consumer data vendors to append email addresses to the file for the survey.

The survey questionnaire will be drafted with direct input from the South Jordan City staff and elected officials, including a full draft with editing rounds. Our team will program the survey for online hosting and send out invitations and reminders. The response rate will determine the size of the sample we can attain, but if we can use an official city email address for the invitations and have them signed by elected officials or city staff, we expect a response rate ranging from 5-20%.

Following successful interviewing, Y² will employ statistical weighting to ensure demographic and geographic representativeness. Then our team will deliver topline results, tabular results by geographic quadrant and demographics, documentation, and a present a deep-dive statistical analysis looking for demographic or geographic patterns unique to each question.

Survey sample size is less important than sample representativeness for age, gender, income, neighborhood, marital status, etc. We propose attempting to interview between 300 and 500 citizens, resulting in a margin of error of four to five percentage points.

Mode	Target Population	Size	Length	Price
Online self-administered interviews	South Jordan citizens	300-500 interviews	50 questions	\$8,800

¹ Michael Barber, Chris Mann, J. Quin Monson, and Kelly D. Patterson. Forthcoming. "Online Polls and Registration Based Sampling: A New Method for Pre-election Polling" *Political Analysis*.

RELEVANT RESEARCH & EXPERIENCE

Our research specialists have over thirty years of experience polling Utah residents and voters. This experience includes a number of public and private studies examining public opinion on public policy issues. It also includes peer-reviewed research on online survey methodology and literally dozens of online surveys.

PUBLICLY RELEASED RESEARCH

- 2014 Orem City citizen feedback survey on Internet service, UTOPIA, and the Macquarie proposal. Y² Analytics fielded a survey of over 3,000 citizens to inform the mayor and city council about citizens' preferences on the future of UTOPIA. The results of the survey were presented in two city council meetings prior to the policy decision.
- 2011, 2012, and 2013 Provo City Surveys. Quin Monson fielded online only surveys in Provo City with a proposed methodology and research objectives similar to this proposal. Example deliverables from 2012 can be found on the Provo Mayor's blog.² The full report can be found at the link in the footnote³ (shared with permission from Provo City).
- "Online Polls and Registration Based Sampling: A New Method for Pre-election Polling." This forthcoming article in the peer-reviewed journal *Political Analysis* details logic behind the accuracy of our online polling methods.
- "Evaluating Online Training: A Study of Poll Worker Training in Butler and Delaware Counties, Ohio for the March 4, 2008 Presidential Primary Election and in Bexar and Travis Counties, Texas for the November 4, 2008 General Election." This academic work produced through the Center for the Study of Elections and Democracy at Brigham Young University is a sophisticated field experiment involving extensive work with four county election offices across two states.⁴
- Utah Voter Poll. This academic survey has been conducted several times a year since 2005 via an online panel of Utah voters as well as via random samples selected from the publicly available voter file.⁵

PRIVATE RESEARCH

- Utah League of Cities and Towns (ULCT) Survey. The ULCT works with local elected officials and their staff to foster local innovation in the public sector and serve constituents. They regularly conduct public opinion studies to evaluate public awareness of local efforts and to inform municipal priorities. Y² just completed a study focused on quality of life issues, especially access to technology. The approach included a statistical sample of Utah voters, stratified by city population size, and administered dual-mode: online and live telephone interviews. Results were delivered at the annual conference.

² <http://provomayor.com/2013/05/14/extra-extra-read-all-about-it/>

³ <https://www.dropbox.com/s/hr02f1g4lg5y8xp/2013%20Report%20-%20Final%20Digital.pdf> or <http://goo.gl/Wxlyji>

⁴ <http://csed.byu.edu/Assets/OnlineFinalReport2.pdf>.

⁵ For details see: <http://utahvoterpoll.org>.

PAYMENT SCHEDULE

We require 50% of the agreed project price to start data collection and a full balance settlement for data and analysis delivery.

CONTACT AND FOLLOW-UP

Our team is excited at the prospect of working with the staff at South Jordan City, and we are eager to answer any questions this proposal prompts. Please contact Scott Riding at scott@y2analytics.com or call his cell phone at 801-556-3204.

Y² ANALYTICS EXECUTIVE TEAM

Y² Analytics is a market research and data analysis group with extensive experience measuring and analyzing public opinion in Utah and across the country. Our team includes seasoned researchers, capable analysts, veteran consultants, and database specialists.

QUIN MONSON, PH.D.

Quin is a recognized survey researcher and a partner at Y². Though he has extensive experience polling nationally and in a dozen states, Quin has developed a specialty for Utah public opinion. He has particular expertise with sampling, weighting, and online modes.

He has fielded countless political, academic, and professional surveys via traditional phone techniques, novel internet modes, and increasingly rare in-person interviews. His publications appear in a variety of academic journals including *Political Analysis*, *Public Opinion Quarterly*, and *Political Research Quarterly*.

Quin received his Ph.D. from the Ohio State University where he focused on public opinion, and survey research methods. He is the Director of the Center for the Study of Elections and Democracy and an Associate Professor of Political Science at Brigham Young University.

KELLY PATTERSON, PH.D.

Kelly is a partner at Y², a survey specialist and a political scientist. He has directed the Utah Colleges Exit Poll, a poll that has surveyed voters in the state of Utah for over 30 years. Kelly's expertise in questionnaire development includes experience with numerous randomized survey experiments and A/B testing.

He worked on Capitol Hill in Washington D.C. as a Congressional Fellow with the American Political Science Association. His publications appear in a variety of academic journals including *Public Opinion Quarterly*, *Political Behavior*, the *Journal of Politics*, and the *Journal of Political Marketing*.

Kelly received his Ph.D. from Columbia University where he researched political parties, public opinion and voting behavior. He is also the former Director of the Center for the Study of Elections and Democracy at BYU and is currently a senior research fellow.

SCOTT RIDING

Scott is the Executive Vice President and a Partner at Y². He has led the execution of polling, microtargeting, focus groups, and custom analytics for dozens of companies, government institutions, and organizations, ranging from energy companies to professional hockey teams. From 2010 to 2013, he worked as the Director of Data Strategy for TargetPoint Consulting, a national market research and data mining firm.

Scott specializes in custom market segmentation, data cleansing, and survey research.

Scott is a graduate of Brigham Young University.

Gateway to South Jordan: Citizen Outreach Discussion Outline

Help South Jordan residents understand the opportunities associated with the Mulligan's property so they and city leaders can make informed decisions about the future of the property.

JULY 15, 2014. PREPARED FOR THE SOUTH JORDAN CITY COUNCIL

This plan assumes four premises:

1. Almost all political and public policy successes are triumphs of communications. Almost all political and public policy failures are failures of communications.
2. Only 20 percent of the success of a major idea or initiative is determined by how good the idea or initiative is. 80 percent of the success of an idea or initiative is determined by how well the initiative is conceived and executed -- by who was informed in advance, by listening, by input received, by building supportive coalitions, by communications with stakeholders.
3. Elected leaders can make hard decisions that not all constituents support, if:
 - a. Constituents feel they have had plenty of opportunities for INPUT, and that elected leaders have really LISTENED to them.
 - b. Constituents feel the process used to make the decision has been FAIR, OPEN and TRANSPARENT, rather than arbitrary and random, and that elected leaders have heard all sides and have used good methodology to reach a decision.
4. No matter how openly, carefully and effectively elected leaders execute an initiative, a small, but noisy, fringe group will still express opposition.

Plan Notes: This effort can be large and costly, or it can be modest and economical, depending on the city budget and the wishes of city leaders. To provide city leaders complete financial control, this plan is designed to be scalable -- built in phases with a menu of services so city leaders can determine what parts they wish to execute, and what parts they want internal city staff to undertake instead of outside contractors.

An option the city could consider is to appoint a Citizens Committee comprised of respected citizens and charge it with running the outreach program and looking at options for the Mulligan's property. The committee could report to the City Council in six months.

Introduction

The Mulligan's property is a treasured part of South Jordan City, literally the gateway to the community. City leaders want to know the desires of residents concerning the property. To make good recommendations to city leaders, citizens need to be well-informed about the history and current status of the property and possible future options and opportunities. Effective methodology is needed to receive representative citizen input and ensure informed decisions.

Objectives

1. Help citizens and leaders of South Jordan City make the best decisions possible regarding the city-owned Mulligan's property.
2. Inform South Jordan citizens through the news media, social media, and direct communications, so they understand all the possibilities and ramifications of various uses of the property.
3. Provide multiple opportunities for residents to provide suggestions and input, via public hearings, web site, and social media.
4. Maintain an open, transparent process that is fair to everyone.

Audiences

1. South Jordan citizens
2. Opinion leaders, including business leaders and elected officials
3. Stakeholders, including developers

Workplan & Timeline

- Phase 1.* Qualitative Research. Conduct focus groups (see Y2 Analytics proposal). **Completed by Aug. 10.**
- Phase 2.* Quantitative Research. Conduct city-wide public opinion survey (see Y2 proposal). **Completed by Sept. 1**
- Phase 3.* Develop communications materials and conduct information/education campaign. **Completed by Nov. 1**
- Phase 4.* (Overlaps *Phase 3*) Conduct listening campaign, allowing input via web site, Twitter, Facebook, text messages, and public hearings held in each council district. Compile, tabulate and analyze citizen input. **Complete by Jan 1, 2015.**
- Phase 5:* Council holds final hearing and makes decision by **January 31, 2015**

Workplan Explanation and Costs

Phases 1 & 2

See Y2 Analytics proposal

Phase 3: Information & Education Campaign

1. Prepare background and educational materials
 - Open letter to citizens from mayor and/or city council explaining why this open and transparent process is being undertaken and how it will proceed. Emphasize desire to provide factual information and that elected leaders want to listen carefully to citizens.
 - Two- to-three page white paper overview outlining history and current status of Mulligans, including how city obtained ownership, current and projected financial status and realities, number of residents who use the golf course, etc.
 - Develop press kit and talking points, press release outlining outreach process, and why it is being undertaken.
 - Document and display boards (with help from Boyer) outlining options for Mulligans with drawings and mock-ups.

- Create and populate web pages, either on separate site or within the city's site, with information and opportunity to comment and leave input.
 - Create social media accounts and run social media campaign.
2. Use variety of delivery channels to disseminate educational material.
 - Utility bill stuffers directing citizens to web site, social media and, later, public hearings.
 - Direct mail, if necessary, to citizens with background information, directions to web site and social media, and invitations to public hearings.
 - News media: Create spokesperson protocol and be pro-active while quickly responding to inaccurate information; place op-ed essays from mayor and/or council; Doug Wright show; brief reporters, provide press releases, updates and responses as events occur. Possibly advertise in Valley Journal.
 - Conduct social media campaign.
 3. Possibly create coalition or Citizens Committee comprised of prominent residents to speak in favor of investigating all uses of the Mulligan's property and support use that provides the most benefits and opportunities for most citizens.
 4. Support mayor and council member communications with opinion leaders, including other elected officials and business leaders.

Phase 4: Conduct Listening Campaign

1. Possibly do web poll. (Think it through first)
2. In all communications, invite responsible feedback, especially on the web site. Invite commenters to use their names, addresses, phone numbers.
3. Acknowledge that special interest groups, those with strong feelings, are likely to dominate comments and feedback. Encourage city-wide participation.
4. Hold public hearings in each council district.
5. Conduct professional poll after information campaign to measure public opinion.

Phase 5: Council Holds Final Hearing, Makes Decision

Messages

1. The mayor and council sincerely desire to listen to citizens and do what's best for the entire city.
2. This is the gateway to South Jordan and needs to be a welcoming public space and gathering place.
3. Financial realities and lost opportunity/non-taxable land must be part of the discussion.
4. Rumors of high-density housing are false.
5. Opportunities with development of the FrontRunner station and surrounding properties.

Pricing Options

Pases 1 to 2 Pricing (Y2 Analytics Focus Groups/Survey Research):

- a. One focus group: \$5,800

- b. Two focus groups: \$11,600
- c. Pre-campaign survey: \$8,800
- d. Post-campaign survey: \$8,800

Ford Pinto: \$8,800 (one survey)

Chevy Malibu: \$20,400 (two focus groups, one survey)

Lexus: \$29,200 (two focus groups, two surveys)

Phases 3 to 5 Pricing (does not include hard costs such as advertising, printing and mailing):

- a. **Ford Pinto:** Webb Consulting develops detailed plan and provides oversight and advice, but plan is executed by volunteers (coalition) and city employees. \$2,750 per month for six months = \$15,000
- b. **Chevy Malibu:** Webb Consulting writes and edits all materials and provides oversight and advice, but volunteers and city employees create web site, run social media, handle media relations, and do scheduling and event management for five public hearings (each council district). \$5,500 per month for six months = \$33,000
- c. **Lexus:** City outsources everything (writing, editing, developing messaging; creating web site; running social media campaign; press releases and dealing with news media; scheduling and event management for 5 public hearings): \$8,250 per month for 6 months = \$49,500.

Contact info:

LaVarr Webb

Webb Consulting

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lwebb@utahpolicy.com