



HIGHLAND CITY

HIGHLAND CITY COUNCIL AGENDA

August 16, 2016

Highland City Council Chambers, 5400 West Civic Center Drive, Highland Utah 84003

7:00 P.M. REGULAR SESSION - CITY COUNCIL CHAMBERS

Call to Order – Mayor Mark Thompson
Invocation – Council Member Rod Mann
Pledge of Allegiance – Councilman Ed Dennis

APPEARANCES (10 min.)

Time has been set aside for the public to express their ideas, concerns, and comments.

(Please limit your comments to three minutes each.)

PRESENTATION (10 min.)

Highland Fling Volunteer Recognition – Jessie Schoenfeld, Fling Chairman & Kaity Lavaja, Events Coordinator

CONSENT (5 min.)

- 1. MOTION: Approval of Meeting Minutes for the City Council Regular Session – June 28, 2016**
- 2. MOTION: Approval of Meeting Minutes for the City Council Regular Session – July 19, 2016**

ACTION ITEMS (40 min.)

- 3. RESOLUTION: Approval of a Pro-Tem Judge for the Justice Court – Honorable Scott Mickelsen and Honorable Sherlynn Fenstermaker.**
- 4. MOTION: North Pointe Solid Waste Special Service District and North Utah Environmental Resource Agency (NUERA) – Becoming partners with Bay View Landfill**

5. **MOTION: Contract for a Job Classification and Compensation Study – Personnel Systems and Services**
6. **MOTION: Contract to accept Cash in-lieu of Water Dedication – For property within Highland**

MAYOR/ CITY COUNCIL & STAFF DISCUSSION AND COMMUNICATION ITEMS (15 min.)

ADJOURNMENT

CLOSED EXECUTIVE SESSION – COUNCIL CHAMBERS CONFERENCE ROOM

The City Council will hold a closed executive session pursuant to Section 52-4-205(1) of the Utah State Code Annotated for the purpose of discussing:

- The purchase, exchange, or lease of real property;
- The sale of real property;
- Reasonably imminent litigation;
- The character, professional competence, or physical or mental health of an individual.

(These items are for information purposes only.)

Description	Requested/Owner	Due Date	Status
Road Capital Improvement Plan for FY 15-16 <i>Prioritize and Communicate to Residents</i>	City Council	Estimated June 2016	Meeting In Progress
Determine Park Use for Recreation	City Council Parks Staff	2016	In Progress
PW Storage Building	City Council Mayor/PW	2016	In Progress
Election Policy	City Council Jody Bates	January 2017	In Progress
Options for Police and Fire Services	Mayor City Council		
Employee Pay Rate and Benefits Comparison	Mayor City Council	Council Action August 2016	In Progress

ELECTRONIC PARTICIPATION

Members of the City Council may participate electronically via telephone, Skype, or other electronic means during this meeting.

CERTIFICATE OF POSTING

The undersigned duly appointed City Recorder does hereby certify that on this **11th day of August, 2016**, the above agenda was posted in three public places within Highland City limits. Agenda also posted on State (<http://pmn.utah.gov>) and City websites (www.highlandcity.org).

JOD'ANN BATES, City Recorder

- In accordance with the Americans with Disabilities Act, Highland City will make reasonable accommodations to participate in the meeting.
- Requests for assistance can be made by contacting the City Recorder at 801-772-4505, at least 3 days in advance to the meeting.
- The order of agenda items may change to accommodate the needs of the City Council, the staff and the public.

THE PUBLIC IS INVITED TO PARTICIPATE IN ALL CITY COUNCIL MEETINGS.

MINUTES
HIGHLAND CITY COUNCIL MEETING
Tuesday, July 28, 2016

Highland City Council Chambers, 5400 West Civic Center Drive, Highland, Utah 84003

PRESENT: Mayor Mark S. Thompson, conducting
Councilmember Brian Braithwaite
Councilmember Dennis LeBaron
Councilmember Tim Irwin
Councilmember Ed Dennis

STAFF PRESENT: Nathan Crane, City Administrator/Community Develop. Director
Gary LeCheminant, Finance Director
JoD’Ann Bates, City Recorder
Brian Gwilliam, Chief of Police
Tim Merrill, City Attorney

EXCUSED: Councilmember Rod Mann
Erin Wells, Assistant to the City Administrator
Justin Parduhn, Public Works O&M Director

OTHERS: Brandon Balkman, Dave Krammer, Kyle Randall, Hunter Rauson, Truman Glasgow, Cade Nielson, Casey Nielson, Ron Campbell, Dan Reeve, Bill Owen, Breely Anson, Ethan Shumway, Rob Sunderlage.

The meeting was called to order by Mayor Mark S. Thompson as a regular session at 7:03 p.m. The meeting agenda was posted on the *Utah State Public Meeting Website* at least 24 hours prior to the meeting. The prayer was offered by Councilman Dennis LeBaron and those assembled were led in the Pledge of Allegiance by Kyle Randall, a scout.

APPEARANCES:

Brandon Balkman, Highland resident. He would like to give the Council an update regarding the Disc Golf Course that was installed up in the Beacon Hills area. He indicated it is extremely popular and they have people from all over the state and even out of the state that come to use the course. He thanked the Council for their support and the parks department for their help in maintaining and the up keep of the park.

PRESENTATION:

Parliamentary Procedures – Tim Merrill, City Attorney

DRAFT

1
2 Tim Merrill indicated state law required some form of order for Council Meetings. The two
3 primary objectives for having rules of order are 1) to maintain civility, composure and decorum,
4 and 2) for clarity. He feel the council is doing very well on the first objective. They have some
5 heated discussions but he has never seen them cross the line where it becomes uncontrolled. The
6 publics composure is sometimes more difficult to control due to emotions. He distinguished the
7 difference between public comment where people simply comment on issues and public clamor
8 when a person has an opinion based purely on emotion not facts. The council does all they can
9 do to listen to the residents and the Mayor is the one that keeps the decorum of the meeting and
10 keeps things moving along. What he wants to focus on is the clarity portion of the meetings. He
11 feels the council needs to work on the motion they give and ensure they are clear and not
12 conjunctive. Tim reviewed simplified rules that are used in regards to motions and the different
13 types of motions.

14
15 General discussion continued regarding the different motions and proper use of those motions.
16

17 CONSENT ITEMS:

- 18
19
20 1. **MOTION: Approval of Meeting Minutes for the City Council Regular Session –**
21 June 7, 2016
- 22 2. **MOTION: Approval of Meeting Minutes for the City Council Regular Session – June**
23 **14, 2016**
- 24
25 3. **MOTION: Final Plat Approval– Beacon Hills, Plat G Phases 1 and 2 located at 5960**
26 **West 12500 North**
27 *Pulled by Councilman Brian Braithwaite*
28
- 29 4. **MOTION: Final Plat Approval - Blackstone, 85-unit townhome subdivision located at**
30 **the Northeast Corner of Town Square East and Parkway East**
31
- 32 5. **ORDINANCE: Annexation – Holdman Property located at 11500 North 6000 West**
33 *Pulled by Councilman Brian Braithwaite*
34
35

36 **MOTION: Councilman Dennis LeBaron moved the City Council approve 1, 2, and 4**
37 **consent items on the agenda.**

38
39 **Councilman Tim Irwin seconded the motion.**
40 **Unanimous vote, motion carried.**
41

42 PULLED CONSENT ITEMS:

DRAFT

1
2 **(3) MOTION: Final Plat Approval**– Beacon Hills, Plat G Phases 1 and 2 located at 5960 West
3 12500 North

4 *Pulled by Councilman Brian Braithwaite*
5

6 Councilman Brian Braithwaite stated that under the findings it states it’s an R-1-20 zoning when
7 in fact it is an R-1-40 zoning. Under recommendation and proposed motion the 5th item states
8 “The developer install 2 flashing speed signs on Angels Gate”. In the last meeting they
9 specifically stated they wanted those to be installed within 3 months of recording of the plat.

10
11 Nathan Crane indicated he would make that change to reflect that time frame.
12

13 **MOTION: Councilman Brian Braithwaite moved the City Council approve a final plat of**
14 **Beacon Hills Plat G Phase 1 and 2 located at 5960 West 12500 North with the changes**
15 **being: Correction of the zoning from R-1-20 to R-1-40 and the developer install 2 flashing**
16 **speed signs on Angels Gate within 3 months of recording the plat.**

17
18 **Councilman Dennis LeBaron seconded the motion.**
19

20 **Unanimous vote.**

21 **Motion carried**
22
23

24 **(5) ORDINANCE: Annexation** – Holdman Property located at 11500 North 6000 West

25 *Pulled by Councilman Brian Braithwaite*
26

27 Councilman Brian Braithwaite indicated that in the Ordinance it stated that that the Highland
28 City Council on March 25, 2014 accepted the said position when the actual date was March 16,
29 2016.
30

31 **MOTION: Councilman Brian Braithwaite moved the City Council approve an ordinance**
32 **accepting the annexation of 7.25 acres located at 11500 North 6000 West**
33

34 **Councilman Ed Dennis seconded the motion.**
35

36 **Those voting aye: Brian Braithwaite, Dennis LeBaron, Tim Irwin, and Ed Dennis.**

37 **Those voting nye: none**

38 **Motion carried**
39
40

ACTION ITEMS:

41
42
43 **6. MOTION: Highland Hollow Trial System** – Construction of Highland Hollow Park
44 north of Canterbury North Subdivision in conjunction with Eagle Scout Projects

DRAFT

1
2 *BACKGROUND: In June, Levi Kammer approached Highland City about the possibility of*
3 *building a trail system in the Highland Hollow area for his Eagle Scout project. Six Eagle Scout*
4 *candidates will have roles in this project. Levi Kammer's project will be the black trail loop.*
5 *Hunter Ransom's project will be the purple trail loop. Jaxon VanWagoner's project will be the*
6 *blue and green trail loops. Cade Nelson's project will be placing benches along the trails. Kyle*
7 *Randall's project will be the placement of trail and nature signs. Truman Glasgow's project will*
8 *be the placement of trail head signs.*
9 *The land that the trail system would be on is all Highland City property on an area that is*
10 *planned as a park. The trail system will have two entrances – one off of the Murdock Canal trail*
11 *and the second at the parking lot area shown in the map. The trails will be available for all non-*
12 *motorized uses including walking, running, and bike riding.*
13 *Just like any other city park, this trail system would create additional liability for the City. We*
14 *plan on managing that risk through signage posted at the trail entrances that include rules that*
15 *have been pre-approved by City Attorney Tim Merrill as well as by conducting at least monthly*
16 *walk-throughs of the park.*
17 *While the trail will all be on Highland City property, North Utah County Water Conservancy*
18 *District owns property northwest of the park area and Provo River Water Users Association,*
19 *Central Utah Water Conservancy District, and Jordan Valley Water Conservancy District all*
20 *have water systems in the area. Erin spoke to representatives from each of these water*
21 *companies. Each said that they had no concerns with the project and just wanted to be sure that*
22 *they would still be able to access their facilities. Staff plans on keeping them apprised of our*
23 *progress as this project moves ahead.*
24 *Once the trails are active, the Parks Department will maintain the trails by walking them at least*
25 *once a month to check for any trail deviations, problems with trash, etc. In addition, the area*
26 *Mountain Bike teams are required to give service hours every year and the Lone Peak Bike Team*
27 *has committed to helping with the maintenance/clean-up of the park as needed.*
28
29 Levi Kammer, Lone Peak Mountain Bike Team Coach stated since they last met there has been
30 some significant progress made. They have verified property lines and been in touch with all the
31 water entities to ensure communication and keeping them updated. They have petitioned for a
32 grant with Utah Parks and are working on other sponsors. This is a minimal cost project, it
33 mostly will take man power and labor. In talking with another city with this type of park their
34 city budget for the park is \$5000. and \$3000. of that is for bridges and bridge repair. This area
35 only has one existing bridge that is in excellent condition, so the cost will be very minimal and
36 feels they can get grants and volunteers from the area to help with the park.
37
38 Councilman Tim Irwin inquired about the grant and its requirements including future ongoing
39 expense.
40
41 Levi Krammer responded that the grant he is applying for does not commit the city to anything.
42 Whatever they are asking for they need to match with a private donor or any other source. He
43 feels they have access to the sponsors that they can have on board to match the grant funds.

DRAFT

1 They have spoken with Josh Castleberry, city Parks Superintendent and feels what they want to
2 do will require minimal maintenance from city staff.

3
4 Councilman Brian Braithwaite inquired if they had talked and addressed the issue of parking.
5 His concern would be, is there enough parking and is the dirt road going to be inviting to have
6 cars drive down there. They need to think of how people would be using this so there is not a
7 negative impact on the neighbors in that area or along the trails.

8
9 Josh Castleberry, City Parks Superintendent indicated that at the end of the paved road there are
10 parking stalls already painted, they need to be freshened up but they are there. Josh stated they
11 have talked about blocking off the end of the road at the dirt. Rather that would be rocks, a gate
12 or bollards, he feels some type of blocking needs to be done. If parking becomes a large issue in
13 the future they would have to look at a parking lot in the park itself.

14
15 Further discussion continued regarding other possible parking areas to accommodate the park
16 users.

17
18 Mayor Thompson commented that he feels gates are what needs to be in place there. It allows
19 access for all utility companies and emergency vehicles that need to get into that area.

20
21 **MOTION: Councilman Brian Braithwaite moved the City Council authorize the use of the**
22 **Highland Hollow property for use as a trails for hiking, walking, and biking and be used in**
23 **conjunction with the Eagle Scout project as presented.**

24
25 **Councilman Tim Irwin seconded the motion.**

26
27 Discussion was held regarding the different uses that could be achieved in the area and the
28 protocol regarding the different activities.

29
30 **Unanimous vote.**

31 **Motion carried.**

32
33 **7. MOTION: Beacon Hills Trail Head - Multi-use Trailhead in the Beacon Hills**
34 **Subdivision north of the intersection of New London and Angels Gates**

35
36 *BACKGROUND: Ethan Shumway and Kevin Brooks have prepared a proposal that would use*
37 *the land east of the upper pressurized irrigation pond in Beacon Hills as a multi-use trailhead.*
38 *Proposed improvements include parking, portable restrooms, split rail fencing, signage and a*
39 *trash receptacle. They have raised approximately \$20,000 for construction of the trailhead.*
40 *They are requesting that the City provide in-kind materials, labor, and play the monthly expense*
41 *of the portable restroom. The cost of a portable restroom is \$93.00 a month. This will provide*
42 *weekly service.*

DRAFT

1 Brandon Balkman resident, indicated they are looking for approval to improve the Hogs Hollow
2 Trailhead. The cost for improvements are covered fully by private funds. This would create a
3 drive path, turnaround and parking for 24 vehicles and 3 extended trailer parking areas for
4 equestrian users. The trailhead is located at the far end of the Beacon Hills subdivision and
5 residents have agreed on the location to be east of the water basin. Currently there is a paved
6 road that ends at the building owned by the city and he feels there would be no increase on traffic
7 due to the trailhead already existing. This just formalized and improves the existing trail head.
8 Highland residents have privately raised \$20,000. on behalf of the Corner Canyon Foundation to
9 improve the trailhead as proposed. They have had plans drawn up and have been communicating
10 with the residents regarding the plans and what this will include. It would be welcomed if
11 Highland City could provide any in-kind materials and labor to support the proposal but it is not
12 necessary. They would propose Highland City cover the monthly ongoing expense associated
13 with providing a portable restroom and a trash can but again not necessary. This trailhead
14 connects with the Hog Hollow Trail and all the trails that are developed in Draper. This is a
15 heavily used trailhead and they are just looking at making it more improved and better for not
16 only those that use it but the residents around that area.

17
18 Councilman Brian Braithwaite inquired regarding the costs of placing a garbage can and portable
19 restroom for this area.

20
21 Josh Castleberry, City Park Superintendent responded that some garbage services are included in
22 the contract the city has with Republic Services but does not know if this would be able to be
23 included in that and does not have an amount at this time. He feels that in this area a non-
24 plumbed restroom would not be ideal and would lean more towards a portable restroom.

25
26 Mayor Thompson stated he feels that if the city is going to have a trailhead it indicates the city is
27 going to accommodate the needs of the public while they are there. To not have any facilities he
28 feels is not the appropriate way to handle it.

29
30 Councilman Brian Braithwaite responded he feels they should move forward with the project.
31 He indicated that there are various areas around the city that residents are encouraged to use
32 where the city has not provided any facilities.

33
34 **MOTION: Councilman Tim Irwin moved the City Council approve the Beacon Hills Trail**
35 **Head with the costs being fully covered by private funds.**

36
37 **Councilman Ed Dennis seconded the motion.**

38
39 **Unanimous vote.**

40 **Motion carried.**

41
42
43 **8. PUBLIC HEARING / RESOLUTION: Amended Budget – Final Amendments to the**
44 **2015-2016 Fiscal Year Budget**

DRAFT

1 *BACKGROUND: The City is required to keep expenditures within budget. As the Council is*
2 *aware, accurately forecasting all the expenditures and needs of the community is difficult;*
3 *therefore, budget amendments may be necessary to comply with State requirements. It is*
4 *necessary to amend the budget to adjust for various unanticipated expenditures in certain funds*
5 *of the City.*

6 Gary LeCheminant City Finance Director, indicated there was a spreadsheet sent to the council
7 for the amendments. Gary reviewed some of the more specific amendments to include revenue
8 changes which enables the city to not use any funds out of savings (equity fund) in order to
9 balance the final budget. He reviewed some of the significant revenue and expenditure funds
10 that effected the amendments.

11
12 Mayor Thompson opened the public hearing.

13
14 Ron Campbell, resident and Planning Commissioner. Ron stated he feels staff has done a great
15 job with the budget. He feel there is more that can be done with putting more money in roads in
16 the future and the study of Public Safety so we are not locked into the kind of funds the city
17 continues to spend.

18
19 Hearing no further comments, Mayor Thompson closed the public hearing.

20
21 Comments were made regarding some changes to the new current fiscal year budget.

22
23 Councilman Brian Braithwaite commented on a fee that has been charged for the Timpanogos
24 Special Service District and where it should be correctly applied.

25
26 Nathan Crane indicated the Timpanogos fee discussion was out of the scope of the agenda item
27 and suggested it be placed on a future agenda for further discussion.

28
29 **MOTION: Councilman Ed Dennis moved City Council approve an Ordinance Amending**
30 **the 2015-2016 fiscal year budget to include the additional items as presented.**

31
32 **Councilman Tim Irwin seconded the motion.**

33
34 **Those voting aye: Ed Dennis, Tim Irwin, Dennis LeBaron and Brian Braithwaite.**

35 **Those voting nye: none**

36 **Motion carried.**

37
38
39 **MAYOR, CITY COUNCIL & STAFF COMMUNICATION ITEMS**

40 *(These items are for information purposes only and do not require action or discussion by the*
41 *City Council)*

DRAFT

- 1 • Finance Software – Gary LeCheminant, Finance Director

2
3 Gary LeCheminant explained he had been looking at software that produces a dashboard of
4 information. American Fork City uses a company called Open Gov. which is on their website
5 and allows them to provide their residents various financial information from revenues,
6 expenses, fund type and amounts. The idea is to be transparent and have the ability to see the
7 financial state of the city. Gary reviewed different things the program allows them to do, costs
8 and yearly expenses.

9
10 General consensus of the Council was to spend the funds on something that would be more
11 useful to the residents. Detailed reports can be placed on the website but would not need to be
12 done in the manner this program offers.

- 13
14 • Road Maintenance Plan, Open House Report – Nathan Crane, City Administrator

15
16 Nathan Crane indicated the road open house was held and they had approximately 50 people in
17 attendance. Nathan indicated one of the key items is the change in the type of road repair that is
18 needed. They are indicating that some type of mill and overlay is needed for 23.6% of the roads
19 while on 5% total reconstruction is needed. Those numbers are significantly different than the
20 previous study. Another key item is that 75% of the roads were evaluated for structural distress
21 which previously required complete reconstruction with a require budget of approx. 16.2 million.
22 Based on the core samples only 6% actually require reconstruction the other require a number of
23 different treatments. That lowers the estimated cost from 16.2 million to 5 million dollars. The
24 next step in the project are finalize the map and prioritize the road based on a certain criteria and
25 then it will be presented to the Council.

- 26
27 • Mayor Thompson reviewed the information items.
 - 28 ○ Road Plan – Already have date set for reporting
 - 29 ○ Election Policy –

30 JoD'Ann Bates, City Recorder indicated she had met with Ed Barfuss and they are reviewing the
31 issues that were encountered at the last election. They will continue to meet and work on the
32 candidate packet to help address those issues. This will be brought back to the council for
33 review after the first of the year.

- 34
35 ○ Council Policy and Procedures – Will be addressed in the next couple of months
- 36 ○ Determine Park Use – Still ongoing
- 37 ○ Public Works Storage Status -

38 Mayor Thompson indicated he has tried to contact the owner of the property next to the Public
39 Works building on 5600 west and he is waiting for a response.

40
41 Ed Dennis inquired of a motion made that instructed staff to look at other city owned property
42 before looking at the purchase of other property.

DRAFT

1 Nathan Crane indicated there was discussion in an executive session that gave the direction to
2 staff to review the potential property. There has been no formal decision made.

3 Mayor Thompson stated that he believes they have looked at all the city owned property for that
4 purpose and have had public hearings on two of them. He feels the public comments would be
5 the same for all the locations that is why they are looking at adding onto a piece of property
6 already owned by the city.

- 7
- 8 • Tim Merrill, City Attorney inquired about firework restrictions and if the city will be
9 posting those restrictions this year.

10

11 Fire Chief Freeman indicated he does not feel there are any new areas that need to be added at
12 this time. An Executive Order by the Mayor is all that needs to happen for those restrictions to
13 be in place.

14

15

16 ADJOURNMENT

17

18 **MOTION: Councilman Brian Braithwaite moved the City Council to adjourn the City**
19 **Council Meeting of June 28, 2016.**

20

21 **Councilman Ed Dennis seconded the motion.**
22 **Unanimous vote. Motion carried.**

23

24 **Meeting adjourned at 8:46 p.m.**

25

26

27

28

29

30 JoD'Ann Bates, City Recorder

31

32 Date Approved: August 16, 2016

MINUTES
HIGHLAND CITY COUNCIL MEETING
Tuesday, July 19, 2016

Highland City Council Chambers, 5400 West Civic Center Drive, Highland, Utah 84003

PRESENT: Mayor Mark S. Thompson, conducting
Councilmember Brian Braithwaite
Councilmember Dennis LeBaron
Councilmember Tim Irwin
Councilmember Ed Dennis
Councilmember Rod Mann

STAFF PRESENT: Nathan Crane, City Administrator/Community Develop. Director
Erin Wells, Assistant to the City Administrator
Gary LeCheminant, Finance Director
JoD’Ann Bates, City Recorder
Justin Parduhn, Public Works O&M Director
Tim Merrill, City Attorney

6:00 P.M. CLOSED EXECUTIVE SESSION – CITY COUNCIL CHAMBERS

The City Council will hold a closed executive session pursuant to Section 52-4-205(1) of the Utah State Code Annotated for the purpose of discussing:

- The purchase, exchange, or lease of real property;
- The sale of real property;
- Reasonably imminent litigation;
- The character, professional competence, or physical or mental health of an individual.

7:00 P.M. REGULAR SESSION – CITY COUNCIL CHAMBERS

OTHERS: Roy Curtin, Jennifer Moulder, John Thomas, Shannon Babb, Reed A. Probst, Julie Probst, Jonathan Probst, Nathan Whiting, Carla Yancey, Cindy Johnson, Reed R. Probst, Gary Boren, Taryn Jones, Christine Hayes, Glen Vawdrey, Pat Curtin, Jacob Ridges, Mary Jean Ridges, Heidi Clifford, Chris Clifford, Heather Daniel, Brent Reed, Shawna Larsen, Woody Larsen, Kathy Baum, Torri Bowcut, Pat Hollingshaus, Dyanne Law, Maddox Ray, Eli Wall, Dana Ray, Carol Rice, Scott Rick, Gerald Naumann, Larry Sutomayor, Rose Sutomayor, Kristen Chevrier, Karen Peirsen, Candace Bergquist, Zach Allred, Tirzah Allred, Debbie Kinjo, Jill Tew, Pam Muir, Erika Barnes, Matthew Barnes, Daniel Asay, Janeen Ashcraft, Mike Ashcraft, Lorelee Hopkins, Paul Forbes, Cheryl Tooley, Heidi Van Valkenburg, Bill Van Valkeburg,

DRAFT

1 Amber Warren, Stephannie Thacker, Lowell Nelson, Anita Babb, Jan Dowling, Nicki Brammer,
2 Kenney McEwan, Patti McEwan, Ronnie Crump, Alisha Crump, Terri Kent, Linda Sonuin,
3 Karen Wade, Alan Wade, Josh Castleberry, Mike Schoenfeld, Jessie Schoenfeld, Ty Christensen,
4 Van Bond, Brooke Arnoldsen, Tyson Arnoldsen, Heidi Parker, Jeff Murdoch, Roy Bond, Steve
5 Mower, Austin Sorenson, Brad Herzog, Hadley Hutchings, Chris Weiss, Tanya Colledge, Julie
6 Muelleck, Terry Parson, Mike Parson, Blythe Shupe, LeVee Kawakami, Lynn Ritchie, Scott
7 Smith, Colleen Eggett, Sher Britsch, Janae Wahnschaffe, and Chris Dalley,

8
9 The meeting was called to order by Mayor Mark S. Thompson as a regular session at 7:00 p.m.
10 The meeting agenda was posted on the *Utah State Public Meeting Website* at least 24 hours prior
11 to the meeting. The prayer was offered by Councilman Brian Braithwaite and those assembled
12 were led in the Pledge of Allegiance by Maddox Ray, a scout.

13 14 15 APPEARANCES:

16
17 There were no public appearances.

18 19 PRESENTATION

20 21 **Open Meeting Law – Tim Merrill, City Attorney**

22
23 City Attorney, Tim Merrill, explained that the State requires the City Council to review the Open
24 Meetings Law annually. He proceeded to read a summary of the language regarding quorums,
25 notices, agendas and minutes. In regards to emails, Attorney Merrill stated that the City Council
26 Members were free to email each other regarding agenda items outside of meeting times. He
27 concluded by reading the language regarding ethics.

28 29 30 CONSENT ITEMS:

- 31
32 **1. MOTION: Approval of an amendment to the Beacon Hills Development Agreement**
33 – The amendment will extend the agreement until August 2024.

34
35 Councilman Ed Dennis expressed a concern that this extension would essentially extend open
36 space developments, with which the City Council has decided to do away. City Administrator,
37 Nathan Crane, explained that the developer has met the obligations of the agreement but they
38 have not sold all of the lots yet. He recommended approval of the amendment.

39
40 **MOTION: Councilman Dennis LeBaron moved the City Council approve the consent item**
41 **on the agenda.**

42
43 **Councilman Brian Braithwaite seconded the motion.**

DRAFT

1 **Unanimous vote, motion carried.**
2

3 **ACTION ITEMS:**
4

5 **2. PUBLIC HEARING / MOTION: Surplus of City Owned Property** – The Council
6 will be discussing whether or not to surplus 1.6 acres of property is located at 5386 W
7 10700 N
8

9 *BACKGROUND: The City has been approached by McKay Christensen, a Developer, who is*
10 *proposing a project known as Apple Creek. The project is a 270 unit age restricted apartments.*
11 *Mr. Christensen would like to purchase the property and incorporate it into that development.*
12 *The parcel that Mr. Christensen is requesting to purchase is 1.6 acres and is located at 5386*
13 *West 10700. At the June 27, 2016 Council meeting the Council requested that staff schedule a*
14 *public hearing to consider the disposal of the property. The disposal of property requires*
15 *several steps. These include; declaring the property as surplus by resolution; the Council holds*
16 *a public hearing; and publication of the public hearing in a newspaper and in the utility bill. If*
17 *the Council chooses to dispose of the property, a resolution will be prepared for consideration at*
18 *a future meeting.*
19

20 Nathan Crane presented the background information regarding this item and stated that the City
21 was approached by the developer of the proposed Apple Creek development regarding possible
22 purchase of City property. The subject property has been designated for government or civic
23 uses, which would include a community center or library.
24

25 Councilman Rod Mann suggested that the library board be given the opportunity to make speak
26 regarding this issue.
27

28 Janae Wascheffe, the Library Director, gave a presentation that is included as an attachment to
29 these minutes. This presentation included statistics regarding an increase in attendance, the
30 growth of the library, and future goals and programs the Library Board wishes to implement in
31 the upcoming year.
32

33 In response to a question from the Council, Director Wascheffe stated that she would like to at
34 least double the size of the library, and there may not be space to do that at the current location.
35

36 Councilman Brian Braithwaite wanted to know more information regarding the specific goals of
37 the Library Board, their progress so far, and a proposed timeline. He did not feel that he had
38 received sufficient information in that regard. He also commented that the subject property was
39 designated for civic use, but not specifically for a library. There are other options for this
40 property under the current designation, and Councilman Brian Braithwaite wanted to further
41 explore those options.
42

43 Blythe Shupe, the Library Board Chair, clarified that the Library Board has been working toward
44 their goals for many years, but that progress was delayed when they had to find a new Library

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1 Director. Director Wascheffe has only been in her position for five months, but a lot of progress
2 has been made in that time. Chair Shupe explained that it has always been the goal of the Board
3 to expand the library, and they have envisioned using the subject property as the site of a large
4 community center as well as a library. The Board has no intention of asking the City for
5 funding; rather, they would seek for donations and participate in fundraising efforts.

6
7 Councilman Ed Dennis was not sure that the City Council was prepared to make an informed
8 decision on the request, and suggested that more information be gathered regarding other civic
9 and government needs of the City.

10
11 Mayor Thompson opened the public hearing.

12
13 A letter from former Mayor Jess Adamson was read into the record. (attached).

14
15 Glen Vawdrey, a long-time resident of Highland, stated that he has served on both the Planning
16 Commission and City Council in the past and gave a brief history of the creation of the Library
17 Board. When the Board was formed, the subject property was not designated specifically for
18 library use, but it was considered. Mr. Vawdrey agreed with the comments made in Mayor
19 Adamson's letter, feeling that the surplus of the property would be shortsighted.

20
21 Scott Smith, a former City Council Member, stated that he has been a member of the Library
22 Board for over six years. Mr. Smith stated that the Library Board and the Arts Council have
23 always considered the subject property as the best location for a community center that would
24 serve both programs. The response from the residents regarding the library has been wonderful,
25 and they do want a full-service library in the future. Mr. Smith reiterated that any improvements
26 to the library or new construction would be funded through donations and fundraising rather than
27 City funds.

28
29 Amber Warren, a mother and small business owner, explained that she grew up in Salt Lake City
30 where there is an incredible library system. The Highland Library is wonderful, but very small,
31 and many times the residents are forced to pay extra money to use the library facilities in the
32 surrounding cities to find what they need. Mrs. Warren suggested that the City lift the Sunday
33 Ordinance to attract more businesses to the area, which would increase the City's revenue to
34 fund projects like this one.

35
36 Colleen Eggett, the American Fork City Library Director, confirmed that Highland residents
37 currently have to pay a \$40 fee to use their facilities because the Highland Library is not robust
38 enough. She felt that there was a great opportunity for the growth of this library.

39
40 Jan Dowling, a resident and former City Council Member, commented that every time the
41 subject of the library is discussed, it seems that the library has to defend itself to the City Council
42 Members. He believed that the opposite should be true. Mr. Dowling was opposed to the
43 surplus of City property, particularly when the property is located in the City Center.

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1 Sheri Britsch, the Pleasant Grove City Library Director, spoke of her experience with the
2 expansion of the Springville Library. She stated that the residents will support an expansion if
3 there is a clear vision for the library and if there is space available.
4

5 Heidi Clifford, a resident, explained that she grew up going to the library every week in her
6 hometown, and she stressed the importance of having those facilities available for her children.
7

8 Kristin Chevrier explained that her children were home-schooled and they were able to find the
9 resources they needed without help from the City. Mrs. Chevrier did not have a strong opinion
10 about the surplus of City property, but she did not want a library or other community building to
11 be funded by tax money.
12

13 Nathan Whiting, a long-time resident of Highland, talked about the importance of making
14 educational materials available for residents. He also requested that the City Council share their
15 vision for the City in regards to the library.
16

17 Lowell Nelson explained that a lot of the materials in a library can now be found on the internet,
18 and there may not be a strong need for a library anymore. He agreed that tax money should not
19 be used to fund a library expansion.
20

21 Mary Jean Ridges felt strongly that children need access to books to be properly literate. The
22 internet has valuable information, but can also be a time-waster. A library would provide
23 resources that are of real value.
24

25 Mike Ashcraft, a 15 year resident of Highland, stated that he has always wanted the library to
26 expand, but the real discussion on the table was about the subject parcel. Mr. Ashcraft felt that
27 the amount of money gained in a sale of this property would not be worth the loss of the land.
28 Highland City is still growing and having room to expand the City Center was important.
29

30 Shauna Larsen, the Highland Arts Council Chairman, stated that the Arts Council and the
31 Library Board have been working together toward a partnership. Their vision is to have a large
32 cultural arts facility in the City, but there needs to be a parcel to build that on. She was not in
33 favor of the surplus.
34

35 Stephannie Thacker explained that she has been doing everything possible to help get a library in
36 Highland City. Right now, residents are leaving the City to use other library facilities, which
37 means that they are spending their money in other cities while they are out. Mrs. Thacker
38 stressed the importance of keeping business in Highland City.
39

40 Lynn Ritchie, former Mayor of Highland, stated that he was opposed to the surplus because he
41 could see no logical reason for it. The property should be used for capital improvements for the
42 City, whether that's a library or some other facility.
43

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1 Pat Hollingshaus agreed that there were more options to be explored in regards to the subject
2 property. She requested that the City Council stop supporting high-density housing within
3 Highland City.

4
5 Christine Hayes, a children's author and mother of three, explained that authors rely on libraries
6 to host events for book launches or talks with children in the community. The Highland library
7 is small, but there is room to expand to allow for more events of that nature. Mrs. Hayes
8 commented that schools are losing funding for arts, and people will turn to the community for
9 this type of education.

10
11 Chris Clifford asked the City Council for more information regarding undeveloped City property
12 and potential developments that would generate revenue. Mr. Crane explained that the developer
13 approached the City about this specific parcel and the City was now going through the lawful
14 process for the application.

15
16 An email from Bryon Tarbet was read into the record. (attached).

17
18 Mayor Thompson explained that the developer has proposed a high-density housing
19 development, which is allowed in the zone. Tonight, the City Council would make a motion
20 regarding the surplus of City property, not the development itself.

21
22 Hearing no further comments, Mayor Thompson closed the public hearing and brought the
23 discussion back to the City Council.

24
25 Councilman Dennis LeBaron proposed that the item be tabled with the caveat that the Library
26 Board present a long-term strategy for their plans, and City staff gather information regarding
27 other development options for the subject property.

28
29 Councilman Rod Mann was not comfortable making a decision on this property based on a
30 potential use. He suggested that the proposal be denied and the City retains the property until
31 another proposal was made. There was some discussion regarding these suggestions.

32
33 **MOTION: Councilman Dennis LeBaron moved the City Council deny the surplus of 1.6**
34 **acres of property located at 5386 West 10700 North.**

35
36 **Councilman Ed Dennis seconded the motion.**

37
38 **Those voting aye: Brian Braithwaite, Dennis LeBaron, Tim Irwin, Ed Dennis and Rod**
39 **Mann**

40 **Those voting nay: none**

41 **Motion carried.**

DRAFT

1 **3. PUBLIC HEARING / RESOLUTION / MOTION: Surplus and Disposal of City**
2 **Owned Property** – The Council will consider an offer by the Alpine School District to
3 purchase 4.9 acres of property located between Knight Avenue and Lone Peak High
4 School.
5

6 *BACKGROUND: The Alpine School District (ASD) has approached City staff with a request to*
7 *acquire additional land. The land will be used for additional parking for Lone Peak High*
8 *School. ASD is requesting to purchase the property to the west of the baseball and football fields*
9 *and to the west of the seminary building. The property is 4.19 acres in size. The ASD has*
10 *provided design alternatives for the area west of the seminary building. This was first discussed*
11 *in 2015. An appraisal was completed in April 2016. The appraised value is \$300,000. ASD is*
12 *proposing to purchase the property for the appraised value. The purchase agreement allows the*
13 *City and its residents to use the parking during off-school hours. It also includes appropriate*
14 *easements. The ASD Board is considering this item at their July 19, 2016 meeting. If approved*
15 *by both parties, closing will occur in August.*
16

17 Nathan Crane presented the background information regarding this item and presented an aerial
18 map of the property. He explained that the subject property would be developed and used for
19 additional parking for the school, park, and trail system.
20

21 Mayor Thompson opened the public hearing.
22

23 Scott Smith was concerned that the amount of money being offered was lower than it should be
24 and asked if more than one appraisal had been done. Mayor Thompson explained that the
25 parking lot would be developed by the school board, but it would be used for the public park and
26 trail system, so that may have contributed to a lower appraisal amount. Councilman Brian
27 Braithwaite added that there was a ditch on the subject property that would require some
28 additional infrastructure costs to the school board. Mr. Crane confirmed that only one appraisal
29 had been done.
30

31 Hearing no further comments, Mayor Thompson closed the public hearing and brought the
32 discussion back to the City Council.
33

34 Councilman Brian Braithwaite wanted the agreement to clearly reflect that the school district
35 cannot do anything with the property beyond parking. There was also a brief discussion on the
36 funds received from the sale.
37

38 **MOTION: Councilman moved the City Council approve a Resolution for the disposal of**
39 **surplus real property and approve the purchase agreement with Alpine School District for**
40 **the property on the west side of Lone Peak High School contingent upon Alpine School**
41 **District and Highland City memorializing the use of the land for parking purposes only**
42 **and the funds received to be placed in the parks capital project fund.**
43

44 **Councilman Rod Mann seconded the motion.**

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1 **Those voting aye: Rod Mann, Ed Dennis, Tim Irwin, Dennis LeBaron, Brian Braithwaite.**

2 **Those voting nay: None**

3 **Motion carried.**

4
5
6 **MAYOR, CITY COUNCIL & STAFF COMMUNICATION ITEMS**

7 *(These items are for information purposes only and do not require action or discussion by the*
8 *City Council)*

9
10 • **City Work Week** – Mayor Mark Thompson

11
12 Mayor Thompson presented background information regarding the four-day work week that the
13 City offices currently follow. The State proposed this in preparation for the Olympic Games
14 coming to Salt Lake City as a way to reduce traffic. Highland City has been practicing the four-
15 day work week for over 15 years, and a few issues have been raised. Mayor Thompson
16 explained that school is still in session on Fridays, and he was concerned that the City may not
17 be prepared to deal with an emergency if something were to happen on a Friday. He also
18 explained that there have been no significant cost savings in being closed on Friday. Mayor
19 Thompson asked that the City Council discuss the benefits of staying with the four-day work
20 week as opposed to changing back to a five-day work week.

21
22 Councilman Ed Dennis did not feel that an emergency situation on a Friday was a legitimate
23 argument, as the City is able to respond to emergencies at any time of the day or night. Mayor
24 Thompson explained that the emergency plan for school emergencies calls for staff support from
25 all utilities, and the City is not currently providing that on Fridays. Councilman Ed Dennis was
26 still not convinced that this was an issue. He then pointed out that the City employees schedule
27 their lives around the four-day work week, and it would cause some upheaval to change that
28 now. Councilman Ed Dennis expressed his appreciation for the shorter work week, because that
29 has forced the offices to be open until six. There are many residents who would not have access
30 to the City offices if they closed at five.

31
32 Councilman Rod Mann suggested that staff research ways to have the City offices open on
33 Friday without having to be fully staffed. He commented that residents do call or try to come
34 into the City offices on Fridays, and the City should be offering good customer service all the
35 time. He then reported that he spoke with several City employees about the potential change,
36 and he did not receive any positive comments about having a five-day work week. However,
37 there are needs that are not being addressed. He suggested that the City continue to find ways to
38 improve their customer service, even if that does not include opening on Friday.

39
40 In regards to phone calls, Councilman Ed Dennis argued that the majority of the phone calls
41 coming in on Friday are related to garbage collection, which is not a City issue. Those calls
42 would be directed elsewhere. He stated that they also receive calls for the court, which would be
43 directed elsewhere. Councilman Rod Mann commented that they only had information
44 regarding the types of calls received on Friday, and asked that more information be gathered

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1 about the calls received the rest of the week. He also asked for the pros and cons of opening on
2 Friday.

3
4 Councilman Tim Irwin was also concerned about providing good customer service to the
5 residents of Highland. He asked if the City was currently serving the residents appropriately.
6 The other issue he was that there are times when a holiday falls on a Monday, which created a
7 three-day work week. Councilman Tim Irwin commented that opening the office on Friday may
8 not be appropriate for the City at this time, but there are other things that can be improved upon.

9
10 Councilman Ed Dennis did not believe that staff had any concerns about the four-day work
11 week, and he did not want to send staff back to research a non-issue. He also commented that
12 the last survey the City conducted did not show a negative response to the four-day work week
13 from the residents.

14
15 Councilman Rod Mann argued that the language of the survey was not specific enough to come
16 to that conclusion. He then presented some statistical information he had gathered regarding
17 customer service.

18
19 Councilman Tim Irwin commented that while the City gives excellent customer service now,
20 there are always room for improvement. In speaking with the some of the City employees, he
21 did not hear very many benefits in changing to a five-day work week. However, the City should
22 find a solution to the three-day work week issue.

23
24 Councilman Dennis LeBaron did not see a compelling need to make the change to a five-day
25 work week, but he agreed that there was still room for the City to improve their customer
26 service.

27
28 Councilman Brian Braithwaite addressed Mayor Thompson's original concerns and stated that it
29 would not be beneficial to change to a five-day work week if there was no cost difference. In
30 regards to emergencies, he agreed that this was an issue that needed to be examined. It's
31 important to be able to provide adequate emergency services to the residents. Councilman
32 Braithwaite did not feel that he had been given enough information to know if there really was
33 an issue with being closed on Friday.

34
35 Councilman Ed Dennis argued that he had not heard anyone say what the actual issue is in this
36 case. Staff had not given them any negative feedback about the four-day work week, and the
37 residents have given glowing reports about emergency services. Councilman Rod Mann
38 disagreed and stated that the concern was with the front office being open rather than emergency
39 services. He again stated that the solution may not be to open on Friday, but there are still areas
40 for improvement. The Council Members again discussed the issues that have been previously
41 stated.

42
43 Assistant to the Administrator, Erin Wells, explained that staff has already identified areas where
44 improvements can be made. They are currently working to adapt the phone tree system, which

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1 would offer direct connections to the library or courts, and it would have a message giving
2 contact information for waste management. Ms. Wells confirmed that a three-day work week
3 has caused frustration and staff is working toward a solution in that regard. She also stated that
4 the website needs to be more functional.
5

6 Councilman Ed Dennis thanked Ms. Wells for her report, and suggested that the City Council
7 give staff the time to resolve some of these issues before changing the length of the work week.
8

9 The City Council Members discussed the need for a motion on this item, and whether they
10 should give staff specific direction regarding the issue.
11

12 **MOTION: Councilman Ed Dennis moved the City Council table the issue of moving from**
13 **a 4 to a 5 day work week.**
14

15 **Hearing no second, motion died.**
16
17

18 ADJOURNMENT

19

20 **MOTION: Councilman Rod Mann moved to adjourn.**
21

22 **Councilman Tim Irwin seconded the motion.**

23 **Unanimous vote. Motion carried.**
24

25 **Meeting adjourned at 10:22 p.m.**
26
27

28 JoD'Ann Bates, City Recorder
29

30 Date Approved: August 16, 2016
31



CITY COUNCIL AGENDA REPORT ITEM # 3

DATE: Tuesday, August 16, 2016
TO: Honorable Mayor and Members of the City Council
FROM: Nathan Crane, AICP
City Administrator/Community Development Director
Doug Nielsen, Judge
SUBJECT: RESOLUTION: Approval of a Pro-Tem Judge for the Justice Court.

STAFF RECOMMENDATION:

Adopt the resolution approving a Pro-Tem Judge for the Justice Court.

BACKGROUND:

Judge Doug Nielsen has been hired as the Fourth District Juvenile Judge. We have begun working the Administrative Office of the Courts (AOC) to fill the position. The next “New Judge Orientation” is in January 2017. This is a mandatory course that must occur prior to the new judge being sworn in. Due to a number of vacancies statewide, the AOC may hold an orientation earlier.

Judge Nielsen has approached Judge Scott Mickelsen and Judge Sherlynn Fenstermaker about helping us fill the gap until a new judge can be appointed. In order to do so the City Councils of Highland and Alpine must adopt a resolution.

FISCAL IMPACT:

It is proposed that we pay the Pro-Tem Judge a salary of \$1,000 per month. This is consistent with the workload and market rate for a Pro-Tem Judge. Funding would come from account 10-42-11 which is the line item for the Judge’s salary.

ATTACHMENTS:

1. Resolution

RESOLUTION NO. 2016-**

A RESOLUTION OF HIGHLAND CITY, UTAH

APPROVING TEMPORARY JUDGE(S) IN THE HIGHLAND CITY JUSTICE COURT

BE IT RESOLVED by the Mayor of Highland City, under authority of Utah Code Ann. 78A-7-208, as follows:

1. The following justice court judges, who are currently justice court judges, currently holding office with the Fourth Judicial District, or in an adjacent county to Utah County, are hereby approved as temporary justice court judges in the Highland City Justice Court, Commencing October 1, 2016 and ending February 1, 2017:

Hon. Scott Mickelsen
 Hon. Sherlynn Fenstermaker

2. The scheduling of and compensation for services to be performed by such judges shall be under the direction of the presiding judge of the Highland City Justice Court, or such court staff member as the Court designates, and consistent with State statutes and the rules of the State Court Administrator's Office.

DATED this _____ day of _____, 2016.

 Mark S. Thompson, Mayor

ATTEST:

 JoD'Ann Bates, Highland City Recorder

COUNCILMEMBER	YES	NO
Brian Braithwaite	<input type="checkbox"/>	<input type="checkbox"/>
Dennis LeBaron	<input type="checkbox"/>	<input type="checkbox"/>
Tim Irwin	<input type="checkbox"/>	<input type="checkbox"/>
Ed Dennis	<input type="checkbox"/>	<input type="checkbox"/>
Rod Mann	<input type="checkbox"/>	<input type="checkbox"/>



CITY COUNCIL AGENDA REPORT ITEM # 4

DATE: Tuesday, August 16, 2016
TO: Honorable Mayor and Members of the City Council
FROM: Nathan Crane, AICP
City Administrator/Community Development Director
SUBJECT: MOTION: NUERA Landfill Purchase

STAFF RECOMMENDATION:

Provide staff with direction on the Council's position regarding the potential purchase of the BayView Landfill by NUERA.

BACKGROUND:

The North Pointe Solid Waste Special Service District (North Pointe) voted to join the Northern Utah Environmental Resource Agency (NUERA). The NUERA is looking into becoming equity partners with the Bay View Landfill.

This is something that North Pointe has been working on for the past several years. In the short term, Rodger Harper, Director of North Pointe doesn't believe the short term costs will change much. However, in the future, if the District were to transfer all of our waste to Bay View, it has the potential of saving the District substantially with increased control of the "vertical" in processing our waste streams. Mr. Harper currently estimates that our savings will be in the neighborhood of \$2+ per ton.

Republic Services has expressed concerns over the proposal. The primary concerns are that North Pointe still has an agreement with Republic to haul 80% of our waste to their Tooele landfill for the next one and a half years, and Republic may be more likely to divert their collected waste stream away from North Pointe after their current contract expires.

I have attached two documents that will provide background on the subject. It is a complicated issue that I am just beginning to understand. Council member Irwin serves on both the North Pointe and NUERA Board.

FISCAL IMPACT:

There is a potential cost savings to Highland due to reduced costs.

ATTACHMENTS:

1. Overview for Rodger Harper
2. Overview from South Utah Valley Solid Waste District

Essential Notes

What is NUERA?

It is an organization made up of 6 solid waste entities along the Wasatch Front jointed together by an inter-local agreement. Those entities are North Pointe, South Utah Valley Solid Waste SD, Trans-Jordan Cities, Wasatch Integrated Waste Systems, Weber County, and Logan City. Its purpose is to work together to enhance solid waste and recycling services along the Wasatch Front and to propose and promote sound legislation in the solid waste arena that will protect the integrity of the industry. The NUERA Board is comprised of 2 members from each entity. They meet on a regular basis to discuss issues in the industry. After its creation in 2014, discussion commenced about what things could be done as a group that would benefit the industry along the Wasatch Front. The acquisition of the Bay View Landfill in Elberta was decided upon by the board and the Operations and Management Committee has been working with the folks of the South Utah Valley on establishing a purchase price.

What is the Bay View Participation Agreement?

This is an agreement giving support to NUERA to move forward with final negotiations for the purchase of the Bay View Landfill. Potentially 5 of the 6 entities will be participating. Each participating entity will pay an equal share of the cost. Equal representation and equal cost. North Pointes share of the investment is coming from funds received from the sale of property for the I-CORE project. No monies would be coming from tipping fees.

We have a great working relationship with Republic. Why walk away from the relationship?

Our initial contract agreement with Republic was for 20 years starting in 1993. As an option to that agreement we extended the contract for 5 more years until June 30, 2018. Under our current agreement, we can do that 3 additional terms for a total of 15 more years. Politically, that is not a wise choice. With the extension of 2013, much concern was expressed by several of our member cities. One of the reasons we extended the contract was the “threat” of Republic building their own transfer station and competing with us. If we do not participate in this purchase, and go out to bid in 2017, there is a very real chance that Republic will not be the successful bidder with IRL being located so close to North Pointe. If that were to happen, chances are, Republic would build a transfer station anyway.

By securing landfill air space, we have control of what our future price for disposal will be. As a public entity, the only stockholders we report to is our member cities, and the only dividends they require is reasonable landfilling rates.

In today’s economy, transportation is a driving factor in the cost of doing business. Bay View landfill is 38 miles away from North Pointe and Wasatch Regional Landfill is 97 miles away. Transportation costs alone could bring substantial savings.

What if Republic does build a transfer station? How would the loss of tons affect our bottom line?

Volumes determine the cost of doing business. The more waste we can transfer in a day, the more economical it becomes. If Republic or IRL or anyone else were to build a transfer station to compete with North Pointe it stands to reason that our tons transferred would go down. Republic’s commercial waste is about 23% of our total volume. All

things staying the same, it would affect our cost of transfer by about \$3.00 per ton. However, we anticipate savings in transportation of about \$5.00 per ton.

One thing that is critical to our survival is municipality participation. I have stated several times that 85% of our tons come from 10% of our customers. If or when Republic builds their transfer station, they will be targeting the commercial garbage, not the contractor or mom and pop operations. They will be seeking the low hanging fruit only. The curbside waste generated in your residential areas, accounts for nearly 50% of all the waste we transfer. It is essential that your waste continues to come to North Pointe. Your garbage is the life blood that allows us to provide the many services we offer your residents.

Why does Rodger Harper support the Bay View Purchase?

The biggest reason is future price stabilization. By owning the air space we deliver our garbage to, we have control of our destiny. We are not subject to corporate profits. We are not subject to per ton fees paid to developers and politicians of the landfill we currently ship to. I will be the first to tell you that since we changed from rail to truck for transportation, our relationship with Republic has been stellar. But there comes a time when hard decisions need to be made. Ask the citizens of Sunny Side Utah when Republic decided to build the landfill in Tooele County and ship waste there instead of ECDC. The Mayor called me and said “What are we supposed to do? We bonded to build water and sewer and sidewalks dependent upon the host fees generated by your waste.” Did that stop Republic from going to Tooele? Sometimes hard decisions need to be made to benefit the whole, and this purchase will benefit not only North Pointe, but all of the Wasatch Front.

I hope this has answered some of your concerns.

Date: July 8, 2016

To: SUVSWD Members

From: Terry Ficklin, General Manager SUVSWD

RE: Potential Sale of Bayview Landfill

In light of the discussions surrounding the potential sale of the Bayview Landfill to NUERA, we felt that we should provide a short memo to clear up some of the questions that some of our members have been asking.

Background/History

In August of 2015, the SUVSWD published a request for proposals (RFP) and invited private solid waste companies to propose on the possible privatization of the SUVSWD Transfer Station and Bayview Landfill. In an effort to allow innovation and "out of the box" thinking, everything was put on the table for the private industry to consider, i.e. private operations of any and all currently provided services, all the way to complete ownership of all district facilities.

Without getting into exhaustive detail, we received five proposals, Republic Services, Waste Management, SANTEK, ACE, and Spring Back Mattress Recycling. Three of these proposals were from parties interested in providing comprehensive services and two were for very limited services or simply provided general information. The general consensus of the review committee, of which I was not a part, was that the proposals were very underwhelming and vanilla in nature and offered very few specific details. One proposal included simply mothballing the Bayview landfill and moving all of our waste to their landfill.

While in the process of reviewing and evaluating the three main proposals, NUERA expressed, in writing, interest in Bayview Landfill becoming a regional municipally owned landfill. All of the cities in the District and the entities of NUERA wanted to explore joint ownership in the landfill to protect their long term control of their own destiny. At this point the privatization study was put on hold. In the months since, NUERA made an offer to purchase the landfill, the District made a counteroffer, and NUERA has revised their original offer. We are currently working through our due diligence.

At this point, NUERA has offered \$5.75 million for the purchase of Bayview. SUVSWD would need to put \$1.5 million into the deal, and sign over the lease with SITLA to NUERA and then give NUERA a portion of the proceeds from the current closure fund that are in the bank and they would be used to eventually close the current landfill cell (cell 2) when it is full.

SUVSWD would continue to operate and own our transfer station and be responsible for transportation costs of the waste from the transfer station to the landfill.

Part of our due diligence would include a closed "member information meeting" where we would bring Council members from the district's member cities to go through all the details before completing a sale and be able to answer any and all questions.

Because we are still in negotiations with NUERA, we'd like to keep the terms confidential, so I would appreciate you not sharing this information with anyone until after the member information meeting. Over the past five years, the SUVSWD staff and board members have made significant strides in putting the District in a better financial situation and we continue to reduce costs to member cities for landfill operations and provide a viable long term landfill solutions for the member cities.

Questions/Statements:

With that brief history, the potential sale of Bayview Landfill is now public knowledge and many district cities as well as NUERA members have been contacted by the private industry. You have passed several questions on to me and I would like to take a few minutes and provide some answers.

The SUVSWD can only haul 30 tons because of weight and UDOT limitations.

This is not true. We have several hauling configurations that are used over the course of normal business. Our goal is to exclusively use trailers and pups which are the most efficient. With this configuration we are currently hauling 36 tons per load and we have been approved to purchase 3 more trailer and pup sets (6 trailers) capable of hauling 40 tons per load. UDOT limits our total trailer length to 81 feet and our overall weight to 129,000 pounds. Any NUERA member would be required to meet the same requirements.

SITLA will suffer if Bayview becomes a regional landfill.

This is not true. I have personally been in contact with SITLA and discussed this situation. We do pay a flat rate today, but have been in conversations with SITLA over the past year to change this to a per ton basis which is how they charge other landfills in the state. SITLA has expressed support of the change. With this change in place, the impact to SITLA will be a net zero.

Bayview Landfill is being sold because SUVSWD is going bankrupt or failing.

This is not true. In fact, because of the support of the member cities, the District is in the best financial health it has been in for over ten years.

Public/Private partnerships are the most beneficial for the public and the sale of Bayview Landfill makes that not possible.

We agree with the first part of the statement and we believe that we are currently in this arrangement. All the services we provide require that we purchase services from the private industry every day. As we continue to evaluate privatization this partnership will only get better, and by owning the landfill we maintain control of future pricing.

Bayview Landfill is being sold to North Pointe.

Not True. To date NUERA is the only entity that has come to the table with an offer. North Pointe is a member of NUERA. If the landfill is sold to NUERA and North Pointe chooses to be involved they will be part of the ownership.

Additional Information:

Tipping Fee Reduction:

Because of the significant increase in tonnage that would eventually come from the other districts in NUERA, our tipping fees at the landfill would shrink significantly due to economies of scale, thus resulting in an annual savings to the member cities. Cornerstone was contracted

several years ago to perform a cost of services study. They estimated tipping fees could go as low as \$10 per ton. NUERA hired IGES, an independent consulting firm, to review the Cornerstone report and develop their own estimates. IGES concluded that the Cornerstone report was correct and even a little conservative, ie. the cost per ton may be even less.

It is well known that this is the real value of the landfill. If tipping fees can be reduced for all members of NUERA we stand to save millions of dollars collectively each year for as long as we own and operate the landfill.

Capacity of Bayview Landfill:

Today, the estimated capacity is well over 100 years in the current landfill configuration. With the inclusion of other waste from NUERA members the capacity would be reduced to approximately 40 years depending on when each member began hauling to Bayview. With this in mind, SUVSWD has a first right of refusal on 600 more acres owned by SITLA adjacent to the current landfill. This would double the size of the landfill and extend the life of the landfill back to approximately 100 years including waste from all members of NUERA.

Our capacity estimates here are extremely conservative. It is well know that as recycling becomes more prominent the waste stream to the landfill will continually be reduced.

I hope that this information is helpful and clarifies some of the questions that have been floating around. I am always available to discuss any questions you may have either in person or over the phone. I am encouraged by the direction we are going and feel strongly that making Bayview a regional municipally owned landfill will protect our citizens for decades to come.

Sincerely,

Terry Ficklin
SUVSWD General Manager



CITY COUNCIL AGENDA REPORT ITEM # 5

DATE: Tuesday, August 16, 2016
TO: Honorable Mayor and Members of the City Council
FROM: Erin Wells, Assistant to the City Administrator
SUBJECT: MOTION: Job Classification and Compensation Study

STAFF RECOMMENDATION:

City Council approve staff contracting with Personnel Systems and Services for a Job Classification and Compensation Study with a not to exceed limit of \$11,500.

BACKGROUND:

At the June 14, 2016 Council meeting, City Council approved the FY2017 budget. As a part of the discussion on that item, the Mayor and City Council directed staff to conduct a study regarding the comparison of employees' wages and benefits. Council and staff also discussed updating job descriptions and performance evaluations for employees.

Since that time, staff has met with Mike Swallow, President of Personnel Systems and Services, regarding conducting a job study. Personnel Systems and Services is viewed as the expert company in conducting job studies for local governments. The company was recommended by Lehi, American Fork, and other cities.

Personnel Systems and Services' proposal includes: updating job descriptions, creating job classifications, conducting a salary and benefit analysis and comparison, and the creation of a compensation policy including salary grades and ranges.

Part of the deliverables include wage model that can be updated in the future by City staff with recent data. Data is collected annually by Personnel Systems and Services and is available to the City throughout the year for a \$250 annual fee.

The timeline on the study would be 4-5 months. With the updated job descriptions, classifications, and compensation policy, City staff will be able to update job evaluations to be reflective of the study products.

FISCAL IMPACT:

Up to \$11,500 as well as a \$250 annual fee from the General Fund Administration Profession and Technical Services (10-41-31) budget.

ATTACHMENTS:

1. Proposal

City of Highland

Proposal For A Job Classification & Compensation Study

July 12, 2016

Prepared By



**1325 W. Bluemont Dr.
Salt Lake City, UT 84123
801-269-8977
personnelsystems@comcast.net**

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INTRODUCTION

The development of a sound personnel management system begins with an organizational statement addressing the objectives of management related to achieving a predetermined employer status and labor market posture. Underlying the objectives is the organization's attitude or philosophy about work and workers. With this in mind the consultant assumes (1) that the City of Highland desires to achieve a reasonable level of competitiveness and maintain current standards in providing quality services by attracting and retaining the most qualified employees and (2) in order to avoid becoming a training ground for other employers, the city views it desirable to provide career development opportunities where ever possible, competitive compensation and commit other resources necessary to enhance the attractiveness of the city as an employer.

PROJECT PHILOSOPHY

Personnel Systems & Services subscribes to and promotes equal pay for equal work, non-discrimination in employment and fair and good faith dealing in all employee-employer relationships. Management has the right to expect a fair day's labor for the daily wage provided. Employees have the right to expect a fair day's pay for the labor given. The appropriateness of the pay provided is a function of the market place, the organizations internal equity system, which establishes the value of the job to a specific employer, and the perceived value of the individual based upon job performance, which includes loyalty, dependability and competence.

The employee's perception of equity and consistency in pay practices may not result in greater productivity and efficiency while the perception of inequity and inconsistency will most always produce discontent.

SERVICE AREAS

JOB DESCRIPTION UPDATE & DEVELOPMENT

The process of collecting facts about jobs sufficient to update job descriptions and specifications is the preliminary requirement necessary to complete job evaluation and classification, the application of your internal equity instrument. The description details what is involved in the job that includes job title, general purpose statements, and essential functions. The specifications for the job refer to those statements that describe personal characteristics, minimum qualifications, knowledge, skills, and abilities, or special qualifications that must be met in order for a job applicant to be considered eligible for the position. Completed documents are ADA compliant with regard to essential functions of each individual position.

JOB EVALUATION & CLASSIFICATION

The evaluation of the job comes through the establishment of measurement criteria against which all jobs are compared in order to determine relative organizational value. The instrument is typically a point system, a factoring method, job ranking, or a combination. Measurement criteria are aspects of the job such as job knowledge, minimum qualifications, and difficulty of work, accountability, responsibility, supervision, job controls, and work environment. The objective of this phase of the project is to determine and establish the internal equity program that is ultimately attached to market data to create a formal pay plan. This process will assist the city to identify its own "worth of work" values resulting in a **"site validated"** internal equity methodology.

LABOR MARKET ANALYSIS

A review of the labor market, the economic area in which you wish to compete, is essential to the overall success of the pay plan. The objective of the analysis is to achieve external competitiveness. This phase involves the completion of a survey of employer wages and benefits for city benchmark positions. Through the use of statistical measures and evaluation techniques it is possible to determine your competitive position in the chosen market place including public and/or private employers, and then establish a specific posture regarding the most realistic market objectives in terms of pay ranges and methods of pay progression. Where does the City want to posture itself in the market place? As a trendsetter? A leading edge competitor? At market parity? Or, as reasonably comparable?

COMPENSATION POLICIES & PROCEDURES

This service involves providing at no cost a model compensation management policy which addresses method of progression from minimum to midpoint and from midpoint to maximum of the pay range. Additionally, an outline for creating an incentive program will be included.

BASIS OF SOUND PAY PROGRAMS

As the city seeks to establish and maintain an effective compensation program it is recommended that consideration be given to some or all of the following:

1. Size and type of business: *The ability to pay* certain rates, based upon revenues and financial resources.
2. Organizational Philosophy: *The willingness to pay* certain rates and *attitudes* about ranking among other employers within a selected labor market.
3. Nature and Diversity of Work: *The degree of specialization*, work variety, and technology (an element of the job classification methodology).
4. Regional Economics: *The prevailing rates* of pay and the rates of inflation.
5. Availability of Labor Supply: *The competition* for certain types of jobs resulting from an abundance or shortage of certain skills and abilities within the labor market.
6. Value of Work Contribution: *The worth of a particular job* to the organization (the overall value determined through classification methodology).
7. Pay Supplements: *The total compensation comparability* afforded through various incentives and discretionary benefits.
8. Reputation of the Organization: *The competitiveness* of pay and *social recognition* as high- or low-paying.
9. Pay Progression Policy:
 - The learning curve impact associated with certain types of jobs.
 - Pay range uniformity vs. diversity (pay schedule design).
 - Length of Service.
 - Performance based increases.
 - Pay for knowledge or level of competency.
 - The use of "control rates" within the pay ranges.
10. Bonus and Incentive Plans:
 - The use of "non-scheduled" recognitions.
 - The use of non-monetary rewards.
11. Ownership Protection: involves realistic consideration of resource limitations. The cost of administration should constantly be balanced against achieving the other objectives of the pay plan and overall personnel program.

SCOPE OF WORK

JOB ANALYSIS & CLASSIFICATION STUDY

PRE-PROJECT PLANNING

- A. Conduct webinar/onsite meetings with designated staff and city management to discuss philosophy, work plan and explain instruments.
- B. Determine customization needs for proposed instruments.
- C. Identify communication processes and methods to satisfy employee engagement expectations.

QUESTIONNAIRE ADMINISTRATION, COLLECTION & ONSITE PREPARATIONS

Step #1: The consultant will provide to MANAGEMENT/HR staff the data collection instruments (along with instructions for completion) for distribution to fulltime employees. These instruments will include a "Job Values" survey and a Position Analysis Questionnaire. Target dates for completion will be attached in a memo regarding the project when delivered to employees.

The Position Analysis Questionnaire will ask a variety of questions related to job duties, responsibilities, knowledge, skills, abilities, etc. This is a standard tool necessary in accumulating job facts for all job classifications. *This phase could be minimized by the use of existing position descriptions as the primary instrument for updating. Employees may wish to use a combination of both documents in order to provide the greatest amount of written information regarding their position. Unique positions not previously included in the personnel system would still require the use of the questionnaire.*

Step #2: MANAGEMENT/HR staff to review a "Job Values Survey" instrument provided by the consultant to determine that the survey content addresses all the "worth of work" values of interest to the city. This process results in the delivery of a "site validated" job evaluation (point factor) instrument consistent with those criteria set forth in the Fair Labor Standards Act as the legitimate basis to "discriminate" or differentiate the pay between jobs.

Step #3: MANAGEMENT/HR distributes to all departments the job values survey along with instructions for completion and a targeted completion date with completed forms being returned to the MANAGEMENT/HR office. As an option, the survey may be distributed electronically, completed on the employee's desktop, and immediately returned to the consultant via email.

Step #4: Supervisors and MANAGEMENT/HR staff review completed employee Position Analysis Questionnaires.

Step #5: Completed survey and questionnaires to be compiled and mailed to the consultant by MANAGEMENT/HR staff.

Step #6: If available, MANAGEMENT/HR staff delivers electronic copies of existing/current job descriptions to the consultant.

Step #7: The consultant and onsite audit team reviews all completed questionnaires and current job descriptions.

Step #8: MANAGEMENT/HR staff to email the consultant an Excel file containing the employee census identifying employee first name, last name, department, job title, pay grade/band, pay range minimum and maximum and current actual pay.

ONSITE ENGAGEMENT

Step #9: **Employee Orientation:** The consultant will prepare a proposed onsite schedule to include an employee orientation to conduct an open discussion with all employees regarding the purpose of the review and the processes to be followed. One, two or more meeting sessions could be scheduled to allow all employees to attend, without disrupting services and operations. Each orientation should require 45-60 minutes each.

Step #10: **On-site Job Audits:** The consultant will prepare an audit schedule and propose times for individual and group audits and deliver the proposed schedule to MANAGEMENT/HR staff for review and distribution. A brief time will be allowed to shift and reschedule employees where the proposed schedule contains conflicts or poses attendance issues. This process will allow all employees opportunity for direct verbal input. All positions with one incumbent will be audited. Positions with more than one incumbent may be involved in group audits. At the option of the employees in multiple incumbent positions, they may select a member of the group to represent them in the audit process. Each audit is to take approximately 45 minutes. **Mike Swallow will personally meet with all department heads.**

JOB DESCRIPTION PREPARATION

Step #11: **Position Description Rough Draft:** Upon completing job audits the consultant will update or prepare rough draft descriptions describing general purpose, supervisory relationships, essential functions, minimum qualifications, knowledge, skills, abilities, and special qualifications required for the job. The drafts will be delivered to MANAGEMENT/HR staff for review and distribution. This document should be reviewed and approved by both position incumbents, or a representative or representatives of the position, and supervisors. Individuals will be encouraged to make additions or deletions to the position description in cooperation with supervisors as needed to satisfy their perceptions of their jobs.

Rough draft documents will incorporate options for **career progression** utilizing job families and related logical structure.

Step #12: **Position Description Final Draft:** Upon receiving the returned rough draft descriptions the consultant will finalize all changes and updates. Significant alterations may require follow-up audits by the Consultant to clarify significant differences in job perceptions.

JOB EVALUATION & CLASSIFICATION

Based upon the results of the "Job Values" survey the consultant will develop and deliver an updated and customized job evaluation instrument reflecting the employee "worth of work" priorities. The consultant will then perform the initial point factor evaluation of each job based upon the finalized job description and prepare recommendations for job pay grades. The instrument will compare each job against measures such as responsibility, difficulty of work, job knowledge and work environment, etc. The scientific approach used in the construction of the factor tool is based upon Weber's "Law Of Just-Noticeable-Difference." An optional step in the classification process would be to involve the use of a committee facilitated by the consultant, which would make the "fine-tuning" **classification and pay range recommendations.**

Step #13: Consultant develops and recommends point factor evaluation instrument and pay range options with consideration being given to various pay plan designs, with or without pay grades.

Step #14: The consultant applies the point valuation instrument to each job and creates the baseline for establishing internal equity and job valuation consistency.

Step #15: MANAGEMENT/HR Officer and assigned staff in cooperation with the consultant "fine-tunes" the assignment of points to each job, which process may include an invitation to subject matter experts, supervisors and/or job incumbents to meet and discuss job content.

Step #16: During the fine-tuning process, the consultant, MANAGEMENT/HR Officer and assigned MANAGEMENT/HR staff work together to identify and determine possible classification consolidations, career path options, and job family progression series. The fine-tuning exercise will constitute staff training in the classification methodology.

SCOPE OF WORK MARKET COMPENSATION STUDY

MARKET DATA COLLECTION & ANALYSIS

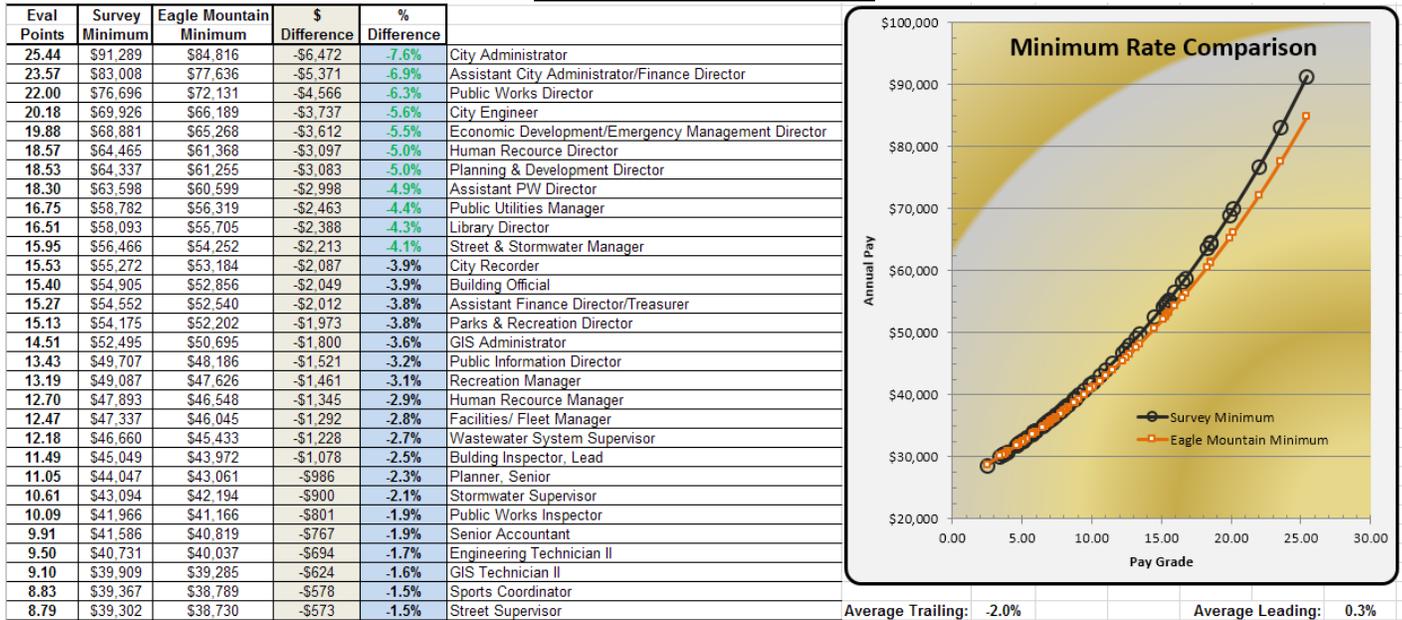
Step #17: To the extent possible, the consultant will utilize the Technology Net, web-based resource to expedite the conducting of the Market Compensation Study. Additionally, complementary market data will be added to the data obtained through direct solicitation of the **targeted survey participants in the Highland market area as defined by management.**

Step #18: **Labor Market Analysis:** The consultant will conduct a survey of base wages within a selected labor market for a variety of selected benchmark positions. The survey participants will be chosen by city management and MANAGEMENT/HR staff and represent various public and private entities with whom the city desires to be competitive. It is recommended that this sample remain fairly stable over the years in order to assure consistency in market evaluation.

It is also recommended that the survey participants represent the "trend setters", thus enabling the city to ascertain the leadership position of the market. By knowing what market leaders are doing the city can determine what kind of pay policy and posture they want to maintain in relationship with the selected market. Statistical analysis and charts will be used to describe the survey results.

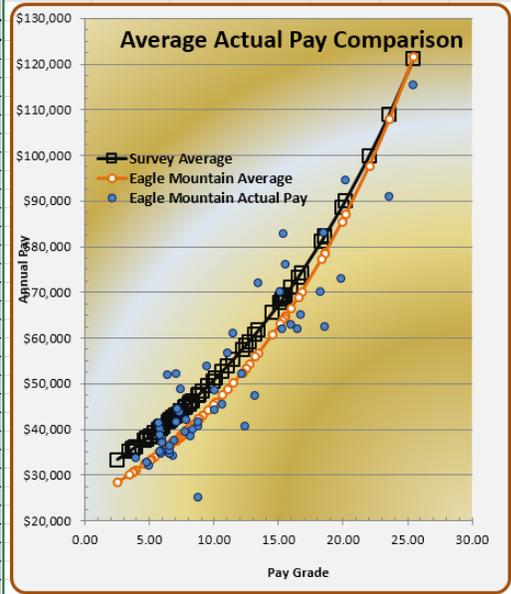
Step #19: Develop and deliver regression analysis graphic illustrations of the city's comparative position with the defined market area and survey participants.

Sample Analytical Chart #1



Sample Analytical Chart #2

Eval Points	Survey Average	Eagle Mountain Average	Eagle Mountain Actual Pay	\$ Difference	% Difference	Job Title
25.44	\$121,127	\$121,659	\$115,357	-\$5,770	-4.7%	City Administrator
23.57	\$109,004	\$108,012	\$91,000	-\$18,004	-16.7%	Assistant City Administrator/Finance Director
22.00	\$99,851	\$97,837				Public Works Director
20.18	\$90,124	\$87,153	\$94,494	\$4,370	5.0%	City Engineer
19.88	\$88,631	\$85,527	\$72,987	-\$15,644	-18.3%	Economic Development/Emergency Management Director
18.57	\$82,353	\$78,723	\$62,400	-\$19,953	-25.3%	Human Recourse Director
18.53	\$82,172	\$78,528	\$83,000	\$828	1.1%	Planning & Development Director
18.30	\$81,125	\$77,400	\$69,992	-\$11,133	-14.4%	Assistant PW Director
16.75	\$74,341	\$70,139	\$65,000	-\$9,341	-13.3%	Public Utilities Manager
16.51	\$73,376	\$69,112	\$62,005	-\$11,371	-16.5%	Library Director
15.95	\$71,100	\$66,698	\$63,000	-\$8,100	-12.1%	Street & Stormwater Manager
15.53	\$69,434	\$64,938	\$75,982	\$6,548	10.1%	City Recorder
15.40	\$68,923	\$64,399	\$82,846	\$13,923	21.6%	Building Official
15.27	\$68,433	\$63,883	\$61,984	-\$6,449	-10.1%	Assistant Finance Director/Treasurer
15.13	\$67,908	\$63,330	\$69,992	\$2,084	3.3%	Parks & Recreation Director
14.51	\$65,576	\$60,882				GIS Administrator
13.43	\$61,726	\$56,865	\$72,072	\$10,346	18.2%	Public Information Director
13.19	\$60,872	\$55,978	\$47,320	-\$13,552	-24.2%	Recreation Manager
12.70	\$59,233	\$54,280				Human Resource Manager
12.47	\$58,471	\$53,493	\$40,664	-\$17,807	-33.3%	Facilities/ Fleet Manager
12.18	\$57,544	\$52,538	\$52,000	-\$5,544	-10.6%	Wastewater System Supervisor
11.49	\$55,345	\$50,278	\$61,069	\$5,724	11.4%	Bulding Inspector, Lead
11.05	\$53,981	\$48,882	\$56,701	\$2,720	5.6%	Planner, Senior
10.61	\$52,687	\$47,563	\$45,323	-\$7,364	-15.5%	Stormwater Supervisor
10.09	\$51,160	\$46,011	\$48,506	-\$2,654	-5.8%	Public Works Inspector
10.09	\$51,160	\$46,011	\$44,179	-\$6,981	-15.2%	Public Works Inspector
9.91	\$50,646	\$45,490				Senior Accountant
9.50	\$49,493	\$44,322	\$53,810	\$4,317	9.7%	Engineering Technician II
9.10	\$48,386	\$43,206				GIS Technician II
8.83	\$47,659	\$42,474	\$24,960	-\$22,699	-53.4%	Sports Coordinator



Alternative: No Pay Grades: Now developed and available is an approach to compensation analysis that eliminates the use of pay grades but still retains the integrity of an internal equity maintenance methodology. Over the years there have always been complaints about pay grade structures that become manipulated. While it is almost impossible to eliminate all manipulation, this new approach can significantly minimize and may eventually eliminate such fairness distortions. Based upon an internal equity valuation each job can have an individualized market based pay range. The slightest variations between the worth of jobs based upon your entity's worth-of-work values can now be recognized resulting in base pay management that is not cumbersome attached to a confining "pay plan".

This approach **can also overcome the frustrations of "Broad Banding"** and eliminate the challenges of associating non-benchmarked jobs to the benchmark anchor. Here too, every job can be uniquely assigned a market derived pay rate.

EMPLOYER PROVIDED BENEFITS

In identifying the city's competitive posture with the labor market, the consultant will develop a total compensation picture. There are three basic approaches to comparing benefits: (1) Benefit plan provision method, (2) Employer cost method, and (3) standard cost method or the "level of benefit approach". All three methods have strengths and weakness. Method #2 is the approach utilized by U.S. Chamber of Commerce and the Bureau of Labor Statistics to analyze trends in employer benefits. The question that will be addressed is: "How does the amount of money the city is spending per employee (for employer paid benefits) compare to the amount of money competitors are spending on their employees" (discretionary and mandatory benefits)?

Step #20: The consultant will solicit Total Compensation data, the total value of employer paid benefits. The Total Compensation Value (TCV) will be calculated for each position and included in the final market analysis.

SALARY STRUCTURE REVIEW & RECOMMENDATIONS

- Step #21: The Consultant and MANAGEMENT/HR Staff will finalize the salary structure to ensure conformity with management philosophy for pay progression methodology and competitive positioning within the defined market. After identifying market relationships the City will select a level of competitiveness to be achieved in the design of the new pay plan or "plans" with consideration being given to targeted percentiles in the data's prevailing rates. The learning curve philosophy may also be reflected in the development of ranges for various job classifications. Under the "No Pay Grade" alternative, each individual job classification/description will potentially have an independent and separate pay range based upon market.
- Step #22: The Consultant will complete the full integration of the results of the classification and job evaluation phase of the study with the market compensation study.
- Step #23: The Consultant will Identify and calculate a least cost implementation plan and identify the placement of each employee in relation to their job's revised pay grade/range and classification. As needed, the consultant will create "phase-in" options based upon calculated economic impact.
- Step #24: Based upon the preferred option for the number of pay grades the consultant will prepare and deliver recommendations for salary schedule restructuring. If the "No Pay Grade" option is of interest the results can be reviewed according to individual jobs and job families.
- Step #25: Discuss with MANAGEMENT/HR staff the desire and value of opening an appeal window to allow employees to appeal there job's classification and recommended pay range/grade.

ADDITIONAL CONSIDERATIONS/ PROJECT ENHANCEMENTS

Performance Management System: A performance management and evaluation program will normally be designed in combination with one of two ways: (1) to be utilized to monitor employee, work unit, and organizational progress toward achieving established goals and objectives; and (2) to provide justification for pay increases, advancement, promotion, and incentive awards and job retention. In achieving option two, the success of the program will involve integrating the performance management and evaluation program into the other aspects of the total compensation system. Other compensation factors to be evaluated simultaneously would include some or all of the following:

A. **Base Pay:** This is the acceptable market range as determined through labor market analysis. The objective of the base pay program is to achieve a predetermined pay posture within the city's defined market area. One of four levels is usually pursued: 1) trend setting 2) competitive 3) parity or 4) comparable. The base pay plan is the companion to the job classification system that is the method of determining internal equity for the purpose of establishing base pay. Movement through the base pay schedule would be determined by two factors- the learning curve concept and acceptable performance (the minimal level of job productivity that would justify job retention).

B. **Incentive Award/Bonus Plan:** This system allows management to reward performance without compounding the costs in all other areas of compensation which are related to base pay (FICA, retirement, supplemental retirement, insurance, etc.). Such awards are one time, based upon predetermined criteria, can be given to individuals or work groups, and can be either monetary or non-monetary. Even benefits, such as additional annual leave could be used. Such reward systems would provide more financial control.

C. **Longevity Pay:** Generally, such pay is attached to the base pay schedule. When so attached this program does also compound other costs mentioned above. Annual leave schedules that allow employees to accumulate leave at increasing rates according to time in service are a form of longevity pay. When considering options for rewarding the dedicated, long service employee, annual leave can be supplemented by a lump sum cash program structured similar to annual accrual schedules. By separating items "b" and "c" from the base pay schedule, management will be better able to minimize the rewarding of mediocrity.

D. **Cost-of-Living Adjustments:** This adjustment to the general base pay schedule is an estimate of market changes. The amount of such adjustments is determined regionally by the Bureau of Labor Statistics and reported as the consumer price index. This is a shortcut substitute to conducting a thorough labor market analysis. It is generally recommended that an

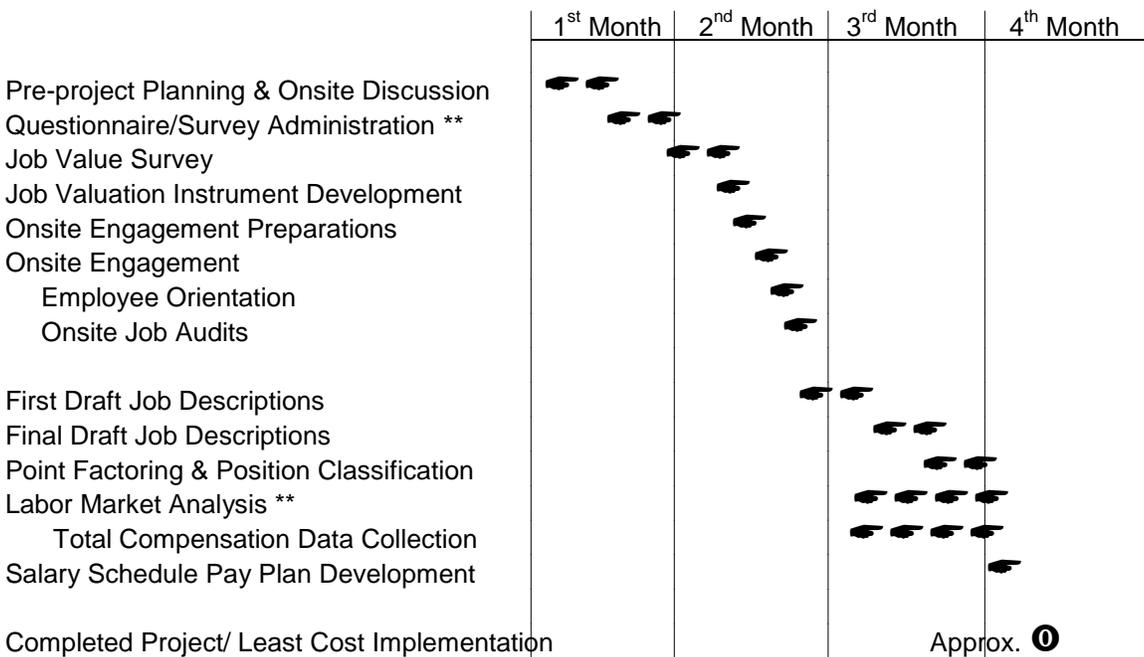
organization conduct the labor market analysis at least every two or three years to rectify error produced by using CPI or some other market index.

E. **Market Differentials:** This compensation practice comes into play when the supply and demand in the job market impacts certain types of jobs. It is identified through labor market analysis and shows up as an inconsistency between internal job value (classification) and external market pay. These adjustments are temporary and are utilized as needed to retain quality employees who have recognized the marketability of their knowledge, skills, and abilities.

DELIVERABLE PRODUCT AND MATERIALS

Upon conclusion of the project the consultant will provide the City with electronic copies of all materials, i.e., job descriptions, job valuation instrument & pay plan management system. An alternative is to receive ring binders and a master document containing all project documents and personnel materials. The binders will be vinyl and include City name on the front, with the words "Human Resource Manual" on the spine and across the front. A six bank set of Mylar covered tabs will be inside each binder identifying manual sections labeled: Organization Charts, Policies and Procedures, Position Descriptions, Classification and Job Analysis, Salary Information, and Sample Personnel Forms.

TIME REQUIREMENTS
Wage & Salary Market Analysis Study



** It is the consultant's experience that slowing in the time line can occur at these phases of the study. Generally, supervisors need to be insistent regarding employees completing and returning Values Survey within the allocated time period. Should such hurdles develop in the study, the target completion date could be over run. Commitment from all levels of management to promote the projects successful completion will be a key element.

① = Deliverable

COST OF SERVICES

(Based upon approximately 22 Fulltime & Regular employees, approx. 20 job classifications/descriptions)

Program A-Job Descriptions

1. Employee Project Orientation	\$250.00
2. Questionnaire Administration & Review, 20 @ \$20/each With preliminary Organizational Analysis & Class Determinations	\$400.00
3. On-site Job Audits <i>individual approx. 22 @ 60 min. ea.</i>	\$1,650.00
4. Writing & rewriting of job descriptions approximately 20 @ \$50.00 ea.	\$1,000.00

Total: Program A	\$3,300.00
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Program B-Job Evaluation & Classification

1. Values Survey Data Entry & Tabulation 22 @ \$5/each	\$110.00
2. Customization of Point Factor Instrument	\$950.00
3. Job Analysis & Classification 20 job classes @ \$30 ea. (Pay Grade Determination)	\$600.00

Total: Program B	\$1,660.00
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Program C-Labor Market Wage/Salary Analysis

1. Labor Market Salary Survey and Analysis	\$4,750.00
3. Pay Plan Integration & Recommendations	\$2,270.00

Sub-Total Program C	\$7,020.00
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TechNet Subscriber Discount @ 25%	(\$1,755.00)
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Total Program C	\$5,265.00
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Program D- Policy & Procedure Development & Recommendations

1. Model Compensation Policy	
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Total: Program D	No Cost
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Total Cost: Program A-D:	\$10,225.00
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All overhead Expenses, i.e., travel, materials, etc. @ 10%	\$1,022.00
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Total	\$11,247.00
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Payment Schedule: Upon completion of "Job Values" survey exercise- 20%. Upon completion of on-site job audits -20%. Upon delivery of 1st draft job descriptions- 20%. Upon delivery of job evaluation instrument & initial pay grade or market range recommendations- 20%. Upon delivery of Wage Analysis and final project materials with least cost implementation impact- 20%.

MIKE SWALLOW
PROFESSIONAL & BUSINESS PROFILE

WORK EXPERIENCE

(1976-2016)

Technology Net, Inc.; Partner and co-developer of the TechNet online Compensation Survey System. 800 Subscribers in Utah, Idaho, New Mexico, Wyoming, Colorado, Mid-American Regional Council (Kansas & Missouri), Kansas Association of Counties, Virginia and Maryland. Established 2002.

Personnel Systems & Services. Currently providing technical assistance consulting services in human resource management systems consisting of: job analysis and classification, labor market compensation analysis and pay plan development, policy and procedure development, grievance management and resolution, performance management, recruitment and selection, training and general HR management programs. Company established in 1988.

Bureau Manager- Local Government MANAGEMENT/HR Consultant, Bureau of Consulting Services, Department of Human Resource Management, State of Utah. Develop, market, coordinate and deliver technical assistance services to Utah cities and counties in human resource management, supervisory training, organizational development, employee assistance programs, employee relations, fair employment programs, recruitment and selection, job classification, and wage and benefit analysis. Direct and coordinated state-wide and interstate salary and benefit surveys and analysis.

Contract Consultant, Emery County, Price City, Tooele City, Iron City, Tooele City and Carbon County Utah. In conjunction with State of Utah consulting duties, and under special contract, acted as advisor and resource to the City. Provided consultation related to policies, procedures, classification, compensation, recruitment, selection, discipline, termination and employee relations.

Self Employed, Benefits Broker & Personnel Consultant. Marketing and sales of individual and group benefits utilizing medical reimbursement plans, salary continuation plans, business continuation programs, stock redemption plans and 401(k) salary reduction plans. Performed private consulting to professionals and local governments. Developed business plans or proformas with income projections, cash flow analysis, balance sheets and break even analysis. Worked as an associate to Ricketts and Associates-Risk Management/Vierra-CPA firm. Licensed to sell life, health and disability insurance.

Idaho Association of Counties, Boise, Idaho. Develop, market, coordinate and deliver technical assistance services to Idaho cities and counties in human resource management, supervisory training, organizational development, employee assistance programs, employee relations, fair employment programs, recruitment and selection, job classification, and wage and benefit analysis.

Current Retainers: North Davis County Sewer District, UT; Washington City, UT; Lafayette, CO.

Current Projects: Wasatch Mental Health, UT; Washington County, UT; Moab, UT; Southwest Public Health, UT; Windsor, CO.; UTOPIA Inc., UT

Annual Projects Conducted via Technology Net: Wasatch Compensation Group annual salary and benefit survey (Salt Lake City, West Valley, Murray, Sandy, Provo, Orem, Ogden, Layton, Park City, West Jordan, St. George, and South Salt Lake). Colorado Municipal League, Virginia Institute of Government/University of Virginia, Maryland Municipal League.

REFERENCES

Mr. Rick Holman, City Manager, Cedar City, UT, 435 586-2953; hrick@cedarcity.org

Ms. Natasha Hirschi, HR Manager, Cedar City, UT, 435-865-2880, hnatasha@cedarcity.org

Mr. Craig Whitehead, City Manager, American Fork, 801-763-3000, cwhitehead@afcity.net

Mr. Jamie Davidson, City Manager, Orem, UT, 801-229-7038, jpdavidson@orem.org

Mr. Seth Perrins, City Manager, Spanish Fork, UT, 801-804-4535, sperrins@spanishfork.org

Mr. Brenn Bybee, Assistant City Manager, Orem, UT, 801-669-7292, bdbbybee@orem.org

Ms. Pam Springs, HR Director, Lafayette, CO, 303-665-5588, pamsp@cityoflafayette.com

Ms. Jennifer Coates, Town Manager, Ridgway, CO, 970-626-5308 Ext. 212, jcoates@town.ridgway.co.us

Mr. Roger Carter, City Manager, 111 North 100 East, Washington City, UT, 435-656-6300, rcarter@washingtontcity.org

Mr. David Kitchen, HR Manager, Lehi City, 801-768-7100, dkitchen@lehi-ut.gov

Ms. Ruth Holyoak, HR Officer, 111 North 100 East, Washington City, UT, 435-656-6315; rholyoak@washingtontcity.org

Mr. Edward Dickie, City Manager, Santa Clara, UT, 435-673-6712, edickie@sccity.org

Ms. Delilah Walsh, County Manager, Socorro County, Socorro, NM, 575-835-0589, dwalsh@co.socorro.nm.us

Ms. Melanie Marsh, Human Resources Director, Payson, UT, 801-465-5202, melaniem@payson.org

Mr. Mark Fratrick, Village Manager, Taos Ski Valley, NM, 575-776-8220, mfratrick@vtsv.org

Mr. Keith Lord, General Manager, Taylorsville-Bennion Improvement District, UT, 801-968-9081, klord@tbid.org

Ms. Michelle Britain, HR Director, Canyon County Ambulance District, ID, 208-795-6924, mbritain@ccparamedics.com

Mr. Ralf Barnes, HR Director, Wasatch Mental Health, UT, 801-852-4710, rbarnes@wasatch.org

Ms. Rebecca Fritz, HR Director, Ouray, CO, 970-325-7062, fritzr@cityofouray.com

Mr. Anthony Mortillaro, Executive Director, North Central Regional Transit District, NM, 505-629-4725, anthonym@ncrtd.org

Mr. Dan Tarwater, HR Director, Las Vegas, NV, (702) 229-6011, dtarwater@lasvegasnevada.gov

Ms. Sue Brown, Compensation Administrator, Las Vegas, NV, (702) 229-6011, sbrown@LasVegasNevada.GOV

Others Upon Request

PREVIOUS ENGAGEMENTS

Classification, Compensation, Supervisor Training, Performance Management

UTAH

<p>Bluffdale City Bountiful Water Subconservancy District Box Elder City Brian Head Town Brigham City Cache City School District Canyonlands Natural History Association Carbon City Housing Authority Cedar City Centerfield Central Weber Sewer Improvement District Clearfield City Davis Applied Technology Center Davis City Davis City School District Draper City East Carbon City Emery City Emery City School District Ephraim City Five City Association of Governments Garfield City Grand City Heber City Heber Light & Power Heber Valley Railroad Helper City Holladay City Hurricane City Kearns Improvement District LaVerkin City Layton City Lehi City Mapleton City Midvale City Morgan City Mountainland Association of Governments Murray School District Neways International</p>	<p>North Davis City Sewer District Park City School District Phonex Corporation Pleasant Grove City Price City Provo City Riverdale City Salt Lake City Service Area #1 San Juan City San Juan School District Santaquin City Sevier Applied Technology Center Six City Commissioners Organization Snyderville Recreation District South Davis City Fire Department South Jordan City South Salt Lake City Southeastern Utah Association of Governments Spanish Fork City Springville City State Board of Education (Utah) State Court Administrator, Office of Summit City Syracuse City Taylorsville Timpanogos Special Service District Tooele County Tooele City Uintah Basin Applied Technology Center Uintah School District Utah Risk Management Mutual Association Wasatch City Wasatch Front Regional Council Washington City Washington City Washington Terrace Wellington City West Jordan Woods Cross Zion Natural History Association</p>
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IDAHO

<p>Coeur d'Alene City Idaho Falls City Benewah County Blaine County Bonner County Bonneville County Boundary County Canyon County Canyon County Ambulance District Caribou County</p>	<p>Custer County Gooding County Idaho County Kootenai County Lemhi County Madison County Minidoka County Owyhee County Power County Valley County</p>
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NEW MEXICO

New Mexico Municipal League New Mexico Finance Authority Albuquerque Ruidoso Santa Fe North Central Regional Transit District	Taos Ski Valley Carlsbad Town of Taos Clovis
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WYOMING/COLORADO/ALASKA

Hoonah, AK Cody, WY Park County, WY Powell, WY Lander, WY Central Wyoming College	Wheatland, WY Torrington, WY Wyoming Municipal Power Agency, WY Lafayette, CO Walsenburg, CO Logan City, CO Georgetown, CO
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Other: National District Attorney Association, Washington DC/Arlington VA

PROJECT TEAM-KEY STAFF

Mike Swallow

President of Personnel Systems & Services, Inc.; a human resource consulting company established in 1988 and a general partner of Technology Net, Inc., established in 2001. For over 30 years Mike has been providing technical assistance primarily to local government entities either as a staff consultant or independent consultant in various HR management areas, including job analysis and classification, labor market analysis and pay plan development, policy and procedure development, grievance management and resolution, performance management & evaluation, recruitment and selection and supervisor training. Having been engaged by over 100 entities, Personnel Systems & Services has clients based in Utah, New Mexico, Idaho, Wyoming, New Jersey and Alaska. Previous employers include the Utah Intergovernmental Personnel Agency, Idaho Association of Counties, State of Utah- DHRM, and Summit County. Academic credentials include a master's degree in public administration and a bachelor's degree in psychology from Brigham Young University.

David R. Colvin

David has provided management and consulting services to state and local governments, and education for more than 25 years. Mr. Colvin has a dozen years of experience in city government management in three states, including 9 years as a city manager or administrator. During his tenure as a city manager/administrator, he managed many large-scale capital improvement projects, developed and implemented master plans, city-wide performance reporting systems, human resource systems, and performance based budgets. As a strategic planner, fiscal and management analyst for a state legislature, Mr. Colvin has 9 years' experience managing and facilitating the development of several state-wide strategic plans and providing consulting services in developing a state-wide performance measurement system. Mr. Colvin has also managed and provided training for a University's state and local government managers/elected officials leadership and management development program, and provided consulting services to many local governments in developing human resource systems and implementing other organizational development efforts. Mr. Colvin has a Bachelor's degree in Communications and Organizational Behavior, and a Master of Public Administration degree, from Brigham Young University.

Gaylyn Larsen, SPHR

Gaylyn boasts over 21 years of experience in local government human resource management, which experience is complimented by three years of full time consulting. Her consulting engagements involved the development of job classification and compensation systems, and she has been a member of several job audit teams in connection with consulting engagements entered into by Personnel Systems & Services. Gaylyn is served as the Salt Lake County Sheriff Department's Human Resource Director for several years and is currently Human Resource Director for Wasatch Front Waste & Recycling District. Previously, she served as Human Resource Director for the City of St. George for nearly 8 years and as a Human Resource Analyst for the Utah State Tax Commission. Her academic credentials include a degree in Personnel & Industrial Relations with a minor in Economics.

Jeff Monson

Jeff has attained degrees in Business Management, Business Administration, and a Master's degree in Organizational Management. He has 15 years of training, program development, and human resource experience. Jeff gained much of his experience while working at Intermountain Health Care. During that time, he worked with a variety of employee and patient groups and committees and helped develop and implement effective communication techniques and behavioral modification programs. He also gained a wide range of experience from working with over 300 small- and medium-sized organizations, assisting them with human resource, benefit, and safety issues. Additionally, he has helped companies develop the necessary policies and procedures to become more effective and profitable. Various projects involved the resolution of issues between employers and employees regarding compliance issues, safety laws, and regulations. He was elected and serves as a member of the Board of Trustees for Kearns Oquirrh Park Fitness Center. Currently Jeff is the Human Resource Director for the Valley Emergency Communications Center, Salt Lake County.

Richard T. Morley

Richard (Ric) holds a bachelor's degree in business administration and is a human resource professional with 20+ years of combined experience in human resource management, business, business development, purchasing, accounting, computers, and retail business management. With his experience crossing several disciplines, he brings multiple business talents to our consulting team. Since 1991 he has been involved in HR operations. This included the development of seminars in time management (Simple Time Management); serving as Director of Operations for a company that achieved over 50 million a year in sales (where he also developed the basis for the future HRIS system); serving as a team member providing HR consulting to local governments; and serving as Director of Human Resources for a small company where he was later promoted to Executive Vice President. Here he also developed an internet-based HRIS system that works with almost all payroll and human resource programs. Most recently, Ric assisted in forming a human resource company named HR Group Central whose focus is to provide customized HR technical assistance to small and large companies where he is currently serving as the COO. Ric is a member of the SHRM and has been involved with various chamber organizations.

Judy Thimakis

Judy has a combined 27 years of human resource experience in private industry, higher education, and local government public administration. As a PhD, Judy has occupied a faculty position at the University of Phoenix, teaching in the master's and undergraduate programs. In a full time capacity, Judy works for American Fork City as the HR Manager, and has worked for Salt Lake County as the Executive Director of the Deputy Sheriff Merit Commission and Senior HR Consultant in the Human Resources Department. She managed the Compensation Department for the University of Utah and directed the HR functions in private industry. She is experienced in managing benefits, compensation, recruitment, employee relations, safety, training, law enforcement testing, law enforcement merit systems, and some information systems. Academically, Judy carries a Bachelor's Degree in Human Resources and a Master's Degree in Public Administration. She owns a Doctorate of Management where her dissertation subject was Gender and Leadership, a Comparative Study. She is trained in dispute resolution and is a Legislative Advocate, assisting with lobbying efforts for University of Utah. Judy has been active professionally serving on boards in the human resources area, including President, Vice President, and a board member for the Intermountain Compensation and Benefit Association (ICBA) and the International Public Management Association-Human Resources (IPMA-HR).

Appendix

Addendum #1

Instructions *Job Value Survey*

Notice: *There is nowhere to identify you by name on this survey. You may indicate in the upper right-hand corner which department you are in, but if you are uncomfortable identifying where in the organization you work, you may leave it blank. Please be thoughtful as you consider your responses. Ranking or rating all items in a section with "1" or any of the same number values is of no worth or help to this process. We appreciate your contribution.*

Section I: The Fair Labor Standards Act (FLSA) identifies the type of criteria that is defensibly used to establish or recognize differences in the value of a job for the purpose of setting pay rates. That criterion is listed in the left hand column in section one. In your opinion, which of these is the most important or significant in making that determination? Should the value of a job be influenced more by difficulty of the work or the level and type of responsibility in the job? Are they of equal value or importance? Your task is to rank those four items on the left in order of importance, 1 being the most important and 4 being the least important. If you believe that any of the four are of equal importance you may assign them the same number (therefore, you may have a 1, two 3's, and a 4 or any other combination of 1's, 2's, 3's or 4's). In completing this section you are recommending to the organization a value system for assigning the worth of work, or the worth of a job. Placing a "1" on everything is not helpful to the organization so it is hoped that the employee will give a little thought to this exercise.

In the column on the right are other lists each associated with the four primary or major factors on the left. In each group complete the same exercise. For example, there are three items that are used to define "difficulty of work", rank these three in order of importance from 1 to 3. The item given the value of "1" is that aspect of "difficulty" which you view the most significant. Complete that same exercise for each of the defining lists for the four primary job value factors.

Section II: This is a short list of the many areas management may be addressing in order to determine how the organization wants to relate to your labor market. What is your recommendation for those items that should be given the highest priority? Rank these in order of importance also, 1 being the highest and 6 being the least important. Here again you may rank some items the same as others.

Section III: What an employee contributes to the organization can generally be related to one or all of the three items listed in this section. When you consider what an individual contributes to the organization, which of these three should be considered the strongest when establishing an employee recognition program? Rank these three items from 1 to 3, again, 1 being the most important.

Section IV: This section allows each employee to make a statement about how fairly they believe they are currently being paid by the organization. If you believe you are underpaid because the job you perform has not been given the proper level of importance, you would check the "yes" box. If you believe you are underpaid in comparison with your peers that are performing essentially the same job as you, mark the "yes" box on question #2. If you believe the amount of work you complete is not given proper recognition, mark the "yes" box on question #3. In the last question, if you believe you can go just about anywhere and get a job paying better than you are being paid, doing the same type of work, check "yes" on statement #4. However, if you believe you are fairly compensated on any of these questions, indicate by checking the "No" box.

Notice: *Please be thoughtful as you consider your responses. Ranking or rating all items in a section with "1" or any of the same number value is of no worth or help to this process. We appreciate your contribution.*

Instructions: In each of the sections below, follow the specific instructions in order to rank the order of importance you would give each of the factors or statements listed. "Importance" is the value you, the employee, believe should be used by the organization, not how you perceive the organization to presently value these items. The **value "1" represents most important**. The larger the number the **less** the importance to you.

Section I: Internal Equity (these are measures or values against which all jobs are compared in order to establish the worth of the job to the organization included under four primary categories: Difficulty of Work, Responsibility, Work Environment and Job Knowledge. Rank the primary factors at the left in order of importance from 1 to 4. If you perceive any of the four to be of equal importance you may use the same value more than once, however, **do not place a "1" on all four- be thoughtful**. At the right, rank each of the **sub-factors** for each primary factor from 1 to 3, 1 to 4, etc.

Primary Factors

Sub Factors

 2 **Difficulty of Work** →

- 1 Complexity of Tasks
- 3 Variety of Work
- 2 Decision Making / Judgment

 4 **Work Environment** →

- 1 Physical Effort
- 2 Working Conditions
- 3 Hazard Uncertainty

 1 **Job Knowledge** →

- 2 Level of Education/Training
- 3 Amount of Experience
- 1 Type of knowledge, skill & ability
- 4 Licenses / Certifications

 2 **Responsibility** →

- 2 Accuracy / Consequence of Error
- 3 Supervision Exercised
- 1 Freedom to Act / Job Controls
- 4 Budget Accountability
- 5 Internal & External Contacts/Customers

Section II: External Parity (These issues typically affect pay policy and practice. In your opinion, which of these should be considered most important by management as they consider setting policy or practice? Value them from 1 to 6, 1 being the most important. Some may be valued the same.)

- 2 Ability to Pay (size & type of business)
- 3 Organizational Philosophy (willingness to pay, attitudes about ranking among competitors)
- 1 Regional Economics (Prevailing Rates and Rates of Inflation)
- 5 Availability of Labor Supply (Demand, competition for particular skills and jobs)
- 6 Reputation of the Organization (competitiveness of pay and market recognition as high or low paying)
- 4 Pay Supplements (Incentives and Benefits)

Section III: Contributory Value (When receiving recognition for your contribution to the organization, you prefer it be for which of these, priority from 1 to 3.)

- 3 Longevity (Years of Service) 2 Efficiency (Timely Completion of Work) 1 Effectiveness (Volume & Quality of Work)

Section IV: General Equity Perception (Do you believe you are under paid when considering the following.....)

- 1. The Value of your job to the organization? No Yes
- 2. The pay of others within your organization performing essentially the same type of work? No Yes
- 3. The amount of work you perform? No Yes
- 4. The pay of others outside your organization performing essentially the same type of work? No Yes

Factor I- Job Knowledge 40%



American Fork

		A	B	C	D	E	F	G	H
KNOWLEDGE, SKILLS & ABILITIES	FORMAL EDUCATION & TRAINING	Minimal Formal Education.	Graduation From High School Or GED.	High School, GED & up to 1 Year Of Job Related Training or Education.	2 Years Of Job Related Training, or Associate Degree.	4 Years of job related training, Or Bachelor's Degree.	4 yr. degree plus 1 Year Of Graduate Work.	2 Years Of Graduate Work, Masters Degree Or Equivalent.	Extensive Graduate Work Beyond Masters.
1. Unskilled. Ability to follow simple oral instructions. Reading and performing simple mathematical computations may be required. May need a basic understanding of the use of common office equipment or basic hand and power tools.			0.68	0.78			Additional points are awarded for required experience as a percentage of the points awarded for Job Knowledge: I. Up to one (1) year of experience...5% II. Up to three (3) years of experience..10% III. Up to five (5) years of experience..20% IV. Up to eight (8) years of experience...30% V. Over eight (8) years of experience...40%		
		0.62	0.72	0.82					
		0.65	0.75	0.87					
2. Semi-skilled. Proficiency in the use of simple equipment. Knowledge of general office procedures, practice or operations. Proficient in math, reading, keyboard operations, common office equipment or basic hand and power tools.		0.77	0.89	1.02	1.17				
		0.81	0.93	1.07	1.23				
		0.85	0.98	1.12	1.29				
3. Requires working level knowledge, skills, and abilities related to a broad range of either complex clerical or technical functions or apprentice level knowledge of a single function area or work specialization.		1.00	1.15	1.33	1.53	1.75			
		1.05	1.21	1.39	1.60	1.84			
		1.11	1.27	1.46	1.68	1.93			
4. Requires para-professional or full performance level of knowledge, skills, and abilities primarily related to a well defined discipline or vocational specialization. Journey level proficiency.		1.30	1.50	1.72	1.60	1.84			
		1.37	1.57	1.81	2.08	2.39			
		1.44	1.65	1.90	2.19	2.51			
5. Entry level professional KSA's utilizing techniques which require understanding of involved practices, principles and/or theory or mastery of a well defined discipline or vocational specialization.			1.95	2.24	2.58	2.96	3.41	3.92	4.51
			2.05	2.35	2.71	3.11	3.58	4.12	4.73
			2.15	2.47	2.84	3.27	3.76	4.32	4.97
6. Requires experienced professional level knowledge, skills, and abilities. High proficiency demonstrated through independent application of principles or theory. Creative work.				2.91	3.35	3.85	4.43	5.10	5.86
				3.06	3.52	4.05	4.65	5.35	6.15
				3.21	3.69	4.25	4.89	5.62	6.46
7. Highly developed, seasoned professional. Managerial KSA's, Mastery of involved practices, precedents, theory, principles.					4.36	5.01	5.76	6.63	7.62
					4.57	5.26	6.05	6.96	8.00
					4.80	5.52	6.35	7.30	

This factor measures the nature and extent of information or facts which the worker must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, concepts and precedents) and the nature and extent of skills/abilities necessary to apply the acquired knowledge. It also includes the amount of training required by the job prior to entry. Special requirements, certifications or licenses. **Award additional points as a percentage of the points awarded above for knowledge & training for the following:** I. **Commercial drivers, applicator, operator licenses or specialized clerical certification...5%.** II. **Technical license or certification...10%** III. **Professional license or designation...20%.** **Multiple credentials, licenses or certifications....award an additional 5%.** **Annual or periodic recertification, testing or mandatory training requirements...award an additional 5%.**

Factor II - Responsibility

35%

ACCOUNTABILITY & ACCURACY

CONTROLS OVER THE WORK

	A	B	C	D	E	F
Consequences of error produce little or no negative impact. Remedies are readily available within the context of the task being performed. Minimal loss of time to correct the error.		Errors normally result in loss of own time to correct or check. Quality of task completion impacted by need for accuracy related to repetitive tasks or operations.	Errors may result which affect one or more work group. Immediate Supervisors must remedy errors and generally assume full accountability. Impact may vary in severity.	Errors may result affecting multiple work units within a department or cause injury or operating problems difficult to correct. Financial/legal implications exist to some degree.	Errors may result affecting entire department. Consequences affect public image for an extended time period requiring considerable resources to correct. Financial/legal implications are serious.	Errors may result which affect the entire organization. Consequences severely affect organizational efficiency. Public image severely damaged. Impact demands executive action. Extensive Financial/legal implications
1. Clear, detailed and specific instructions given for both one-of-a-kind and repetitious tasks; work is closely controlled through the structured nature of the work, by circumstances in which it is performed, or through review of the supervisor.	0.94 0.98	1.16 1.22 1.28	1.51 1.58 1.66			
2. Continuing or individual assignments. Supervisor specifies limitations, quality and quantity of work expected, deadlines and priorities. There is some freedom allowed in selecting methods to be used, but are limited.	1.03 1.08 1.13	1.33 1.40 1.47	1.73 1.82 1.91			
3. The work is strictly controlled by practices and procedures which are covered by well defined policy; work is performed without direct supervision but is reviewed periodically by the supervisor.	1.18 1.24 1.30	1.53 1.61 1.69	2.00 2.09 2.20	2.59 2.72 2.86	3.37 3.54 3.72	
4. The work is subject to policies, practices, and procedures. Some freedom is allowed in the application of policy or procedure. The supervisor sets the overall objectives and identifies available resources. Employee in consultation with supervisor develops projects and deadlines.		1.76 1.85 1.95	2.29 2.41 2.53	2.98 3.13 3.29	3.88 4.07 4.28	5.04 5.29 5.56
5. Work is performed under managerial direction with the individual determining what, when, and how the work is done. Establishes unit or program goals & objectives			2.64 2.77 2.91	3.43 3.60 3.78	4.46 4.68 4.92	5.80 6.09 6.39
6. These jobs by their very nature and size, are broadly subject to general goals and objectives. Work is performed under broad guidance of policy makers. Much autonomy and freedom to act is essential to job effectiveness.				3.94 4.14 4.35	5.13 5.38 5.65	6.67 7.00

Additional points are awarded for supervisory responsibility and public contacts as a percentage of the points awarded for responsibility:

SUPERVISION: I. Serves as leadworker of one unit, crew, or group.....5% II. Performs as first-line supervisor. Is responsible for quality and quantity. Schedules and assigns work.....10%. III. Supervises more than one group performing similar functions. Has general responsibility for project completion.....15%. IV. Manages a department. Determines priorities. Delegates through subordinate supervisors. Hires & Disciplines.....20%. **PUBLIC CONTACTS:** I. recurring routine contacts with the public or workers in other units requiring exchange of factual information or explanation.....10% II. Contacts with people and/or managers regarding routine administrative or technical matters.....20%. III. Contacts with administrators or professionals in developing and soliciting cooperative relationships.....30% IV. Contacts with administrators with significant impact on programs, projects or policies....40%. V. Contacts with legislative, executive or judicial officials affecting the purpose of the organization...50%. **BUDGET:** I. Secondary responsibility to implement and monitor the budget of a section or division.....5%. II. Primary responsibility to prepare and administer a budget for more than one section or division, or for a department10%.

Factor III- Difficulty of Work 15%

JUDGMENT & DECISIONS
REQUIRED

COMPLEXITY & VARIETY OF
WORK

	A	B	C	D	E	F
Little or no judgment or decisionmaking. Decisions limited to routine steps in performing well defined tasks or in determining the speed at which to perform.		Decisions are few and directly related to a well defined process. Requires some judgment in selecting variations in sequence of steps, operations or procedures.	Decisions are frequent but related to a well defined process. Judgment is required to select most suitable procedure from more than one process alternative.	Decisions are varied and based upon practice or policy. Employee required to make interpretative judgments when necessary to deviate from standard methods. Determines use of resources.	Decisions are varied based upon broad principles and guidelines. Judgment required to determine program direction and options for policy implementation.	Makes technical and complex decisions based upon research. Judgments must be made without existing guidelines. Creates policy affecting the entire organization.
1. The work consists of a few tasks or functions that are clear cut and directly related. Action to be taken or responses to be made are readily available. There is little variation in the work.	0.40 0.42	0.50 0.52 0.55				
2. The work consists of duties involving more than one sequence of steps. Variations in the work stem from differences in the source of information, kinds of transactions, entries or other factual situations.	0.44 0.46 0.49	0.57 0.60 0.63	0.74 0.78 0.82			
3. The work consists of various duties involving different processes and methods. Choices to be considered differ with the subject, phase, or issues involving each assignment.	0.51 0.53 0.56	0.66 0.69 0.73	0.86 0.90 0.94	1.11 1.17 1.23		
4. Aspects of the work involve conditions and elements that must be identified and analyzed to discern interrelationships and deviations from standards in a specialty field or discipline. Tasks require development of goals and objectives based upon existing interpretation of established policies, rules and guidelines.		0.76 0.79 0.83	0.98 1.03 1.08	1.28 1.34 1.41	1.66 1.74 1.83	2.16 2.27 2.38
5. The work consists of independent assignments with varying duties which comprise a primary level of responsibility. Factors to be considered involve the assessment of unusual circumstances, variations in approach, incomplete or conflicting data, and incompatible results. The work requires the development and implementation of program options.		0.87 0.91 0.96	1.13 1.19 1.25	1.47 1.54 1.62	1.91 2.01 2.11	2.48 2.61 2.74
6. The work consists of a variety of duties involving a broad range of activities or depth of analysis to develop and implement department or organization-wide goals and policies.				1.69 1.78 1.86	2.20 2.31 2.42	2.86 3.00

Award additional points for stress as a percentage of points awarded for difficulty of work: This sub-factor attempts to recognize the degree of mental or emotional fatigue or stress inherent to the job and sustained through concentration, work pressures or critical incidents (CIS syndrome). Consider the cycle, duration, and intensity sustained. Consider the need to deal with the public over controversial issues, the responsibility for problem resolution and the need to meet time deadlines. **SOME- 5% MODERATE- 10% CONSIDERABLE- 15% CRITICAL INCIDENT-20%**

Factor IV- Work Environment 10%

PHYSICAL EFFORT

WORKING CONDITIONS

	A	B	C	D
Effort is minimal and is exerted only for short, intermitted periods. Effort involves light lifting of tools, objects, and working materials. May involve light pushing, pulling, reaching, bending. Requires normal hearing and visual acuity. Normally performs in seated position. Occasional standing for short durations.		Effort is exerted occasionally for short periods of time. Strain periodic but not prolonged. Moderate lifting, pushing, pulling, bending. More than normal visual and hearing acuity for precision work. Normally performs in abnormal sitting or standing positions. Moderate Manual dexterity required.	Effort is exerted regularly for sustained periods of time. Strain may be for frequent or moderate duration. Moderately heavy lifting, pushing, pulling. Considerable crouching, stooping or lying in prone position. Some strain on sight and hearing. Performs in abnormal positions. High Manual dexterity required.	Effort is prolonged and frequent. Strain may be extended in duration. Effort involves heavy lifting (90 lbs), pushing, pulling with excessive crouching, stooping or lying in prone position. Could involve intense strain on sight and hearing. High manual dexterity be required.
1. No observable hazards or threat to health or safety. Adequate working conditions with at least minimum environmental conditions to assure the comfort of most workers.	0.60 0.63	0.66 0.69 0.72	0.75 0.79 0.83	0.87 0.91 0.96
2. Minimum hazardous working conditions. Minor threat to health and/or safety. Generally adequate working conditions with minimum environmental conditions to assure comfort. Traveling in an automobile may be a regular part of the job.	0.74 0.78 0.82	0.85 0.89 0.94	0.98 1.03 1.08	1.13 1.18 1.24
3. Occasional exposure to hazardous work conditions (noise, fumes, heights, slippery, vibrations, moving parts, disease etc.). Moderate exposure to dust, grease, temperature changes, noise, inadequate lighting, inclement weather, etc. Periodic conditions which involve chance of injury.	0.96 1.01 1.06	1.11 1.16 1.22	1.27 1.34 1.40	1.47 1.54 1.62
4. Daily exposure to hazardous work conditions. Prolonged and frequent exposure to dust, grease, extreme temperature, or severe outdoor weather conditions. Recurring conditions which involve chance of injury.	1.25 1.32 1.38	1.44 1.51 1.59	1.66 1.74 1.83	1.90 2.00

Hazard Uncertainty: For positions having tasks that place employees in historically life threatening situations (i.e., Fire, Police) add 100% to the base points awarded above for work environment. For positions which require the operation of maintenance or service equipment on city roadways, add 50%. For positions requiring regular and frequent travel, whether local or regional, primarily by automobile, add 25%.

American Fork Compensation Study

Proposed Pay Plan

	Hourly Pay Rates				Monthly Pay Rates				Annual Pay Rates				
	Job Value	Pay Range			Job Value	Pay Range			Job Value	Pay Range			Range
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Range			
City Administrator	26.87	\$55.67	\$69.59	\$83.51	26.87	\$9,649	\$12,062	\$14,474	26.87	\$115,794	\$144,742	\$173,691	50.00%
Police Chief	22.00	\$41.44	\$51.80	\$62.16	22.00	\$7,183	\$8,979	\$10,775	22.00	\$86,199	\$107,749	\$129,299	50.00%
Fire Chief	22.00	\$41.44	\$51.80	\$62.16	22.00	\$7,183	\$8,979	\$10,775	22.00	\$86,199	\$107,749	\$129,299	50.00%
Public Works Director	21.05	\$39.14	\$48.93	\$58.71	21.05	\$6,785	\$8,481	\$10,177	21.05	\$81,416	\$101,770	\$122,124	50.00%
Parks & Recreation Director	20.11	\$36.98	\$46.22	\$55.46	20.11	\$6,409	\$8,012	\$9,614	20.11	\$76,911	\$96,139	\$115,367	50.00%
Public Relations/Economic Development Director	18.98	\$34.54	\$43.18	\$51.81	18.98	\$5,987	\$7,484	\$8,981	18.98	\$71,845	\$89,807	\$107,768	50.00%
Assistant Fire Chief	18.72	\$34.00	\$42.50	\$51.00	18.72	\$5,893	\$7,366	\$8,839	18.72	\$70,713	\$88,392	\$106,070	50.00%
Finance/Budget Officer	18.36	\$33.26	\$41.58	\$49.89	18.36	\$5,765	\$7,207	\$8,648	18.36	\$69,184	\$86,480	\$103,777	50.00%
Library Director	18.06	\$32.67	\$40.83	\$49.00	18.06	\$5,662	\$7,077	\$8,493	18.06	\$67,943	\$84,929	\$101,915	50.00%
City Engineer/Regulatory Compliance Officer	17.80	\$32.16	\$40.20	\$48.24	17.80	\$5,575	\$6,968	\$8,362	17.80	\$66,896	\$83,620	\$100,345	50.00%
Deputy Police Chief	17.51	\$31.60	\$39.51	\$47.41	17.51	\$5,478	\$6,848	\$8,217	17.51	\$65,737	\$82,171	\$98,605	50.00%
Human Resource Director	17.10	\$30.83	\$38.53	\$46.24	17.10	\$5,343	\$6,679	\$8,015	17.10	\$64,118	\$80,148	\$96,178	50.00%
Planning Director	17.05	\$30.72	\$38.40	\$46.08	17.05	\$5,325	\$6,656	\$7,987	17.05	\$63,897	\$79,871	\$95,845	50.00%
Battalion Chief/Fire Marshal	16.80	\$30.26	\$37.83	\$45.39	16.80	\$5,245	\$6,557	\$7,868	16.80	\$62,944	\$78,680	\$94,416	50.00%
IT/Broadband Director	16.34	\$29.44	\$36.80	\$44.16	16.34	\$5,103	\$6,379	\$7,655	16.34	\$61,242	\$76,552	\$91,863	50.00%
Police Lieutenant	16.06	\$28.95	\$36.18	\$43.42	16.06	\$5,017	\$6,271	\$7,526	16.06	\$60,206	\$75,258	\$90,309	50.00%
Chief Building Official	15.46	\$27.90	\$34.88	\$41.86	15.46	\$4,837	\$6,046	\$7,255	15.46	\$58,042	\$72,552	\$87,063	50.00%
Police Sergeant	14.55	\$26.41	\$33.01	\$39.62	14.55	\$4,578	\$5,723	\$6,867	14.55	\$54,936	\$68,670	\$82,404	50.00%
Street Superintendent	14.38	\$26.15	\$32.69	\$39.23	14.38	\$4,533	\$5,666	\$6,800	14.38	\$54,398	\$67,998	\$81,597	50.00%



CITY COUNCIL AGENDA REPORT

ITEM # 6

DATE: Tuesday, August 16, 2016
TO: Honorable Mayor and Members of the City Council
FROM: Nathan Crane, AICP
City Administrator/Community Development Director
SUBJECT: MOTION: Approval of a Sample Contract to Accept Cash In-lieu of Water Dedication for Property within Highland

STAFF RECOMMENDATION:

Approval of a sample contract to accept cash in-lieu of water dedication for property within Highland.

BACKGROUND:

Highland City has acquired enclosed water shares that were made available as a result of the enclosure of the Murdoch Canal. Developers are required to dedicate water shares to the City as part of each development. The City Council has directed staff to accept cash in-lieu of dedication for the enclosed water shares. In consultation with the City Attorney, staff has prepared a Water Share Reservation Agreement. The highlights of the agreement are as follows:

- The exact purchase price will be determined by market bids, averaging the quoted price of three separate independent water brokers. However, the purchase price will not be less than \$7,000.
- Reservation of the water is for two years. The proposed fee is \$1,000. This period can be extended an additional two years subject to a \$500.00 fee.
- If the water is not purchased the reservation fee is forfeited.

FISCAL IMPACT:

One-time revenue of approximately \$1,505,000 could be experienced. These monies will be applied toward the \$1,965,701 owed for these shares. An additional \$460,701 will be needed to fulfill the debt. The minimum yearly payment is \$124,600.

ATTACHMENTS:

1. Proposed Agreement

HIGHLAND WATER SHARE RESERVATION AGREEMENT

This Agreement is made between and entered into by the following Parties:

Highland City ("City") _____ ("Purchaser")

Highland City _____
5400 W. Civic Center Dr., Ste. 1 _____
Highland, Utah 84003 _____

WHEREAS, City owns and maintains certain Contained Water Shares ("Water Shares"); and

WHEREAS, Purchaser desires to acquire from City, Water Shares for cash in-lieu of dedication; and

WHEREAS, Purchaser intends to buy the Water Shares at a future date and desires to reserve a certain number of Water Shares until that time;

THEREFORE, in consideration of the promises, covenants, and conditions contained herein, and other good and valuable consideration, the parties agree as follows:

TERMS

1. NUMBER OF WATER SHARES. The parties agree that _____ Water Shares shall be reserved for Purchaser. Water Shares cannot be reserved until after Final Plat approval by the City Council.
2. PURCHASE PRICE. The cost of the Water Shares shall be determined by market bids and averaging the quoted price of three separate independent water brokers ("Purchase Price"). The Purchase Price per share shall not be less than \$7,000.00. The Purchase Price is determined at the time of actual purchase, not at the time of reservation.
3. RESERVATION TERM. The Water Shares shall be reserved for a period of two (2) years ("TERM"). The Term begins on _____.
4. RESERVATION FEE. Purchaser shall pay City a reservation fee in the amount of \$1,000 ("Fee"). The Fee is non-refundable and is applied towards the Purchase Price.

5. RENEWAL OF RESERVATION TERM. Purchaser may renew its reservation of Water Shares for an additional two-year Term if they provide the City written notice 30 days before the expiration of the Term. Said notice shall be accompanied by a new Fee in the amount of \$500.00 ("Renewal Fee"). The Fee is non-refundable and does not give credit towards the Purchase Price.
6. CANCELTATION. If Purchaser does not purchase Water Shares as intended under this Agreement, Purchaser forfeits any and all reservation fees.
7. TERMINATION. This Agreement shall automatically terminate at the end of the Term unless renewed pursuant to the terms herein. If Agreement terminates without Purchaser acquiring Water Shares, then Purchaser forfeits any and all reservation fees.
8. WARRANTIES. The City warrants that it owns the number of Water Shares that Purchaser has reserved.
9. SEVERABILITY. The unenforceability or invalidity of any one or more provisions hereof shall not render any other provision herein contained unenforceable or invalid and each term, covenant and condition hereof shall be enforced to the fullest extent permitted by law.
10. INTERPRETATION AND ENFORCEMENT. The laws of the State of Utah shall govern the validity, construction, performance and enforcement of this Lease.

HIGHLAND CITY:

Attest:

MAYOR MARK THOMPSON

CITY RECORDER

DATE:

PURCHASER

DATE:

BY: