



MINUTES OF THE SOUTH OGDEN CITY COUNCIL PRE-COUNCIL WORK SESSION AND COUNCIL MEETING

TUESDAY, JANUARY 15, 2019

PRE-COUNCIL WORK SESSION – 5 PM IN EOC ROOM

COUNCIL MEETING – 6 PM IN COUNCIL ROOM

PRE-COUNCIL WORK SESSION MINUTES

COUNCIL MEMBERS PRESENT

Mayor Russell Porter, Council Members Sallee Orr, Brent Strate, Adam Hensley, Susan Stewart, and Mike Howard

STAFF MEMBERS PRESENT

City Manager Matthew Dixon, Parks and Public Works Director Jon Andersen, Police Chief Darin Parke, Fire Chief Cameron West, Finance Director Steve Liebersbach, Assistant City Manager Doug Gailey, and Recorder Leesa Kapetanov

CITIZENS PRESENT

Walt Bausman, Jerry Cottrell

Note: The time stamps indicated in **blue** correspond to the audio recording of this meeting, which can be found by clicking the link

http://www.southogdencity.com/document_center/Sound%20Files/CC190115_1659.mp3 or by requesting a copy from the office of the South Ogden City Recorder.

I. CALL TO ORDER

- Mayor Russell Porter called the meeting to order at 5:02 pm and called for a motion to open
00:00:00

Council Member Howard moved to open the pre-council work session, followed by a second from Council Member Stewart. Council Members Orr, Strate, Stewart, and Howard voted aye.

Note: Council Member Hensley was not present for this vote. He arrived later in the meeting.

II. DISCUSSION ITEMS

A. Compensation Philosophy

- City Manager Dixon sent the council via email some more information to consider for this discussion. See Attachment A.
- Assistant City Manager Doug Gailey and Mike Swallow, Personnel Systems, reviewed and answered questions about the information included in the council's packet as well as that included in Attachment A

00:01:05

- Council Member Hensley arrived

00:18:32

- City Manager Dixon confirmed the council's direction to compare South Ogden with Riverdale at 100% and bring the information back at the next meeting

00:55:10

III. REVIEW OF AGENDA

- There was not enough time for this agenda item

IV. ADJOURN

At 6:00 pm Mayor Porter called for a motion to adjourn the work session.

Council Member Orr so moved, followed by a second from Council Member Stewart. The voice vote was unanimous in favor of the motion.

00:57:11

COUNCIL MEETING MINUTES

COUNCIL MEMBERS PRESENT

Mayor Russell Porter, Council Members Sallee Orr, Brent Strate, Adam Hensley, Susan Stewart, and Mike Howard

STAFF MEMBERS PRESENT

City Manager Matthew Dixon, City Attorney Ken Bradshaw, Police Chief Darin Parke, Fire Chief Cameron West, and Recorder Leesa Kapetanov

CITIZENS PRESENT

Brynn Mortensen, Walt Bausman, Bruce & Joyce Hartman, Jerry Cottrell

Note: The time stamps indicated in blue correspond to the audio recording of this meeting, which can be found by clicking this link

http://www.southogdencity.com/document_center/Sound%20Files/CC190115_1805R.mp3
or by requesting a copy from the office of the South Ogden City Recorder.

I. OPENING CEREMONY

A. Call To Order

- Mayor Porter called the meeting to order at 6:08 pm and asked for a motion to convene
00:00:00

Council Member Howard so moved. Council Member Orr seconded the motion. In a voice vote Council Members Orr, Strate, Hensley, Stewart, and Howard all voted aye.

B. Prayer/Moment Of Silence

The mayor led everyone in a moment of silence.

C. Pledge Of Allegiance

Council Member Stewart led the Pledge of Allegiance.

II. PUBLIC COMMENTS

- Mirko Villaneuva and Megan Wahlquist, Bonneville High School Student Officers
00:01:17

III. RECOGNITION OF SCOUTS/STUDENTS PRESENT

No scouts were present at the meeting.

IV. AUDIT REPORT FOR FY2018

- Marcus Arbuckle, Keddington & Christensen, presented the audit report
00:05:32

V. PRESENTATION

- Brynn Mortensen from the Housing Gap Coalition gave a report on affordable housing in Utah
00:19:43

VI. CONSENT AGENDA

- Approval of December 18, 2018 Council Minutes and January 8, 2019 Special Work Session Minutes
- Approval of December Warrants Register

- Mayor Porter read through the consent agenda and asked if there were any questions or comments; seeing none he called for a motion
00:41:06

Council Member Howard moved to approve the consent agenda. The motion was seconded by Council Member Hensley. The mayor asked if there was further discussion and then called a voice vote. All present voted aye.

VII. DISCUSSION ITEMS/ACTION ITEMS

- Discussion/Direction on Burch Creek Park
 - Planner Mark Vlasic presented the latest park plan and noted the key changes (see plan in Attachment B) 00:41:40
 - Staff was given direction to eliminate the skate park as per the plan as well as the fields on the school property. Staff was also told to go ahead and bid the park out with certain items as alternatives so the council could decide what to build based on the costs and the grant money available.
- Consideration of Previously Tabled **Resolution 18-53** – Approving Lease Agreement With AT&T for Cell Tower at Club Heights Park
 - Staff overview 01:09:55
 - Questions/Discussion by council 01:12:46
 - Mayor Porter called for a motion 01:23:40

Council Member Hensley moved to approve the agreement as written, followed by a second from Council Member Howard. The mayor asked if there was further discussion. Council Member Orr asked if that included the forfeiture of the payment for the lights. The mayor said it did. He then made a roll call vote:

Council Member Orr-	Yes
Council Member Strate-	Yes
Council Member Hensley-	Yes
Council Member Stewart-	Yes
Council Member Howard-	Yes

The lease agreement with AT&T was approved.

C. Consideration of Resolution 19-01 – Approving the Second Amendment of Interlocal Agreement for Board and Seal Services Rotation List

- Staff overview 01:24:21
- Questions/Discussion by council 01:26:39
- Mayor called for a motion 01:30:49

Council Member Strate moved to approve Resolution 19-01. Council Member Orr seconded the motion. Mayor Porter asked if there was further discussion, and seeing none, called the vote:

Council Member Howard-	Yes
Council Member Stewart-	Yes
Council Member Hensley-	Yes
Council Member Strate-	Yes
Council Member Orr-	Yes

Resolution 19-01 was approved.

D. Consideration of Resolution 19-02 - Ratifying an Agreement With BK Fox Construction for Emergency Sewer Line Repair

- Staff overview 01:31:07
- Questions/Discussion by council 01:32:43
- Mayor Porter called for a motion 01:34:49

Council Member Howard moved to approve Resolution 19-02. The motion was seconded by Council Member Hensley. After determining there was no further discussion, the mayor called the vote:

Council Member Hensley-	Yes
Council Member Strate-	Yes
Council Member Stewart-	Yes

Council Member Orr- Yes
Council Member Howard- Yes

The agreement was ratified.

VIII. REPORTS/DIRECTION TO CITY MANAGER

A. Annual Department Reports

1. Jon Andersen – Public Works

01:35:13

Note: Mr. Andersen used a visual presentation for his report. See Attachment C.

2. Steve Liebersbach – Finance

02:12:44

Mr. Liebersbach also had a visual presentation. See Attachment D.

B. Report on Sustainability Model

- This report was intentionally skipped

C. City Council Members

- Council Member Orr 02:52:28
- Council Member Stewart Nothing to report
- Council Member Hensley 02:54:24
- Council Member Howard 02:55:16
- Council Member Strate 02:56:47

D. City Manager: 03:01:02

E. City Attorney: Not present

E. Mayor: 03:09:44

IX. RECESS CITY COUNCIL MEETING AND CONVENE INTO AN EXECUTIVE SESSION

A. Pursuant to UCA §52-4-205 1(e) to discuss the sale of real property

- Mayor Porter indicated it was time to recess into an executive session and called for a motion to do so 03:10:00

At 9:19 pm, Council Member Hensley so moved, followed by a second from Council Member Howard. The voice vote was unanimous in favor of the motion.

The council moved to the adjacent conference room for the executive session.

X. ADJOURN EXECUTIVE SESSION, RECONVENE COUNCIL MEETING, AND ADJOURN

- At 10:11 pm, Mayor Porter called for a motion to adjourn the executive session, reconvene city council meeting, and adjourn city council meeting

Council Member Hensley so moved. The motion was seconded by Council Member Strate. All present voted aye.

Note: A recording of this motion can be obtained from the office of the city recorder.

I hereby certify that the foregoing is a true, accurate and complete record of the South Ogden City Pre-Council Work Session and Council Meeting held Tuesday, January 15, 2019.


Leesa Kapetanov, City Recorder

February 5, 2019

Date Approved by the City Council

ATTACHMENT A
Compensation Information



City of South Ogden

Executive Summary Job Valuation & Compensation Study

Introduction

Pursuant to the approval given by the City Council, Personnel Systems & Services was engaged to address core needs relative to compensation administration, specifically, a "Job Analysis, Classification & Compensation Study". The accepted proposal included these elements: 1) administer a city-wide "job values" survey, 2) conduct employee orientation meetings to explain the job study process and share values survey results, 3) conduct onsite job audits to facilitate the creation of updated job descriptions, 4) create a pay plan alternative to address "Internal Equity" through the development of a job valuation instrument; 5) conduct a labor market survey to determine the competitive position of the city's pay practices, 6) provide implementation strategies identifying impact upon individual employees and budget and 7) explore the impact of an "organizational reset" to address the potential need to mitigate compensation compression".

Preliminary to the project the management team orchestrated the distribution of the "job values survey" to all employees. This was a perceptual exercise, simply seeking employee opinions regarding various aspects of the "worth of work". The instrument addressed four key elements: 1- the importance ranking of values used to assess comparative worth of jobs, 2- priority rankings of policy and practice related considerations that influence external parity through compensation management, 3- a ranking of the elements common to performance appraisal and viewed as most meaningful by employees, also a ranking exercise, and 4- responses to four "fairness" questions answered with "yes" or "no" that reflect a perception of being or not being underpaid.

1

Worth of Work Values

The core values to this internal equity instrument consist of Job Knowledge, Responsibility, Difficulty and Work Environment. 52 employees chose to participate in the survey. The average ranking of importance for the various factors, with "1" being highest, for the work values are: Job Knowledge-1.56, Responsibility- 1.64, Difficulty- 2.40 and Work Environment- 2.40. Each primary value is divided into sub-elements, which were also ranked. These rank order preferences were incorporated into the design of the point/job valuation system against which all positions were valued. This process produces a "site validated" internal equity, or job valuation methodology. Of significance is that the internal equity instrument is intended to become a "living" instrument for the administration of pay practices and can be modified to reflect "value-based" enhancements as the city becomes more familiar with the methodology. It is anticipated that the implementation of this values-based methodology will be a "work in progress". The unique outcome from the approach to this study and analysis resulted in a pay administration structure where all jobs have a stand-alone market-based pay range.

Policy Components & External Parity Perceptions

A sampling of various issues and conditions that influence an organization's compensation policies were also ranked as to importance by the employees. That list included the following: Ability to Pay (considering the size and type of business), Organizational Philosophy (willingness to pay, attitudes about ranking among competitors), Regional Economics (prevailing rates and rates of inflation), Availability of Labor Supply (supply and demand, the competition for particular skills and jobs), Reputation of the Organization (competitiveness of pay and market recognition as high or low paying) and Pay Supplements (various incentives and benefits). The order of importance as ranked by the 52 city employee participants was: 1- Reputation of the City, 2- Organizational Philosophy, 3- Pay Supplements, 4- Ability to Pay, 5- Labor Supply, and 6- Regional Economics.

As the city moves forward and considers implementation strategies, reflecting upon these employee priority perceptions can contribute to the assessment and planning process.



Contributory Value Perceptions

This is where the employee provides their opinion about what is most meaningful when being recognized for their contribution to the work place; those things that reflect upon the "worth of the worker". The three aspects of performance recognition are: longevity (years of service or loyalty), efficiency (timely completion of work) and effectiveness (volume & quality of work). The typical expectation is that employees give more attention or pursue most openly recognition for longevity or loyalty to the city as the employer. The sample group's priority ranking reveals a different perspective. **First in importance** is "effectiveness", being recognized for the quality and volume of work performed. **Second in importance** is "efficiency", or being recognized for their timely completion of work and the conservation of resources under their area of responsibility, which includes time, monetary resources, materials and equipment. **Third in importance**, and last on this short list, is "longevity" or their loyalty to the city as an employee. It is anticipated that these insights can also influence strategic planning and development of the compensation program along with performance standards and objectives.

General Equity & Fairness Perceptions

The final segment of the values survey invited employees to respond to this question: "Do you believe you are underpaid when considering the follow?" This was an anonymous exercise and the intent was to obtain a broad organizational perspective. These are the questions:

1. Do you believe you are underpaid when considering the value of your job to the organization?
2. Do you believe you are underpaid when considering the pay of others within your organization performing essentially the same type of work?
3. Do you believe you are underpaid when considering the amount of work, you perform?
4. Do you believe you are underpaid when considering the pay of others outside your organization performing essentially the same type of work?

2

To the first question, 39 employees or 75% responded "yes". This is an internal equity question. Employees may need to be better informed regarding the methods, process and practices used to establish the worth of the job to the city. Interestingly, of the over 11,791 other public and private sector employees that have completed this survey, 72.9% are of the same opinion. While it may be that this exercise can be used to "vent", we see that employees are generally like-minded.

To the second question, 27 employees or 51.9% answered "yes". This question has some interesting interpretative possibilities. One being the possibility that if an employee answers "yes", they may be expressing a frustration that some co-worker(s) are not carrying their fair share of the workload and they are then forced to "carry" that individual without receiving any recognition for their added contribution or greater dedication. This perception can most likely be avoided if the first line supervisors are effective in their role as "evaluator". Consider this axiom: "Success or failure as a manager rests in the ability to evaluate. That ability is the ongoing assessment of things as they were, as they are, and as they need to be resulting in the effective allocation of the resources needed to prevent and solve problems. A problem is a frustrated goal." To this same question, 51.8% of my 11,791 plus employee sample group has also answered "yes". Here, too, South Ogden employees are not atypical.

To the third question, 36 of the 52, or 69.2% of the city employees responding answered "yes". Because doing more with less has most likely been the mode of operation during recent austere times, this may not be too surprising. But it may also be more the norm than the exception that most of the time employees feel over-worked and under paid. Of the over 11,791 employee sample, 68.8% also responded "yes". Because the city's "yes" percentage is nearly a mirror image of the survey average, it is possible that we would find various manifestations of low morale and perhaps even incidents of "Equity Theory" activity or policy abuse revealed through tardiness, absenteeism and attrition. None the less, this perception may also be mitigated by quality performance management and recognition. It is also a possibility that this perception could be indicative of a staffing shortage in some areas; particularly if vacancies have not been filled during the tough economic periods.



To the final and fourth question, 45 employees, or 86.5% answered "yes". While the expectation is that a clear majority of employees will believe the "grass is always greener on the other side"; South Ogden employees, by a 13.4% margin, are less satisfied with where the city competes in the market place. 73.1% of the over 11,791 sample survey responders were of the same opinion. If this was in fact a major motivating issue for all 86.5%, it would be expected that the city would have above average attrition rates.

Job Evaluation & Internal Equity

Using the instrument developed based upon the results of the work values survey, described above; each position was valued and assigned "job value points". It is the point system that will ultimately establish the job's price tag. **This is the process followed:**

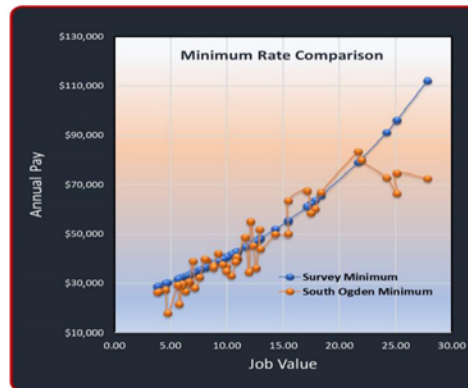
1. The consultant-revised job descriptions were subsequently reviewed and edited by city staff.
2. The consultant performed the initial point factor analysis of all city jobs using the approved job descriptions.
3. Next, reviewing the consultant's first round results, the management team performed a general sweep of the relationships acting as subject matter experts for the city and also involved department heads in the exercise. This review yielded the verification of job description content and minimum qualifications, some of which produced adjustments to the internal job valuations.
4. Based upon the results of these levels of review, the market analysis phase was entered to test the question "to what degree does the market agree with the assigned job values"; which is a statistical exercise. By using the Worth-of-Work (WOW), No Pay Grade approach every job in the city can have a unique and separate pay range tied directly to the market. Contained in the final project workbook are multiple illustrations for the comparison outcomes for minimum pay practices, maximum pay practices, average current pay practices and other "pictures" of the compensation landscape.
5. Additionally, based upon administration knowledge of organizational challenges, recruitment issues, market sensitive concerns, local economics and related compensation issues, administration will be able to establish maintenance and implementation strategies for the results of the study.

Salary Information & Market Comparability

The salary data utilized in this market analysis was obtained from the "Technology Net Compensation Survey System" and included 141 entities, cities, counties and special service districts.

Pay Practice- Starting Rate Comparison

Upon comparing the reported average starting pay of city employees with those of the survey group it is found that the city's starting pay rates trails the survey group/peers by an average of about -10.8%.



Pay Range Practices & Actual Pay

This graph illustrates the survey group's average actual pay practices in relation to the same groups average official pay range. City's current pay is plotted in relation to the survey group average official pay range. The expectation is that employers will manage pay progression through the formal pay range aggressively toward the midpoint of the pay plan. As employers maintain a market-based pay plan, those employees whose competencies merit advancement to the midpoint of the ranges will be competitively compensated.



4

Pay Range Management

The establishment of the pay range, the spread or distance between the minimum and the maximum is very arbitrary. Some organizations create standardized ranges which are the same from the lowest valued job to the highest. Another approach is to "staircase" the ranges so that as jobs increase in level of responsibility and difficulty and take on more of a "career" oriented status, the ranges increase. From the survey data, we discover that the average pay range of the survey group is just at 45%. In creating the various implementation options, a 50% range is being proposed as a method to strengthen long-term career opportunity with the city. Interestingly, a competitive neighbor, Riverdale has established ranges of 60%.

An issue in most organizations relates to the number of city employees that are "topped out" on the pay ranges. While this represents a frustration for those individuals, especially for those that have been there for a seemingly long period; the fiscally responsible question needing to be asked is, "When does the city's pay plan reach the level of marginal utility?" That point in time when it makes no sense at all to pay any more money for the defined job functions. That point in time when it becomes difficult to identify that the return on the investment is consistent with public needs and expectations. There are two facets to the question. One addresses the worth of the work and the other the worth of the worker. If the city's pay plan is to be market competitive, the worth of the work objectives is being fairly addressed. If pay progression and advancement through the pay range is keeping pace with the speed of learning and the quality of contribution, then the worth of the worker is being recognized.

Job Families/Career Path

During the discussion addressing the design of job families some consideration was given to the creation of various career paths or career progression opportunities. Further attention to the use of job families would focus on what constitutes a logical and meaningful "path" along with having formal levels in a job valuation system, i.e., Police Officer I, II, etc. A true career path is most easily established when there are legitimate requirements for advancement above just "time in service".



Legitimate requirements are easily identified where functions are regulated such as with law enforcement, utility operations levels of certifications, building inspector licenses, etc.

In terms of administration, trying to defend the legitimacy of advancement criteria when attempting to build artificial career paths may result in frustrations for managers and at other times may be used as a ploy to pursue pay increases for favored employees. These artificial paths also tend to be a version of "seniority compensation". The most defensible and cleanest approach is to limit career path job families to well established and regulated jobs and then be consistent in how employees are advanced through the pay ranges of all other jobs as the employee demonstrates increasing levels of competence. This is further addressed under the "Pay Progression" heading below.

Having said that, **there is one benefit for establishing even the artificial career path or classification family. Using such an approach, even if only based upon "time in service", can help minimize the potential for new hire pay compression**, if compression is a recognized issue.

Pay Progression

In terms of pay progression management, many organizations target a certain pay rate on their pay plan as a control rate and attempt to manage performance to allow employees to achieve between 90% to 105% of that value within some time frame (four to five years for example), called a Compa-ratio. Compa-ratio refers to the percentage which employee actual pay represents the target or control rate (often the midpoint of the pay range). Pay increases beyond the control rate/midpoint then become contingent upon exemplary performance, longevity and other specific criteria. The midpoint is generally considered market competitive. When considering implementation options, the city may want to consider employee compa-ratios when making placement on a new pay plan. Employees, who have been performing within the same job classification for four to five years, or longer, should possess job competencies sufficient to justify pay which is 90%-105% of midpoint, assuming that performance is at least standard.

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Pay Compression

There are two common pay compression concerns that impact organizations when, for whatever reason, the pay practices become "stalled" or when other pay anomalies wiggle themselves into the structure.

Type 1 is the compression that occurs when subordinate pay rates creep up near the pay of their immediate supervisor or manager. It is not necessarily a debilitating issue unless the organization is striving to develop in-house talent or engage in succession planning.

If we were to spot check supervisor/subordinate compression within the city pay structure the expectation is that most relationships would be close to a "rule of thumb", a 15% margin. However, if there are some where only a single digit percentage separates the supervisor and subordinate, this would be worthy of some examination. These are potential red flags. The "compression test" exercise is recommended to be an ongoing monitoring effort in HR. A rule of thumb I have used over the years is 15%. If the managers pay is not at least 15% greater than the next highest paid subordinate, there is not going to be much motivation for the subordinate to groom themselves for all the extra grief. To further expand on the compression issue, a look at what I will consider "**Type 2**" compression, the following has been written by Beverly N. Dance, found as an HR web article.

Pay Compression: What Is It?

Compression is when you have small differences in pay regardless of experience, skills, level, or seniority. You see this when the starting salaries for your new employees in a particular job title are too close to the wages of your existing workers. In awful circumstances, the starting salaries might even exceed what your current employees are earning.



Pay Compression: What Causes It?

There are two main causes of compression. The first is when supply and demand is out of sync, when the need for a particular skill set exceeds the availability. Nurses, software engineers, and public employer building inspectors come to mind as recent examples. The second cause can be when your internal compensation structure becomes stale and out of alignment with the external market data.

Pay Compression: Consequences of Not Dealing with It

The obvious problem with compression is the negative impact it has on the morale of your work force. Who wants to welcome a new hire to the team when you learn that that person is already earning more than you? Who wants to fully share company knowledge and have that co-worker successful if resentment over pay is an issue?

Too many companies in this economy are relying on the current high unemployment rates as their de facto retention strategy. Once the economy picks up, if you have not addressed compression issues, it will be your best performers, not your mediocre or troublesome ones, who race to join your competitors.

Even prior to starting their search for an employer who will pay the current market rate for their skill sets, employees who are on the negative side of the compression issue may utilize a passive flight by giving you the bare minimum of effort to get by with absolutely minimal engagement.

Pay Compression: How Do You Deal With It?

Telling employees not to talk about their pay is not a policy option. By doing so you would put your organization in violation of the National Labor Relations Act (NLRA). The National Labor Relations Board enforces the NLRA even when there is no union presence.

So, the answer is to open the corporate pocket book and pay your current employees more money. "But we can't afford that!" is your response? What would you have to pay for their replacements if they walk? How would you come up with that money?

Another option is to ask what can help with an individual's loyalty other than pay? Sometimes this could be a mentoring or developmental opportunity or a more flexible work schedule to coach a little league team each Tuesday and Thursday at 4:00 p.m. Explore your options with extreme creativity.

One more approach is to re-think your job design. Do you have 10 employees spending half their time on that critical hard to find skill? Could you change the essential responsibilities and instead get by with five or six employees using that skill all of the time?

Pay Compression: How Do You Avoid It?

Forecast ahead and anticipate what your future hiring needs will be. Keep a regular eye on market changes by reviewing market surveys for your key positions and steadily adjust your pay ranges as needed. Usually annual is often enough, but your recruiters can give you early feedback on positions that are moving more quickly in the marketplace. Using job design as a tool may help reduce the number of positions that are influenced by compression, which won't avoid it, but can limit its impact. (Beverly N. Dance, MBA, SPHR-CA, CCP, CEBS)

While exploring the Beverly Dance perspective on compression, consider these observations:

Observation #1: If all aspects of the employment relationship and compensation are to be acknowledged, the city utilizes a common practice to recognize the worth of the worker, their loyalty, which is the annual vacation accrual and various non-worked-paid-time-off programs. The bottom-line is that there is expected to be some natural compression mitigation resulting from a city's leave accrual policy and practice. The acquisition of seniority results in an increase in the rate of vacation and sick leave accrual. Every 12 days of accrued annual leave, non-worked paid time, equates to a 4.6% pay increase. If employees on average use six paid sick leave days per year, this use translates into an additional increase of 2.3%. This non-worked paid time drives up the hourly cost of the senior employees and creates some "reality separation" in the value of their pay. The new hires do not enjoy the same level of benefits.

Observation #2: How long does it take for compression to evaporate? The compression perception occurs when the newly hired junior workers performing the same job as senior workers are being compensated near, the same, and perhaps better, than the senior workers. At that point not only is there a significant difference in their time on the job but also a significant difference in their position on the "learning curve" and their ability to make a more meaningful contribution through job performance.



Eventually, the learning curve flattens out. The senior worker's knowledge, skills and abilities level off. Also, eventually the junior worker completes the same learning curve and now the job knowledge gap is closed. Both the senior worker and junior worker will eventually be performing the job equally well. Now, theoretically, based upon the worth of the work, both can be paid the same. The claim on base pay compression has evaporated if their pay has been equalized based upon their competencies. For a period of time the senior employee will enjoy the better total compensation, referring to observation #1, but eventually the junior employee will end up in the same leave accrual bracket and then all things are equal in the workplace, and that is okay.

Observation #3: Quality performance management promotes compression.

Implementation

As the city considers a strategy for implementation it will come down to three primary factors; **1- willingness to pay, 2- the ability to pay, and 3- the need to pay.** These three issues will be defined in relation to the market information of this study. There are four basic postures to consider when establishing the organizations pay objectives: 1- trendsetter, 2- competitive, 3-parity, and 4- comparable. To be competitive suggests a pay objective above average or parity. Comparability can still be argued when paying below parity if other aspects of the employment and compensation program (city paid benefits) strengthen the employee and management perception of "fairness".

As a cost for implementation is calculated, the least cost implementation strategy is accomplished by placing each employee at a rate on the recommended pay range that is at least equal to his or her current rate of pay. Only employees whose current rate falls below the recommended starting rate are identified for increases. At this point it becomes a management option to factor back into the implementation strategy a method for recognizing performance, time in service, job knowledge and other pertinent aspects of the employee's work history. If the city desires to initiate a program that targets a specific compa-ratio, this would be a good time to begin. You may want to consider additional adjustments for employees who are considered full performance or fully competent workers but fall below the midpoint of the pay range.

Within the job study workbook(s), in the "Least Cost" implementation table, methodology has been included to use formulas and award additional compensation based upon time in position as well as recognize "added-value" prior experience. This additional pay consideration does also "reset" the organization, mitigating most compression perceptions.

Summary Conclusions

- By formalizing pay ranges, South Ogden can further stabilize a workforce that is generally more satisfied than those entities included in the market analysis.
- An internal equity methodology based upon the Equal Pay provisions of the Fair Labor Standards Act, and the "site validating" values survey has been created. Human Resources will be exploring further the "best practice" options for its use.
- This "worth of work", value based, innovative approach to pay administration which utilizes internal equity relationships, has been delivered as part of the implementation strategy and the ongoing methodology for pay equity administration.
- Consider the recommended rule of thumb for pay separation between managers and supervisors and supervisors and next highest paid subordinate to be 15%. Here too, case-by-case examination is required as an ongoing practice.
- **Initial "Least Cost" Implementation Costs—Approximated. Multiple versions of the market comparison picture have been explored, including the following: Statewide comparison sample, South Ogden current "comparable" entities, stand-alone or "silo" pay plans for public safety and a direct comparison to Riverdale City.**

BASIS OF SOUND PAY PROGRAMS

In connection with the results of this study and as the city evaluates the impact of change upon the existing or proposed budgets; your effort to maintain an effective compensation program will be influenced by your philosophy related to some or all the following (converted to policy):

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 or among survey participants.*
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 job to the organization (the overall value determined through classification methodology).*
7. Organization of Labor: *The forced inflation of certain pay rates. The degree of recognition provided to unions or associations.*
8. Pay Supplements: *The total compensation comparability afforded through various incentives and discretionary benefits.*
9. Reputation of the Organization: *The competitiveness of pay and social recognition as high- or low-paying.*
10. 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.
11. Bonus and Incentive Plans:
 - ☐ The use of "non-scheduled" recognition.
 - ☐ The use of non-monetary rewards.
12. Contributory Value:
 - ☐ The perceived value of the individual to the organization. This perceived value is based upon several observable and measurable criteria normally associated with a formal performance management program consisting of individual performance plans, performance monitoring and performance evaluations. This formal approach justifies and documents the decisions which are made about pay progression and job promotions.



South Ogden City
2018 Job Study

MAYOR & COUNCIL PAY PRACTICES

Title	Entity	Annual Salary	Extra Pay	Extra Pay Desc	FT	Health	Ret	Dental	Life	401K	457	Updated
MAYOR	ST. GEORGE, UT	\$42,900	\$0		N	Y	Y	Y	Y	Y		12/12/2016
MAYOR	MOHAVE, UT	\$45,000	\$400	Car Allowance	N	Y	Y	Y	Y	Y		12/12/2017
MAYOR	JOHNS, UT	\$41,184	\$0		N	Y	Y	Y	Y	Y		12/12/2016
MAYOR	WEST VALLEY, UT	\$37,225	\$0		N	Y	Y	Y	Y	Y		1/06/2018
MAYOR	DRAPER, UT	\$35,000	\$0		N	Y	Y	Y	Y	Y	N	02/17/2018
MAYOR	PO. LAGAY, UT	\$35,985	\$0		N	Y	Y	Y	Y	Y	N	12/11/2017
MAYOR	AYTON, UT	\$35,900	\$0		N	Y	Y	Y	N	Y		01/03/2017
MAYOR	HEIRI MAU, UT	\$24,000	\$0		N	Y	Y	Y	Y	Y		01/13/2018
MAYOR	LENA, UT	\$23,024	\$4,500	Phone/Car/Car Allowance/Travel	N	Y	N	Y	Y	Y		12/15/2016
MAYOR	COTTONWOOD HEIGHTS, UT	\$23,723	\$0		N	N	N	Y	Y	Y		1/26/2017
MAYOR	SOUTH JORDAN, UT	\$21,935	\$430	Car Allowance (\$450) plus phone allowance (\$40 / month)	N	Y	N	Y	Y	Y		06/19/2018
MAYOR	CLARKFIELD, UT	\$21,600	\$0		N	Y	Y	N	Y	N		01/17/2017
MAYOR	RIVERDALE, UT	\$21,540	\$0		N	N	N	N	Y	Y		01/12/2017
MAYOR	WINTER, UT	\$21,000	\$0		N	N	Y	N	Y	N	N	12/11/2016
MAYOR	SPRING FORK, UT	\$20,499	\$0		N	Y	Y	N	Y	Y		12/12/2016
MAYOR	SARATOGA SPRINGS, UT	\$18,750	\$0		N	N	N	N	N	N	N	01/09/2017
MAYOR	MAPLETON, UT	\$18,300	\$0		N	N	N	N	N	N	N	01/10/2017
MAYOR	PLEASANT GROVE, UT	\$18,300	\$0		N	Y	Y	Y	Y	N		02/28/2018
MAYOR	BLUFFDALE, UT	\$18,300	\$0		N	N	N	N	N	N	N	12/13/2016
MAYOR	FARMINGTON, UT	\$18,300	\$0		N	N	N	N	N	N	N	01/06/2017
MAYOR	DETA, UT	\$18,600	\$0		N	Y	Y	N	N	N		02/19/2018
MAYOR	BIRCHAM CITY, UT	\$18,181	\$0		N	Y	Y	Y	Y	Y	Y	12/12/2016
MAYOR	NORTH SALT LAKE, UT	\$18,000	\$0		N	Y	N	Y	N	Y		01/09/2017
MAYOR	BOONVILLE, UT	\$18,000	\$100	Vehicle Allowance	N	Y	Y	Y	Y	Y		12/12/2016
MAYOR	INDUS, UT	\$18,000	\$0		N	N	N	N	N	N	N	05/18/2018
MAYOR	CENTREVILLE, UT	\$14,500	\$0		N	N	N	N	N	N	N	01/03/2017
MAYOR	AMERICAN FORK, UT	\$14,400	\$4,700	Travel Stipend	N	Y	N	N	N	N	N	11/06/2017
MAYOR	SANTA CLARA, UT	\$13,680	\$0		N	N	N	N	N	N	N	12/17/2016
MAYOR	HEBER CITY, UT	\$13,300	\$10,480	Additional Board Compensation - i.e. Street & Power	N	N	N	N	N	N	N	01/06/2017
MAYOR	CLINTON, UT	\$13,200	\$0		N	N	N	N	N	Y	N	12/12/2016
MAYOR	MOAB, UT	\$12,600	\$0		N	Y	Y	Y	Y	Y	N	12/12/2016
MAYOR	WEST POINT CITY, UT	\$12,600	\$0		N	N	N	N	N	N	N	01/06/2017
MAYOR	ROOSEVELT, UT	\$12,600	\$0		N	N	Y	N	N	N	N	12/12/2016
MAYOR	VERMILION, UT	\$12,504	\$0		N	Y	Y	Y	Y	Y	N	01/17/2018
MAYOR	KAYSVILLE, UT	\$12,500	\$0		N	N	Y	N	N	N	N	01/10/2017
MAYOR	LINDON, UT	\$12,485	\$0		N	N	N	N	N	N	N	03/30/2017
MAYOR	WAGGON CREEK, UT	\$12,400	\$0		N	N	N	N	N	N	N	01/09/2017
MAYOR	SPRINGVILLE, UT	\$11,700	\$0		N	Y	N	N	N	N	N	12/12/2016
MAYOR	PLEASANT VIEW, UT	\$11,076	\$0		N	N	N	N	N	N	N	05/18/2018
MAYOR	SANTAGUITA, UT	\$10,760	\$0		N	N	N	N	N	N	N	01/10/2017
MAYOR	ROY, UT	\$10,721	\$0		N	N	N	N	Y	Y	Y	01/10/2017
MAYOR	STRAKES, UT	\$10,044	\$0		N	N	N	N	N	N	N	01/22/2018
MAYOR	GUTHRIE, UT	\$9,870	\$0		N	N	N	N	N	N	N	12/13/2016
MAYOR	SOUTH AMBER CITY, UT	\$9,600	\$0		N	N	N	N	N	N	N	01/06/2017
MAYOR	WASHINGTON TERRACE, UT	\$9,600	\$0		N	N	N	N	N	N	N	01/06/2017
MAYOR	WEST BOKTICAL, UT	\$9,120	\$190	Vehicle Allowance	N	N	N	N	N	N	N	01/06/2017
MAYOR	MORGAN CITY, UT	\$9,119	\$0		N	N	N	N	N	N	N	01/15/2018
MAYOR	NORTH OGDEN, UT	\$9,100	\$1,280	Phone Allowance	N	Y	N	Y	Y	N	N	12/17/2016
MAYOR	PAYSON, UT	\$9,000	\$3,000	Travel Stipend	N	Y	Y	Y	Y	Y	N	01/09/2017
MAYOR	PALMOR, UT	\$7,000	\$0		N	Y	N	Y	Y	Y	N	12/12/2016
MAYOR	LA VERGNE, UT	\$6,400	\$0		N	N	N	N	N	N	N	01/06/2017
MAYOR	BRIDCH, UT	\$6,000	\$0		N	N	N	N	N	Y	Y	01/12/2017
MAYOR	TREMBLON, UT	\$5,241	\$1,500	Once per term - Computer Allowance	N	Y	N	Y	Y	Y	Y	12/12/2016
MAYOR	SPRINGDALE, UT	\$4,617	\$0		N	N	N	N	N	N	N	02/16/2017
MAYOR	BLANCK, UT	\$4,000	\$0		N	N	N	N	N	N	N	12/12/2016
MAYOR	PERRY, UT	\$3,000	\$0		N	N	N	N	N	N	N	04/24/2018
MAYOR	BRAND HILL TOWN, UT	\$3,000	\$0		N	N	N	N	N	N	N	01/20/2018
AVERAGE		\$18,228	\$474									
MAYOR	SOUTH OGDEN, UT	\$14,370	\$0		N	N	Y	N	N	N	N	01/06/2018
% DIFFERENCE		-21.6%										
% DIFFERENCE		-13.0%										

Title	Entity	Amount Salary	Extra Pay	Extra Pay Desc	FT	Health	Ret	Costa	Life	401k	407	Updated
CITY COUNCIL	SALT LAKE CITY, UT	\$25,251	\$0		N	Y	Y	Y	Y	Y		1/16/2018
CITY COUNCIL	BUNDEY, UT	\$24,333	\$0		N	Y	Y	Y	Y	Y		10/30/2018
CITY COUNCIL	CHAPARRIL, UT	\$23,460	\$0		N	Y	Y	Y	Y	Y		10/17/2018
CITY COUNCIL	WYATT VALLEY, UT	\$23,400	\$0		N	Y	Y	Y	Y	Y		1/16/2018
CITY COUNCIL	ST. GEORGE, UT	\$20,300	\$0		N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	WEST JORDAN, UT	\$18,000	\$0		N	Y	Y	Y	Y	Y		11/06/2017
CITY COUNCIL	PROVO, UT	\$17,400	\$0		N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	LAYTON, UT	\$17,390	\$0		N	Y	Y	Y	Y	Y		11/05/2018
CITY COUNCIL	PODIE, UT	\$17,344	\$1,150	\$150 per year for apparel and \$1000 every other year for electronic equipment	N	Y	Y	Y	Y	Y		12/15/2018
CITY COUNCIL	SOUTH JORDAN, UT	\$15,655	\$40	communications (phone) allowance \$40 per month	N	Y	Y	Y	Y	Y		10/10/2018
CITY COUNCIL	LEA, UT	\$15,355	\$2,400	Phone/Cell phone reimbursement	N	Y	Y	Y	Y	Y		12/15/2018
CITY COUNCIL	COTTONWOOD HEIGHTS, UT	\$15,291	\$0		N	Y	Y	Y	Y	Y		12/09/2017
CITY COUNCIL	MURRAY, UT	\$15,262	\$3,000	Per Council-related expenses	N	Y	Y	Y	Y	Y		10/23/2018
CITY COUNCIL	LOGAN, UT	\$15,266	\$0		N	Y	Y	Y	Y	Y		10/14/2018
CITY COUNCIL	MONTICELLO, UT	\$15,260	\$0		N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	REVERTON, UT	\$14,543	\$150	1 coordinator is paid related this and is to equize with others	N	Y	Y	Y	Y	Y		12/11/2018
CITY COUNCIL	ORION, UT	\$13,725	\$0		N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	SPANISH FORK, UT	\$13,656	\$0		N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	JAYLORVILLE, UT	\$13,613	\$0		N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	PODIE, UT	\$12,568	\$8,150	ROA STIPEND & HOUSING ALLOWANCE	N	Y	Y	Y	Y	Y		12/15/2018
CITY COUNCIL	SARATOGA SPRINGS, UT	\$11,717	\$0		N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	SOUTH SALT LAKE, UT	\$11,352	\$0	Council have \$2000 re and ROA allowed for all if accepted	N	Y	Y	Y	Y	Y		1/06/2018
CITY COUNCIL	HEBER CITY, UT	\$10,800	\$3,150	Additional Board Compensation, e.g., Shows & Shows	N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	DELTA, UT	\$9,896	\$0		N	Y	Y	Y	Y	Y		10/19/2018
CITY COUNCIL	HEPHERMAN, UT	\$9,000	\$0		N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	CLEARFELT, UT	\$8,680	\$0		N	Y	Y	Y	Y	Y		10/17/2017
CITY COUNCIL	SPRINGVILLE, UT	\$8,700	\$0		N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	POIT, UT	\$8,656	\$0		N	Y	Y	Y	Y	Y		10/10/2017
CITY COUNCIL	MOAB, UT	\$8,652	\$0		N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	RIVERDALE, UT	\$8,568	\$0		N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	FAIRMONT, UT	\$8,400	\$0		N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	NORTH SALT LAKE, UT	\$8,400	\$0		N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	WINN, UT	\$8,286	\$0		N	Y	Y	Y	Y	Y		10/18/2018
CITY COUNCIL	SCOTTSDALE, UT	\$7,800	\$2,000	Vehicle Allowance	N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	ROOSEVELT, UT	\$7,800	\$0		N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	CENTERVILLE, UT	\$7,700	\$0		N	Y	Y	Y	Y	Y		10/05/2017
CITY COUNCIL	LEEDS, UT	\$7,444	\$0		N	Y	Y	Y	Y	Y		10/10/2017
CITY COUNCIL	MAPLETON, UT	\$7,300	\$0		N	Y	Y	Y	Y	Y		10/10/2017
CITY COUNCIL	PLEASANT GROVE, UT	\$7,300	\$0		N	Y	Y	Y	Y	Y		10/28/2018
CITY COUNCIL	BURRIDGEVILLE, UT	\$7,200	\$0		N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	GRANTVILLE, UT	\$7,223	\$0		N	Y	Y	Y	Y	Y		10/18/2018
CITY COUNCIL	SANTA CLARA, UT	\$6,720	\$0		N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	BIRMGHAM CITY, UT	\$6,534	\$0		N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	CLINTON, UT	\$6,000	\$0		N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	VERMILION, UT	\$6,400	\$0		N	Y	Y	Y	Y	Y		10/11/2018
CITY COUNCIL	DAYTON, UT	\$6,400	\$1,200	Travel & Gift Travel Expense	N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	KAYVILLE, UT	\$6,220	\$0		N	Y	Y	Y	Y	Y		10/10/2017
CITY COUNCIL	WOODSIDE, UT	\$6,000	\$0		N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	AMERICAN FORK, UT	\$6,000	\$3,000	Travel Stipend	N	Y	Y	Y	Y	Y		10/20/2017
CITY COUNCIL	BATH-HILL, UT	\$5,500	\$0		N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	SANTAQUIN, UT	\$5,171	\$0		N	Y	Y	Y	Y	Y		10/10/2017
CITY COUNCIL	MORGAN CITY, UT	\$5,132	\$0		N	Y	Y	Y	Y	Y		10/10/2018
CITY COUNCIL	WEST POINT CITY, UT	\$5,400	\$0		N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	WASHINGTON TERRACE, UT	\$4,800	\$0		N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	WEST BOUNTY, UT	\$4,800	\$0		N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	NORTH LOGAN, UT	\$4,800	\$900	Miscellaneous Stipend	N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	STURGEON, UT	\$4,750	\$0		N	Y	Y	Y	Y	Y		10/20/2018
CITY COUNCIL	SOUTH JEFFERSON CITY, UT	\$3,600	\$0		N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	SLANING, UT	\$3,600	\$0		N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	FLAMINGO, UT	\$3,600	\$0		N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	LA VERGNE, UT	\$3,200	\$0		N	Y	Y	Y	Y	Y		10/06/2017
CITY COUNCIL	BRANDYBUSH TOWN, UT	\$3,000	\$0		N	Y	Y	Y	Y	Y		10/28/2018
CITY COUNCIL	WHEATON, UT	\$2,735	\$1,500	Once per term computer allowance	N	Y	Y	Y	Y	Y		12/12/2018
CITY COUNCIL	ENDOCK, UT	\$2,400	\$0		N	Y	Y	Y	Y	Y		10/10/2017
CITY COUNCIL	PERRY, UT	\$2,400	\$0		N	Y	Y	Y	Y	Y		10/24/2018
CITY COUNCIL	PLEASANT VIEW, UT	\$2,100	\$0		N	Y	Y	Y	Y	Y		10/19/2018
AVERAGE		\$9,754	\$392									
CITY COUNCIL	SOUTH OGDEN, UT	\$9,809	\$0		N	Y	Y	Y	Y	Y		10/06/2018
\$ DIFFERENCE		\$546										
% DIFFERENCE		-5.6%										



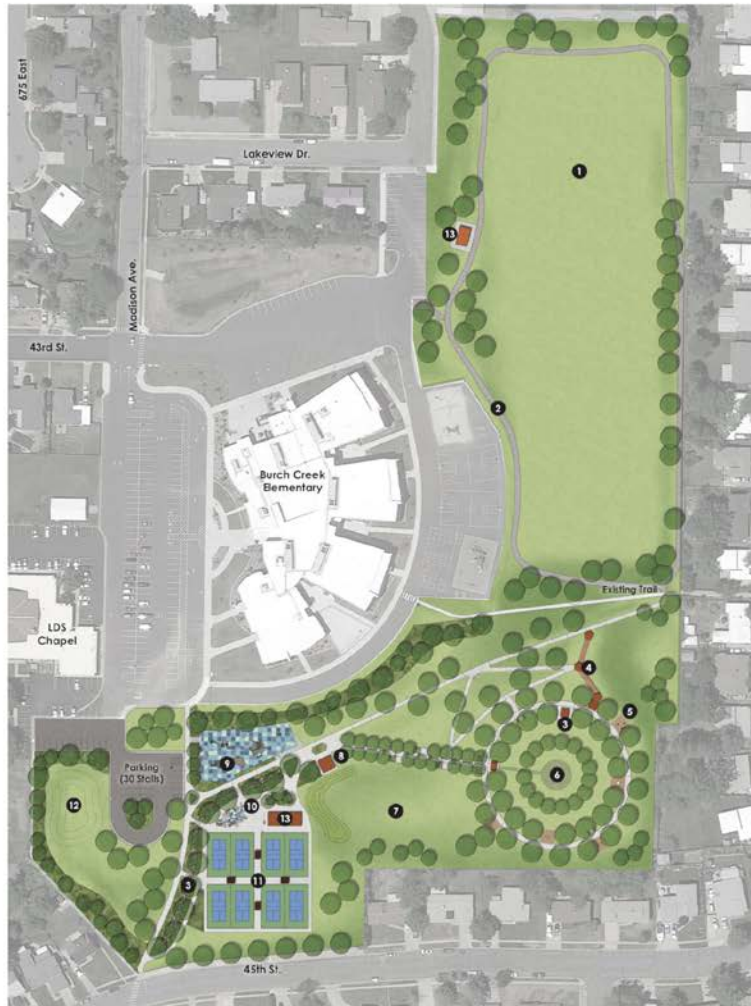
South Ogden City
2018 Compensation Study-Total Compensation Value
Core Benefit Cost Comparison

	Health	MSA	Dental	Vision	Life	Ret	SSI	LTD	Cap	SS/Dis	Auto %	Auto %	Tot %	Tot %	Updated	\$50,000	\$75,000	\$100,000		
AMERICAN FORK	\$1,130.00	\$118.00	\$32.22		\$4.50	20.56%		0.80%	3.60%	7.59%			0.18472	32.31%	01/01/2017	\$11,812	\$14,888	\$17,967		
BE UPT/DAL	\$1,315.66		\$90.00	\$48.50	\$8.05	18.47%		0.57%		1.49%		7.59%	0.43267	27.99%	02/01/2017	\$81,180	\$116,184	\$145,181		
BRIAN HEAD TOWN	\$1,332.58	\$310.00	\$100.00	\$85.76	\$8.05	18.47%		0.80%		7.59%			0.78865	26.72%	09/01/2016	\$84,464	\$116,144	\$147,824		
CECILE CITY	\$848.00	\$100.00	\$100.00	\$16.00	\$0.50	18.47%		0.60%		7.59%			0.18478	26.72%	09/01/2017	\$17,577	\$10,290	\$14,037		
CENTRAL DAVIS COUNTY SEWER	\$1,754.10		\$100.00		\$35.00	18.47%		0.20%		7.59%			0.91537	26.72%	09/01/2016	\$46,210	\$17,811	\$140,404		
CENTRAL VALLEY WATER	\$1,892.10		\$111.55		\$44.00	25.00%		0.59%		1.49%			0.24677	27.44%	09/01/2016	\$68,293	\$78,151	\$132,013		
CENTRAL VALLEY WATER	\$1,892.24		\$107.86		\$19.05	20.84%		0.74%		7.59%			0.78065	29.03%	09/01/2016	\$25,643	\$17,900	\$150,150		
CLEARFIELD	\$1,074.62	\$131.54	\$95.91	\$21.00	\$32.24	18.47%		0.80%		7.59%			0.74131	26.88%	09/01/2017	\$75,210	\$116,701	\$142,301		
CLINTON	\$1,561.00		\$11,890	\$15.15	\$16.50	25.52%		0.60%		7.59%			0.71155	33.77%	09/01/2017	\$37,424	\$70,800	\$154,309		
COTTONWOOD HEIGHTS	\$1,842.30	\$100.00	\$75.10		\$13.50	13.99%	\$5.25	\$2.40			1.69%		0.17718	22.23%	09/01/2016	\$16,000	\$108,000	\$129,700		
COTTONWOOD IMPROVEMENT DISTRICT	\$1,861.46		\$108.25	\$15.53	\$42.52	18.47%				7.59%			0.24866	26.82%	09/01/2016	\$38,103	\$119,053	\$151,183		
DAVIE COUNTY	\$1,272.00		\$104.00	\$4.62	\$3.97	22.47%		0.47%		7.59%			0.38479	30.99%	09/01/2017	\$81,912	\$114,560	\$147,207		
DEAFER	\$1,851.60	\$200.00	\$115.00		\$15.87	18.47%		\$17.56		7.59%			0.20103	26.42%	10/01/2016	\$87,072	\$116,600	\$150,132		
EMERSON	\$1,264.51		\$85.80		\$10.00	18.47%	1.40%	1.00%		7.59%			0.38030	28.42%	09/01/2017	\$50,608	\$112,753	\$144,863		
GRANTVILLE	\$1,651.51		\$107.32	\$16.78		18.45%		1.49%		\$1,775.06			0.31513	19.90%	09/01/2016	\$102,869	\$70,541	\$182,515		
HEINEMAN	\$1,314.00	\$100.00	\$100.00	\$73.00	\$14.00	18.47%				7.59%			0.10400	26.12%	09/01/2017	\$62,546	\$114,075	\$145,605		
IRON COUNTY	\$1,314.10	\$125.00	\$75.00	\$15.43	\$11.44	18.47%		0.42%		7.59%			0.54453	26.54%	09/01/2017	\$11,853	\$115,444	\$145,075		
WIND	\$1,556.67				\$9.50	18.47%		0.60%		7.59%	\$4.10		0.60367	26.72%	09/01/2017	\$52,604	\$114,260	\$145,964		
JORDAN VALLEY WATER	\$1,555.90	\$166.08	\$105.91	\$22.30	\$10.29	17.29%		0.52%		1.49%	12.40%		0.38503	31.08%	09/01/2016	\$65,180	\$721,116	\$154,035		
LAUREN	\$1,455.50		\$112.50	\$14.00	\$10.89	18.47%				7.59%			0.63171	26.12%	02/01/2017	\$59,113	\$114,361	\$145,713		
LEHI	\$1,455.54	\$167.00	\$111.00	\$4.30	\$10.87	18.47%		0.48%		7.59%			0.73517	26.60%	09/01/2016	\$54,402	\$110,050	\$147,702		
METROPOLITAN WATER, SALT LAKE & SANDY	\$1,562.15	\$333.25	\$182.76		\$19.65	18.47%		0.80%		7.59%	\$5.21		0.24562	26.72%	02/01/2016	\$87,915	\$116,595	\$151,279		
W. COLE	\$1,415.50		\$90.89		\$5.02	18.47%		0.80%		7.59%			0.18141	26.72%	09/01/2017	\$53,385	\$111,051	\$145,705		
MT. CLEMENS IMPROVEMENT DISTRICT	\$1,425.35	\$300.00	\$100.00	\$16.78	\$13.50	18.47%	0.25%	0.90%		7.59%			0.53630	27.27%	09/01/2016	\$85,671	\$117,488	\$148,305		
MURRAY	\$1,297.82		\$80.45		\$7.88	18.47%		0.80%		7.59%		4.20%	0.71515	30.92%	09/01/2016	\$82,010	\$114,740	\$147,470		
NORTH DAVIS COUNTY SEWER	\$2,295.15		\$99.46		\$13.50	18.47%				7.59%			0.24814	26.12%	09/01/2016	\$11,496	\$102,936	\$145,465		
ODON	\$1,230.91	\$140.64	\$75.36		\$5.00	18.47%		0.55%		7.59%			0.43159	26.67%	02/01/2016	\$60,776	\$112,444	\$144,113		
ONE M	\$973.44	\$133.33	\$181.93		\$6.00	18.47%				1.49%		4.00%	0.41570	23.97%	11/01/2017	\$76,886	\$100,898	\$140,848		
PARK CITY	\$1,735.00		\$117.82		\$7.00	18.47%	0.91%	0.00%		7.59%	\$75.00		0.18487	26.12%	09/01/2016	\$68,523	\$118,094	\$140,580		
PARK CITY FIRE DEPT	\$1,497.00	\$225.00	\$55.00		\$5.00	18.47%	0.91%	0.00%		1.49%			0.78565	19.94%	09/01/2016	\$11,380	\$111,303	\$141,303		
PAYSON	\$1,302.00	\$200.00	\$57.38		\$5.65	18.47%		0.79%		7.59%	\$3.40		0.66149	26.91%	09/01/2016	\$53,780	\$118,170	\$148,848		
PLEASANT VIEW	\$1,837.00		\$120.67		\$6.90	18.47%		0.50%		7.59%			0.61516	26.07%	09/01/2016	\$20,422	\$115,037	\$146,753		
PROVO	\$1,834.32		\$44.20		\$4.20	18.47%		0.32%		7.59%			0.53650	26.84%	12/01/2017	\$25,282	\$118,892	\$148,502		
RIVERDALE	\$1,237.55		\$91.81		\$8.00	18.47%		0.59%		7.59%			0.32736	26.91%	09/01/2017	\$76,403	\$111,051	\$152,755		
ROBERTA	\$1,263.40	\$100.00	\$100.00	\$22.96	\$50.40	22.96%	\$51.60	\$57.07		1.49%			0.51447	23.11%	09/01/2017	\$78,628	\$110,500	\$141,681		
ROOSEVELT	\$1,195.10	\$243.75	\$67.80	\$10.55	\$48.00	18.47%				7.59%			0.52929	26.82%	09/01/2017	\$81,411	\$112,941	\$154,471		
SALT WATER CONSERVANCY DISTRICT	\$1,495.00		\$100.19	\$14.00	\$10.65	18.47%		0.80%		7.59%			0.61510	26.72%	09/01/2016	\$82,740	\$114,420	\$146,100		
SANDY	\$1,311.04	\$63.33	\$40.71		\$7.25	18.47%		0.39%		1.49%	\$2.25		0.58156	20.28%	09/01/2016	\$78,201	\$108,301	\$138,371		
SANDY	\$1,315.00		\$105.30		\$36.01	18.47%		0.70%		7.59%	\$3.40		0.53071	26.80%	09/01/2017	\$81,770	\$115,484	\$145,180		
SANDYVILLE E. BASIN SPECIAL RECREATION DISTRICT	\$1,497.00		\$96.89		\$9.90	18.69%		0.20%		7.59%	\$6.15		0.61532	24.54%	09/01/2016	\$81,594	\$112,720	\$143,864		
SANDYVILLE E. BASIN WATER RECLAMATION	\$1,497.00	\$187.00	\$188.00		\$15.68	18.47%	0.30%	1.01%		1.49%	\$180.70	3.00%	0.51174	24.73%	09/01/2016	\$25,040	\$116,131	\$147,105		
SOUTH DAVIS METRO FIRE AGENCY	\$1,151.43		\$88.00	\$17.08	\$5.90	18.47%				7.59%			0.28816	26.87%	09/01/2016	\$76,590	\$100,802	\$141,302		
SOUTH DAVIS SEWER DISTRICT	\$1,568.00	\$562.50	\$101.00	\$19.30	\$9.90	18.47%		0.80%		7.59%	\$205.00		0.48540	26.72%	09/01/2016	\$93,185	\$124,000	\$155,540		
SOUTH JORDAN	\$1,214.54	\$112.25	\$77.60		\$22.20	18.69%		0.80%		7.59%			0.42559	24.54%	09/01/2016	\$75,589	\$116,824	\$142,059		
SOUTH VALLEY WATER RECLAMATION	\$2,567.13		\$147.20		\$4.00	20.18%		1.49%					0.78332	23.69%	09/01/2016	\$93,540	\$120,040	\$154,040		
SPANISH FORK	\$1,433.16	\$133.33	\$91.32	\$4.52	\$10.50	18.47%		0.08%		7.59%			0.66233	26.88%	09/01/2016	\$92,748	\$114,340	\$145,880		
SPRINGDALE	\$1,473.22	\$310.00			\$13.50	18.47%		0.80%		7.59%			0.53812	24.12%	09/01/2017	\$88,120	\$121,150	\$154,180		
ST. GEORGE	\$920.32				\$5.00	18.47%		1.00%		7.59%		1.20%	0.69082	28.87%	09/01/2016	\$16,550	\$70,441	\$119,540		
SUMMIT COUNTY	\$1,427.00	\$208.33	\$101.00		\$5.58	18.47%	0.48%	0.80%		7.59%			0.61510	27.40%	09/01/2016	\$85,403	\$117,203	\$149,003		
TANALOGUS	\$1,432.10	\$131.25	\$96.21		\$7.53	18.69%		0.50%		7.59%	\$3.10		0.61510	24.86%	09/01/2017	\$82,472	\$113,687	\$144,902		
TANALOGUS-BENNING SPECIAL DISTRICT	\$1,891.60		\$99.46		\$9.90	17.90%		0.50%		7.59%	\$195.00		0.21816	26.14%	09/01/2016	\$86,362	\$120,887	\$152,432		
TANALOGUS SPECIAL DISTRICT	\$1,772.58		\$99.46			18.47%				7.59%			0.67104	26.12%	09/01/2016	\$65,512	\$117,042	\$148,572		
TRIOFF	\$1,120.56		\$75.25	\$14.00	\$12.19	18.47%	\$12.50	0.60%	\$4.00	7.59%	\$3.40	2.70%	0.25030	29.47%	09/01/2017	\$70,708	\$112,000	\$144,440		
TRIOFF CITY	\$1,564.25		\$101.00		\$5.25	18.47%		0.09%		7.59%			0.67103	26.88%	09/01/2017	\$52,520	\$114,700	\$146,370		
UNITED POLICE DEPARTMENT	\$1,541.67	\$225.00	\$84.50		\$3.40	18.47%		0.80%		1.49%			0.65367	20.52%	09/01/2016	\$62,560	\$112,030	\$142,760		
UTAH COUNTY	\$1,482.00	\$133.33	\$48.37		\$7.16	24.07%		0.58%		1.49%	\$2.60		0.67146	26.70%	09/01/2016	\$55,406	\$112,053	\$146,755		
WASHINGTON CITY	\$1,163.24		\$48.00	\$39.00	\$7.25	18.47%		0.80%		7.59%	\$5.10	4.50%	0.64439	13.12%	09/01/2017	\$55,543	\$115,143	\$150,563		
WEBER BASIN WATER	\$1,515.31		\$84.12	\$2.00	\$10.00	21.66%		0.55%		7.59%			0.61839	29.87%	09/01/2016	\$84,300	\$118,821	\$149,281		
WEBER FIRE DISTRICT	\$689.39				\$10.25	23.41%				7.59%	\$100.00		0.69035	27.22%	09/01/2017	\$72,220	\$110,400	\$138,200		
AVERAGE																\$1,094	26.67%	\$11,607	\$111,334	\$147,907
For These Salaries																\$55,000	\$75,000	\$105,000		
SOUTH OGDEN																\$1,697.05	26.72%	\$13,724	\$116,404	\$147,684
SOUTH OGDEN TOTAL COMPENSATION COSTS COMPARES TO THE MARKET SAMPLE GROUP AVERAGES BY THESE % AMOUNTS AT THE SALARIES IDENTIFIED IN ROW 68																		0.07%	0.06%	0.88%

ATTACHMENT B

Plan for Burch Creek Park

Burch Creek Park - Illustrative



Burch Creek Park Master Plan
January 15, 2019

Example Images



Prefabricated steel picnic shelter (24' x 24')



Hill climb playground by Serliner (view from bottom of hill)



Hill climb playground by Serliner (overview)



Hill climb playground by Serliner (area at top of hill)



Circular fitness trail on hilltop



Hilltop labyrinth



Prefabricated steel pavilion (32' x 32')



Playground near entry plaza



Playground near entry plaza



Custom designed restrooms



Water Play Feature



Pickleball Courts

Legend

- 1 Natural Grass Field
- 2 Walking Trail
- 3 Prefabricated Steel Picnic Shelter (24' x 24')
- 4 Hill Climb Play Feature
- 5 Fitness Station (Typ.) - 5 Total
- 6 Labyrinth on Top of Hill
- 7 Sledding Hill
- 8 Prefabricated Steel Pavilion (32' x 32')
- 9 Playground
- 10 Entry Plaza with Runnel Water Feature
- 11 Pickle Ball Courts - 8 Total
Small Shelters - 4 Total
- 12 Stormwater Retention Pond
- 13 Restrooms

Description

A quintessential Neighborhood Park with regional draw and appeal, the design responds to the steep, hilly site and strong landmarks. The tall hilltop becomes a primary destination and play/exercise station, while its function as a popular sledding hill is maintained.

A small entry plaza adjacent to a 30-stall parking lot serves as the starting point for the hilltop journey, providing easy access to restrooms. The entry plaza includes a linear water feature, pavilions, a creative playground for smaller children and eight pickleball courts. A stormwater detention pond is located at the western perimeter of the site beyond the parking lot and well away from active park areas.

The long, linear concrete path currently located on the site is maintained as the primary pathway, tracing the lower slopes of the steep hill from east to west. The path provides access to the eastern extents of the park from the plaza and links with a neighborhood "shortcut", and multi-purpose fields to the north. The prominent, steep slopes of the hill can be reached in multiple ways: along a dramatic and steep stairway, by an accessible double-switchback pathway, and "through the air" as part of an elevated playground feature.

Simple enhancements to the top of the hill transform it into a destination unto itself, where a range of active and passive activities are located. The crown of the hill is demarcated by a circular path and a double row of large shade trees. A series of outdoor "training nodes" are evenly dispersed along the arc of the path, providing opportunities to exercise and train while enjoying hilltop views. The top of the stairway is marked by a unique shelter, and a labyrinth is located at the center of the hill, providing a place for contemplation. The traditional winter sledding hill is maintained, with loose groves of trees and shrubs defining the edges of the park.

While the fence dividing the park and school yard is maintained, a new access point is opened near the east edge of the park, providing access between the two areas. Multi-purpose fields are sited on the school grounds. Architecturally consistent restroom buildings help to link the two sites into a single outdoor space.



Key Features



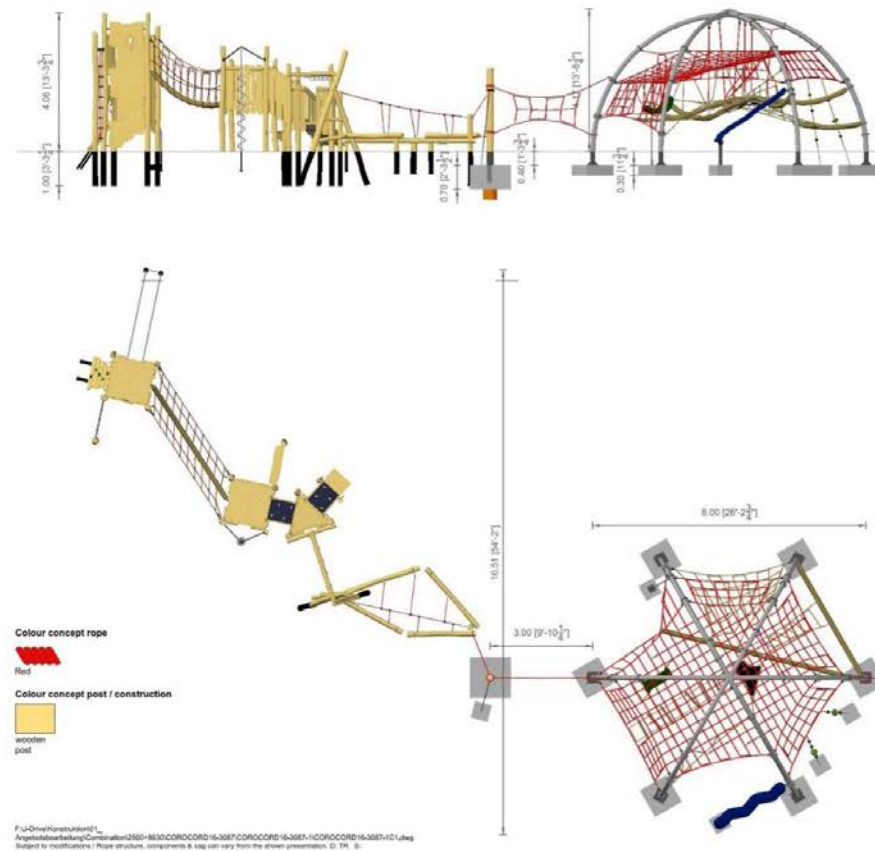
Water Play Feature



Pickleball Courts

Key Features

Plan and View



All Abilities Playground - Creative Play Opportunities by Kompan

Key Features



All Abilities Playground - Creative Play Opportunities by Kompan

Key Features



All Abilities Playground - Creative Play Opportunities by Kompan

Key Features



All Abilities Playground - Creative Play Opportunities by Kompan

Key Features



A Unified Suite of Shelters and Structures - Poligon



Restroom Concept – Sparano + Mooney

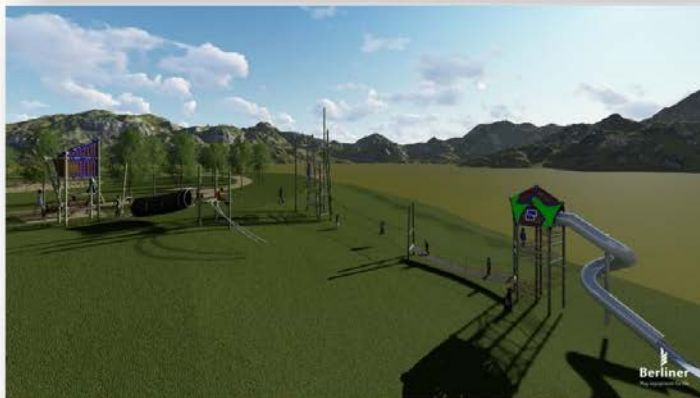


Pickleball Shelters- Poligon

Pavilions, restrooms and shelters

The Hilltop

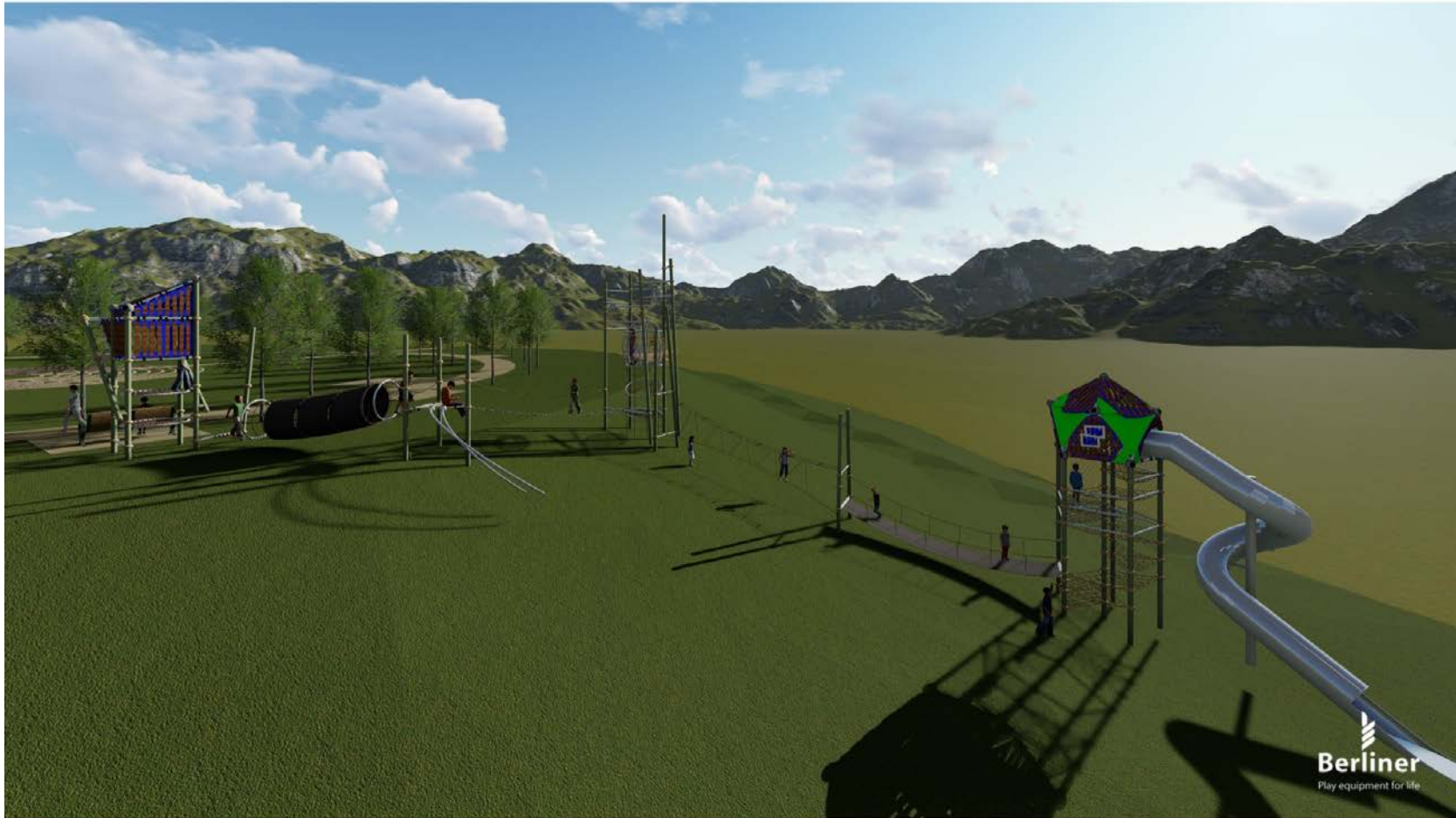
Multiple ways to access and participate



Hillclimb Play – Tower Series by Berliner







The Hilltop

Multiple ways to access and participate



On the Top – exercise / walk / contemplate

ATTACHMENT C

Presentation by Parks and Public Works Director Jon Andersen

South Ogden City Public Works 2018

Water

Sewer

Streets

Storm Water

Water Accomplishments 2018

Water Projects 2018

- 4 PRV'S rebuilt - new valves & fittings
 - City Staff - saved \$50,712.00
- Repaired roof vent -steel tanks to stay in compliance with State & Federal regulations
- Flushed Fire Hydrants throughout the City
- Installed 8 new inserta valves to help maintain waterlines/repaired 1 slide on a valve
- Completed the EPA UCMR 4 water samples
 - (Unregulated Contaminant Monitoring Rule)
 - Tested for 30 different Chemicals
 - South Ogden City has completed 1-3 UCMR samples as well
- 1 new water service line - SOJH restroom
- City Main Breaks
 - 9 repaired
- Service Leaks
 - 6 replaced
- Fire Hydrants
 - 2 repaired
 - 1 replace with a new one



Water Goals 2018 & 2019

Radio Read Conversion:

- 357 radio reads installed
- 93% of the City connections on radio read
- 4862 connections out of 5205 converted (343)

2019 Goals

Install/replace water line on 4500 S. East of Monroe

Install/replace waterline on Oakwood & Crestwood

Upgrade SCADA

Lead & Copper samples will need to be completed 2019(3 years)



PRV Repair 2018



Sewer Accomplishments 2018

- City responded to 9 calls
 - 2 - City's main (roots)
 - 7 - Homeowners sewer laterals
- Sewer Line Cleaning
 - Cleaned Various Areas in the City
 - 1st year of the 4 year process – 3rd time through the City
 - Contractor cleaned 68,177 ft. of sewer line
 - Cameraed 30,288ft. of sewer line
 - Repaired/Fixed 4 problems found from video
- Manhole Inspections
 - City crews inspected 1235 sewer manholes for problems and condition. (Completed annually for insurance)

Sewer Goals 2019

- Continue sewer cleaning contract
 - 2018 was the first year of the 4 year cycle to complete the whole City
- Sewer project 2019
 - Rebuild sewer from H-Guy Child to 5450 S.
- Manhole inspections/repair as needed
- Repair trouble spots as needed

Street Accomplishments 2018

Public Works crews used:

160 gal of traffic paint

176 tons of asphalt

53 tons of winter mix

581 tons of salt

66.28 tons of Ice Slicer

Contracted the striping of the roads (451 gal)

Replaced 30 flags at the two high visibility crosswalks

Changed out or replaced 48 signs throughout the City

33 signs for 40th Street project

Completed two flashers for school zones

Street Accomplishments 2018

1050 E. From Highway 89 to 5700 S. \$234,515.06

- 525 cubic yards removed
- 1,100 tons of new asphalt
- 40 - linear ft. of curb & gutter
- Reconstructed 2 manholes

Crack Sealing Various City Roads - \$27,270.00

- Approximately 5.72 miles
- Spot repair of 7,500 sq ft \$ 23,000.00

Street Accomplishments 2018

Street Lights Upgrade

- 24 lights replaced to outages
- 1 pole replaced due to accidents - metal
- Warranty period started 10-1-13
 - Ends 10-1-23
- 18 month warranty on labor ended 4-1-15
- \$140 per hour

\$143 - \$184 37watt or 64 watt LEDS \$300

No longer make the Induction light \$500

Streets Goals 2018

Road Projects

- 45th S. East of Monroe
- Oakwood & Crestwood

Chip Seal/Slurry & Crack Seal - \$144,525.00

- Various city streets (70,500 sq yds)

Sidewalk annual repair

\$50,000.00

Street sign upgrade – \$15,000.00

- Visibility & new logo
- MUTCD – Minimum Reflectivity Standards for Retro Reflective Signs



Storm Water Accomplishments & Goals 2018

Accomplishments

- Maintenance program – 2nd year of the program
 - 2nd time going through the City
 - Contract service to run lines(similar to sewer)
 - 50,462 ft storm drain lines cleaned (9.5miles)
 - Approximately 300 ft videoed
 - Fixed a 2' section - Meadows Area , communication line had bored through the storm drain line
 - 44th & Adams repaired overflow
 - Piped Birch Creek at Young Mazda Property \$157,587.16
- Weber County Storm Water Coalition (\$3250)
 - 5th year with Coalition fee
 - Public out reach compliance
 - (Changes Coming 2019)

Goals

- 40th St detention basin (impact fees)
 - Total project \$769,500.00 (270,427.00 completed 2015)
- 45th S. East of Monroe (back yards)
- Oakwood storm line
- Reline Birch Creek Hollow between 4841 and 4831



Capital Outlay -Purchased

Streets

• Ten Wheeler (2004),	\$235,301.15	3-1-19
• Loader (2004)	\$159,392.00	12-19-18
• Ingersoll Roller DD2	\$51,900.00	9-17-18
• Leaf Vac	\$93,76.15	3-1-19
Chipper	\$36,329.40	8-14-19

Storm Drain -

• Ford F550 4x4	\$73,167.76	2-15-18
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Parks

• Ford F550 4x4 (2)	\$152,405.72	2-15-19
• Jacobsen 11' Mower	\$63,152.00	9-22-18
• Grasshopper Mowers (3)	\$51,135.05	8-22-18
• Slope Mower	\$31,446.65	10-10-18
• Kubota 3600 L Tractor	\$51,333.05	12-19-18
• Utility Vehicle (Mule)	\$9,543.58	9-19-18

Capital Outlay - Purchased

Water –

• SCADA	\$150,000	
• 2 3-ton (2004)	\$419,859.80	3-1-19
• Backhoe	\$97,800.00	8-22-18

Police-

• Ford Explorer Inceptor (2)	\$63,688.00	6-19-19
• Ford Explorer (2)	\$72,016.00	6-19-19
• Patrol Vehicles (2)	\$67,250.00	3-1-19
• Ford F150	\$44,089.00	3-1-19
• Patrol Vehicles (8)	\$269,000.00	3-1-19

Capital Outlay - Leased

Police

• Ford Explorers (3)	\$15,000.00	1-15-19
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Fire

• Ford F150	\$5,000.00	1-14-19
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Public Works

• Ford F150 (3)	\$15,000.00	1-15-19
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Capital Outlay Purchases 2018



Fleet 2016

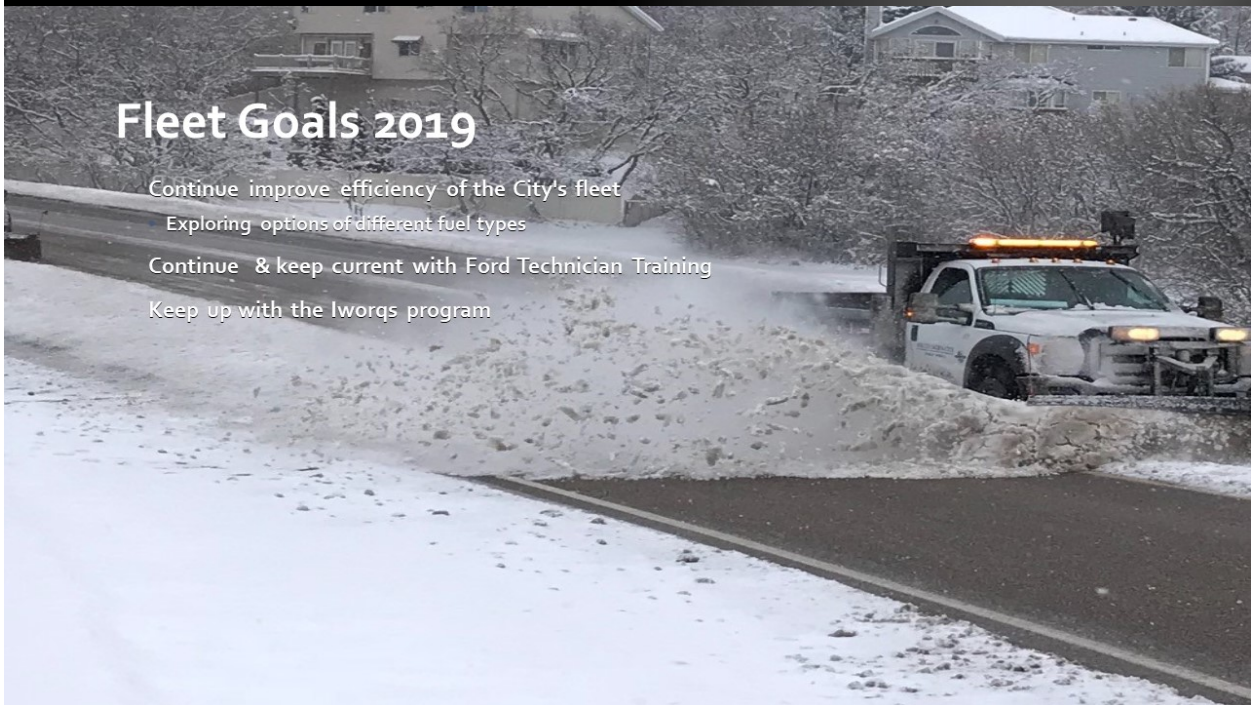


Truck Rodeo 2018



Fleet Goals 2019

- Continue improve efficiency of the City's fleet
- Exploring options of different fuel types
- Continue & keep current with Ford Technician Training
- Keep up with the Iworqs program



Questions?



ATTACHMENT D

Presentation by Finance Director Steve Liebersbach

FINANCE

2019 AND BEYOND

1/31/2019

Steve - budget files - 18-19 budgt- FY 2019
budget graphs - council mtg 1-15-2019

Cindy - Accounts Payable



Jeannine – City Treasurer

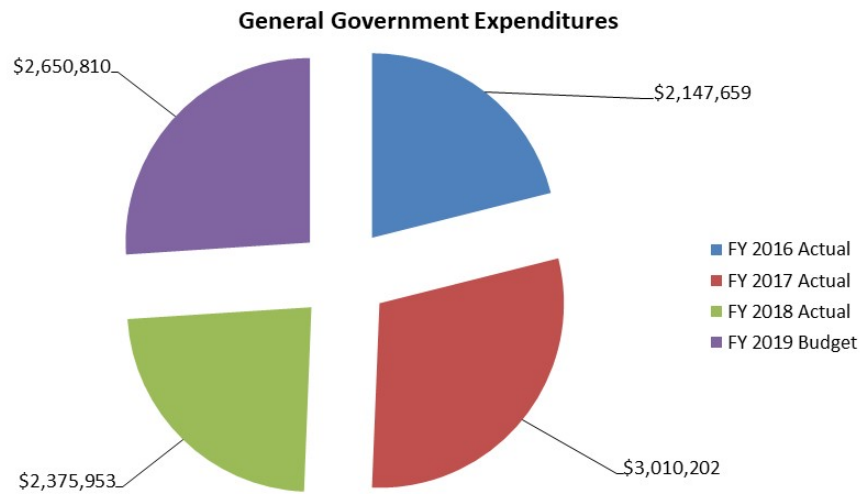


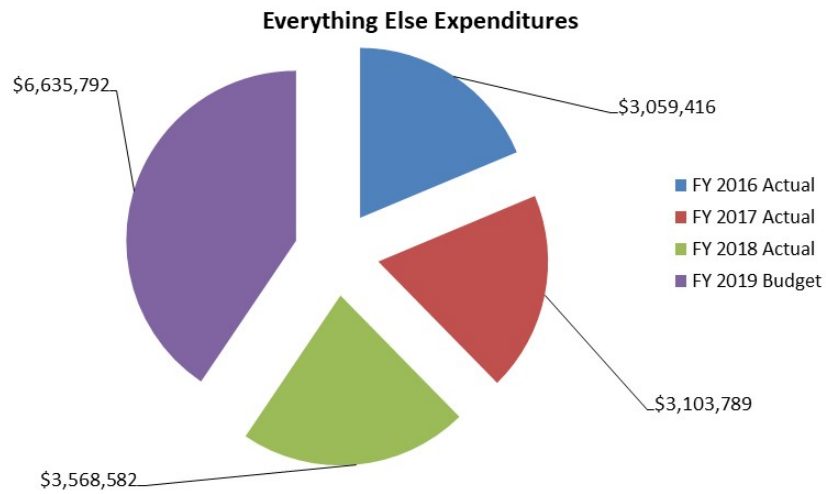
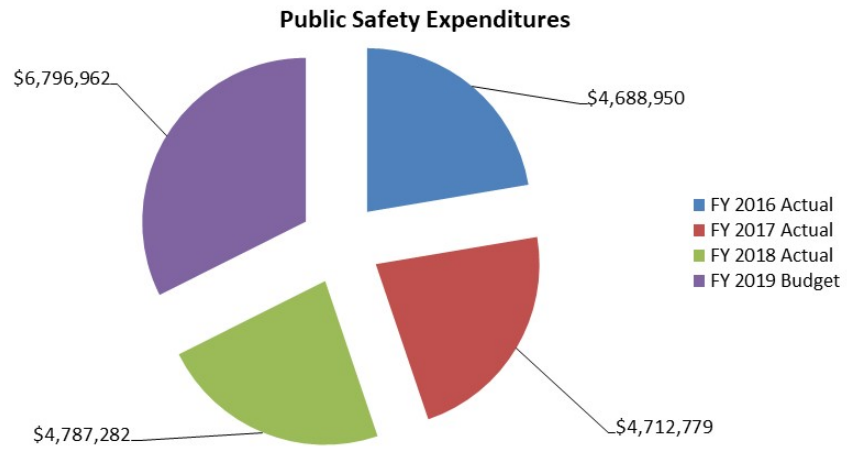
Leesa – City Recorder



Government Categories

General Gov.	Council
	Legal
	Court
	Administration
	Non-Departmental
	Elections
	Bldg. & Grounds
	Planning & Zoning
Public Safety	Police
	Fire
	Inspections
All Else	Streets
	Parks
	Recreation
	Transfers





December 31, 2018

- Revenue over expenditures = \$583,879.58
 - Continue to increase over next 3 months
 - Police vehicles
 - Street equipment & sidewalk projects
 - Parks equipment, RAMP projects & Burch Creek

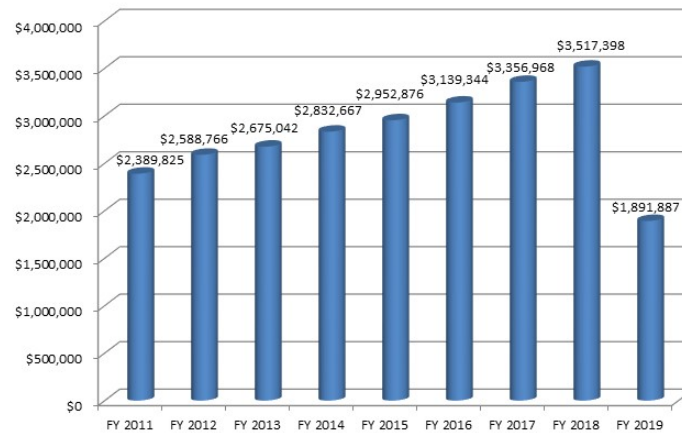
Budget vs. Actual

- Items to consider in future budget amendment
 - Grant monies moved to FY 2020
 - RAMP & Outdoor Recreation
 - Fleet lease payment adjustments
 - Surplus property sales

South Ogden City Vehicle & Equipment Lease Listing

Quantity	Type/Style/Model	Department	Estimated Price	Price Paid	Difference	Date Paid
1	Ford - F150	Police K-9	\$44,089.00			
2	1-ton w/plow & sander	Parks	\$145,430.00			
1	Big Mower 11' or greater	Parks	\$61,915.00	\$63,152.00	\$1,237.00	8/27/2018
3	Grasshopper	Parks	\$51,135.00	\$51,135.00	\$0.00	8/27/2018
1	Slope Mower	Parks	\$28,241.00	\$31,446.00	\$3,205.00	10/22/2018
2	3-ton w/plow & sander	Streets	\$409,656.00			
1	Leaf Vac	Streets	\$86,000.00			
1	Chipper	Streets	\$40,366.00	\$36,329.40	(\$4,036.60)	8/27/2018
1	Backhoe	Streets	\$97,800.00	\$57,800.00	(\$40,000.00)	8/27/2018
1	10 wheeler w/plow & sander	Streets	\$229,270.00			
1	Loader	Streets	\$159,392.00	\$159,392.00	\$0.00	1/7/2019
1	Ford F-550	Storm	\$72,715.00			
1	SCBA filling station	Fire	\$65,000.00	\$55,846.00	(\$9,154.00)	11/20/2019
1	SCBAs	Fire	\$42,000.00	\$50,154.00	\$8,154.00	11/7/2018
2	Ford Explorer Interceptor	Police	\$63,688.00			
2	Ford Explorer Interceptor	Police	\$72,016.00			
2	Patrol vehicles	Police	\$67,250.00			
1	Ingersoll roller DD32	Streets	\$55,250.00	\$51,900.00	(\$3,350.00)	10/22/2018
1	Kubota 3600L tractor	Parks	\$51,000.00	\$51,333.05	\$333.05	1/7/2019
1	Bobcat utility vehicle (Kawasaki mule)	Parks	\$9,543.00	\$9,543.58	\$0.58	9/26/2018
			\$1,851,756.00	\$618,031.03	(\$43,610.97)	

Sales Tax Historical Data





Strategic Goals & Objectives

- 1 – Streets
- 2 – Employee Compensation Plan/Philosophy
- 3 – Parks
- 4 – Ambulance Fund

Street Funding (FY 2020 Est)

- \$653,608 – class ‘c’ monies
- \$254,295 – prop 1 monies
- \$508,800 – RIF monies
- \$173,322 – 3% utility franchise fee (possibly)
- (\$245,000) – class ‘c’ debt service
- \$1,345,025 available for projects & repairs

Employee Compensation

- Plan & Philosophy
 - Analyze info
 - Adopt a plan of action
 - Implement plan of action

Parks – Burch Creek & Others

- Pay as you go vs. bonding options:
- \$2,500,000 bond – 15 year or 20 year
 - 15 year – debt service = \$218,387
 - 20 year – debt service = \$181,003
- Dedicated revenue stream
 - \$173,322+ from 3% utility franchise fee
- Unfunded debt service
 - \$45,065 versus \$7,681
 - Parameters resolution to come soon

Ambulance Fund

- Washington Terrace pulls out of consolidation
- \$30,500 - \$42,700 /month of revenues
- Y-T-D (\$123,414) in the red
 - Revenues short \$20,569 per month
- New ideas and new numbers
 - Options to entertain coming forth