



PUBLIC NOTICE IS HEREBY GIVEN that the Board of Directors of the Redevelopment Agency of Murray City, Utah will hold a regular meeting at 3:30 p.m., Tuesday, February 15, 2022, in the Murray City Council Chambers at 5025 South State Street, Murray, Utah.

Any member of public may view the meeting via the live stream at www.murraycitylive.com or <https://www.facebook.com/Murraycityutah/>.

Public Comments can be made in person during the meeting or may be submitted by sending an email (including your name and address) to: rda@murray.utah.gov *All comments are limited to 3 minutes or less and email comments will be read into the meeting record.*

RDA MEETING AGENDA
3:30 p.m., Tuesday, February 15, 2022

- 1. Approval of January 4, 2022, RDA meeting minutes**
- 2. Citizen comments (see above for instructions)**
- 3. Redevelopment project areas finance Report (Brenda Moore, Finance and Administration Director)**
- 4. Presentation of conceptual development ideas for the Central Business District (CBD) urban renewal area (Susan Wright)**
- 5. Discussion of current and future partnership with NeighborWorks Salt Lake (Allison Trease, NeighborWorks)**
- 6. Discuss hiring a market research and data analytics group to conduct a public opinion survey for the area between State Street to Poplar Street and 4800 South to 5th Avenue within the Central Business District (CBD) urban renewal area**
- 7. Discuss scheduling an RDA training workshop**
- 8. Adjournment**

Special accommodations for the hearing or visually impaired will be upon a request to the office of the Murray City Recorder (801-264-2660). We would appreciate notification two working days prior to the meeting. TTY is Relay Utah at #711.

On February 3, 2022, a copy of the foregoing Notice of Meeting was posted in accordance with Section 52-4-202 (3).



THE REDEVELOPMENT AGENCY
OF MURRAY CITY

Agenda Item #1

January 4, 2022, Redevelopment Agency of Murray City Meeting

The Redevelopment Agency (RDA) of Murray City met on Tuesday, January 4, 2022, at 5:00 p.m. in the Murray City Council Chambers, 5025 South State Street, Murray, Utah.

Members of the public were able to view the meeting via the live stream at www.murraycitylive.com or <https://www.facebook.com/Murraycityutah/>. Public comments could be made in person or by submitting comments via email at: rda@murray.utah.gov. Comments were limited to 3 minutes or less, and written comments were read into the meeting record.

RDA Board Members

Diane Turner, Pro Temp Chair
Rosalba Dominguez
Pam Cotter

Others in Attendance

Brett Hales, RDA Executive Director
Brooke Smith, RDA Secretary
G.L. Critchfield, City Attorney
Jennifer Kennedy, City Council Executive Director

Brooke Smith called the meeting to order at 5:02 p.m.

The first item of business is to nominate a new Pro Temp Chair for this meeting only.

MOTION: Ms. Dominguez moved to nominate Diane Turner for Pro Temp Chair, SECONDED by Ms. Cotter.

Ms. Turner	Aye
Ms. Cotter	Aye
Ms. Dominguez	Aye

Motion Passed 3-0

Approval of the November 16, 2021 RDA meeting minutes

MOTION: Ms. Dominguez moved to approve the meeting minutes. The motion was SECONDED by Ms. Cotter.

Ms. Turner	Aye
Ms. Cotter	Aye
Ms. Dominguez	Aye

Motion Passed 3-0

No Citizen Comments were made

Nomination for Chair and Vice Chair

MOTION: Ms. Dominguez moved to nominate Diane Turner for RDA Chair, SECONDED by Ms. Cotter.

Redevelopment Agency of Murray City

January 4, 2022, Meeting Minutes

Page 2 of 2

Ms. Turner	Aye
Ms. Cotter	Aye
Ms. Dominguez	Aye

Motion Passed 3-0

MOTION: Ms. Turner moved to nominate Rosalba Dominguez for RDA Vice Chair, SECONDED by Ms. Cotter.

Ms. Turner	Aye
Ms. Cotter	Aye
Ms. Dominguez	Aye

Motion Passed 3-0

No other business was discussed.

The meeting was adjourned at 5:07 p.m.

Meeting Minutes transcribed by Jaymi Pasin, Community and Economic Development Office Administrator



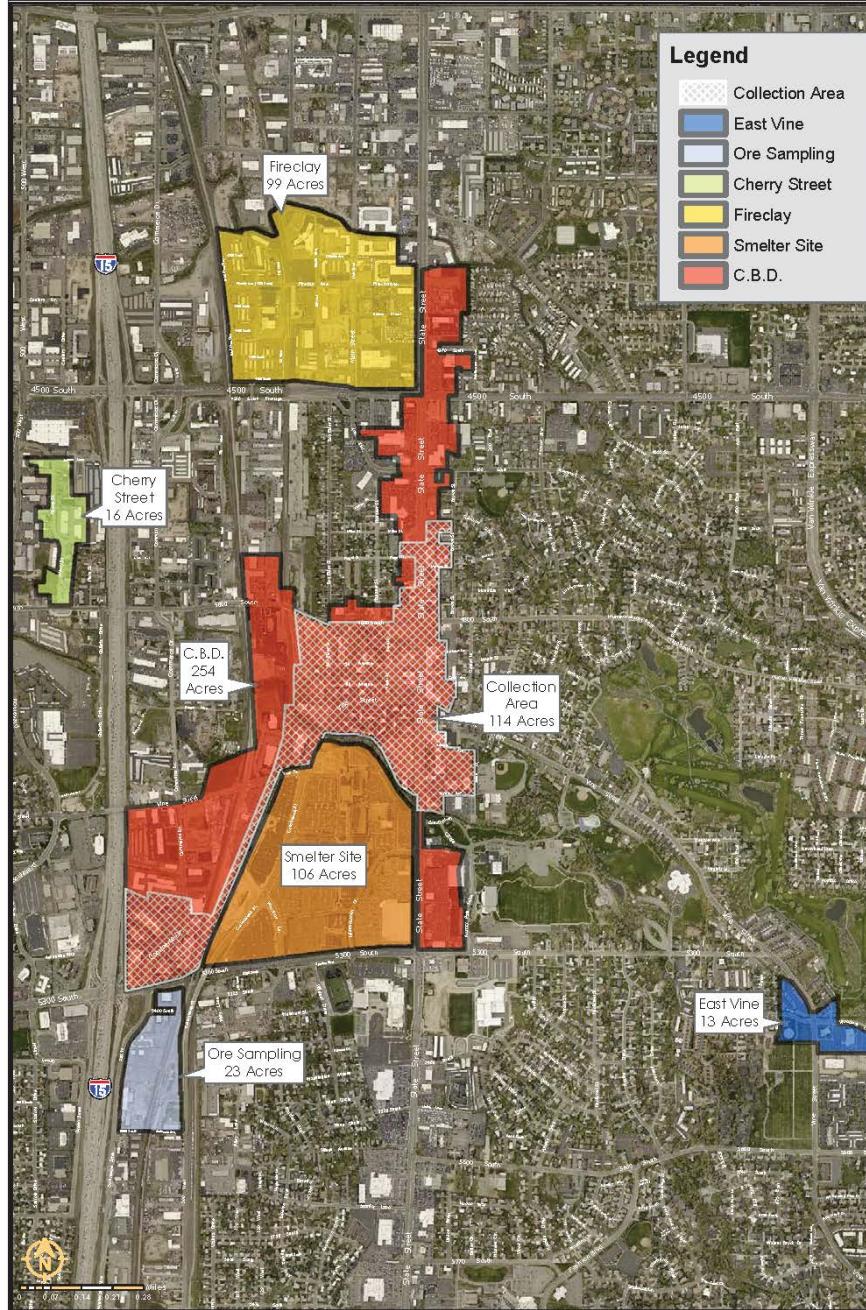
THE REDEVELOPMENT AGENCY
OF MURRAY CITY

Agenda Item #3



Redevelopment Agency Financial Discussion

Brenda Moore, Finance and Administrative Director
February 15, 2022



Murray Redevelopment Areas

ORE SAMPLING SITE

- One reimbursement agreement with Jesse Knight Legacy Center up to \$2,500,000.
- No tax increment is collected until the project is completed and the RDA activates the tax collection.



CHERRY STREET

- Expires 2023
- Revenue in FY2021 \$88,087
- No low-income housing requirement
- FY2021 \$11,409 in administration fees, no cap
- Transfers money to the General Fund to repay for infrastructure \$25,000
- Area Balance at end of FY2021 \$181,118



SMELTER SITE

- Expires 2023
- Revenue in FY2021 \$1,042,633
- Reimburses School district 12% FY2021 \$127,000
- 20% low-income housing requirement
- Administration fees capped at 5%, FY2021 \$52,132
- Transfers \$265,000 to the General Fund to repay infrastructure costs
- Sales tax withheld FY2021 for homeless shelter \$95,348
- Low-income housing balance FY2021 \$832,898
- Area Balance unrestricted FY2021 \$2,263,173

EAST VINE

- Expires 2028
- No low-income housing requirement
- Revenue in FY2021 \$56,906
- FY2021 administration fees \$11,809, no cap.
- Transfers \$10,000 to the General Fund for infrastructure repayment
- Area balance FY2021 \$90,109

FIRECLAY

- Expires 2033
- 20% low-income housing requirement
- Revenue in FY2021 \$1,776,513
- Administration fees capped at 2% FY2021 \$35,530
- Reimburse school district 12% of revenue, FY2021 \$213,182
- 4 reimbursement agreements, remaining balance \$8,846,260 FY2021 \$775,583
- Transfers funds to Wastewater, and Power funds for infrastructure repayment, \$21,125 each
- Low-income housing balance FY2021 \$607,568
- Area balance FY2021 \$1,356,703

CENTRAL BUSINESS DISTRICT

- Expires 2034 – option to extend 2 years
- 20% low-income housing requirement
- Revenue in FY2021 \$1,340,076
- Administration fees capped at 4% FY2021 \$53,603
- Reimburse school district \$400,000, FY2021 29.8% of revenue.
- No private reimbursement agreements
- Paying the 2016 Bond for property acquisition FY2021 \$565,150
- Transfer from General Fund for land purchases city hall \$327,000
- Low-income housing balance FY2021 \$885,486
- Area balance FY2021 (\$1,535,267)
- Net balance FY2021 (\$649,781)
- Depending on expenses should be positive in 3.5 years.
- Land rich, cash poor

SUMMARY



Fiscal Year 2021	Admin	CBD	Fireclay	East Vine	Cherry	Smelter	Total
Revenues:							
Administrative allocation (interest)	(23,441.08)	(19,064.10)	11,479.49	641.55	1,633.37	20,233.70	(8,517.07)
Low income housing interest		3,242.74	2,224.64			3,049.69	8,517.07
Tax increment receipts		1,152,060.80	1,463,846.80	56,906.00	88,087.00	859,506.40	3,620,407.00
Low income housing increment		188,015.20	312,666.20			183,126.60	683,808.00
Transfer in (City hall land)		327,062.00					327,062.00
Rents and Misc		16,128.00					16,128.00
Misc Revenue							-
Bond Proceeds							-
Interest	23,441.08						23,441.08
Total revenues	-	1,667,444.64	1,790,217.13	57,547.55	89,720.37	1,065,916.39	4,670,846.08
Expenditures:							
Low income housing		26,688.46				95,347.56	122,036.02
School District payment		400,000.00	213,182.00			127,000.00	740,182.00
RDA Area Expenditures		1,369,600.22	981,109.00	17,795.00	36,809.00	317,132.00	2,722,445.22
Total expenditures	-	1,796,288.68	1,194,291.00	17,795.00	36,809.00	539,479.56	3,584,663.24
Net gain (loss)	-	(128,844.04)	595,926.13	39,752.55	52,911.37	526,436.83	1,086,182.84
Low Income Housing July 1, 2020		720,916.30	292,676.93	-	-	742,069.54	1,755,662.77
Fund balance - July 1, 2020	-	(1,241,853.50)	1,075,667.57	50,356.50	128,206.51	1,827,565.05	1,839,942.14
Low Income Housing	-	(520,937.20)	1,368,344.50	50,356.50	128,206.51	2,569,634.59	
Fund balance - June 30, 2021	-	885,485.78	607,567.77	-	-	832,898.27	2,325,951.82
Combined		(649,781.24)	1,964,270.63	90,109.05	181,117.88	3,096,070.90	4,681,787.23

Questions?



THE REDEVELOPMENT AGENCY
OF MURRAY CITY

Agenda Item #5

Agreement between NeighborWorks® Salt Lake, the Redevelopment Agency of Murray City and Murray City Corporation

This Agreement (the "Agreement") is made this 25 day of June 2019, between Salt Lake Neighborhood Housing Services, DBA as NeighborWorks® Salt Lake ("NeighborWorks" or "NWSL"), the Redevelopment Agency of Murray City ("RDA") and Murray City Corporation ("City").

RECITALS

- A. The mission of NeighborWorks, a private nonprofit organization incorporated in the State of Utah, is to build on the strengths of neighborhoods, creating opportunities through housing, resident leadership, youth and economic development. The organization works in partnership with residents, government and businesses to build and sustain neighborhoods of choice.
- B. In May 2017, the Murray City Council adopted a new General Plan. The General Plan includes Neighborhood & Housing Goals and Moderate-Income Housing Goals as follows:
 - Provide information to homeowners on available grants, loans and other programs to assist in restoration and rehabilitation efforts;
 - Continue to work with NeighborWorks Salt Lake on Housing rehabilitation and infill project;
 - Promote affordable housing options that address the needs of low to moderate income households and individuals and offer options for a range of demographics and lifestyles;
 - Support a range of housing types, including townhomes, row-homes, and duplexes, which appeal to younger and older individuals as well as a variety of population demographics;
 - Promote the construction of smaller-scaled residential projects that are integrated with current and future employment, retail, and cultural areas;
 - Continue to support Accessory Dwelling Units (ADUs) in all single-family residential zones.
- C. The RDA and City have an interest in a continuing partnership with NeighborWorks to address the housing goals and to facilitate neighborhood revitalization in the community.
- D. All parties have a vital interest in strengthening underserved communities and promoting community revitalization and development through facilitation of increased homeownership within the City.

- E. The parties wish to continue a collaborative effort which will result in the opportunity for NeighborWorks to expand its lines of business to the City.
- F. This Agreement is executed in consideration of the mutual promises of the parties contained herein.

AGREEMENT

NOW, THEREFORE, in consideration of the foregoing, the parties agree as follows:

1.0 Purposes of this Agreement between NeighborWorks, the RDA and the City

- A. To agree to a mutual process and commitments for lending and future development of NeighborWorks to meet City housing goals and objectives from May 2019 to May 2021.
- B. To delineate roles, responsibilities and/or expectations of parties involved.

2.0 Background

NeighborWorks will serve as a centralized resource for affordable homeownership opportunities in the City, providing seamless homeownership education and counseling services to low-and moderate-income households.

The collaboration aims to collectively build the capacity of NeighborWorks' lending and development lines of business and increase leverage of RDA and City housing dollars to meet their housing goals. The objectives of this partnership are to provide housing counseling, act as a conduit for land banking, property acquisition, affordable housing development, administering a housing rehabilitation program and appropriate neighborhood revitalization efforts. The goal of the parties is to facilitate home improvement loans, maintain homeownership and revitalize neighborhoods experiencing decline.

3.0 Partner Roles, Responsibilities and Deliverables

Homeownership promotion is one of NeighborWorks's core lines of business. NeighborWorks will help the City meet its home rehabilitation goals. To do so, the Parties shall take on the following roles and responsibilities:

Activity	Responsible Party	Outcome
Maintain a centralized website of information about affordable homeownership opportunities, special mortgage products, and homeownership education and counseling services	NWSL	NWSL website will have current and accurate information about affordable homeownership opportunities, special mortgage products, homeownership education and counseling services, and affordable rehab loan products

Maintain a neighborhood based NeighborWorks office in the City	NWSL	NWSL will maintain a presence in within the City through operating an office within the City limits
Continue a city-wide public awareness campaign to promote home improvement loan opportunities, to improve awareness of, and access to, such offerings by all segments of the qualifying public, particularly households that are historically underserved for homeownership opportunities	NWSL City	NWSL and the City will jointly conduct at least one annual city-wide public awareness campaign per year
Maintain an advisory board reflecting a resident/private/public sector representation not to exceed nine members	NWSL	NWSL will hold regular meetings with its advisory board throughout the contract period
Maintain a loan committee reflecting a resident/private/public sector representation not to exceed five members	NWSL	NWSL will hold regular meetings with its loan committee throughout the contract period
Host four community meetings or events in the City. These events could include Paint Your Heart out or community action planning	NWSL	NWSL will host four community meetings or events during the contract period
Process eight loans during the two-year contract period	NWSL	NWSL will process eight loans for properties located within the City
Acquire, rehabilitate or construct at least two properties	NWSL	NWSL will acquire at least two problem properties within the City
Maintain open lines of communication and reporting	NWSL	NWSL will provide monthly activity reports to the City and report to the RDA as needed
Designate CDBG funding	City	The City will prioritize housing as a critical funding issue for CDBG funds. CDBG funds are contingent upon appropriations from Congress and allocation approval by the Murray City Council and the Advisory Committee. Based on the Housing Market Study goals and objectives adopted by the City Council, the City will advocate for resources to address housing needs in the City

Designate RDA TIF funding	RDA	The RDA will designate at least 20% of RDA TIF housing funds for homeowners that are at or below 120% Area Median Income for housing programs to NWSL each year during the contract period. Funding is contingent upon property tax allocation
Program Delivery with funds	NWSL	NWSL will allocate at least 80% of TIF funding towards program activity and 20% may be used toward administrative expenses
Maintain representation on NWSL Board of Directors	City	The City will maintain current membership on the NWSL Board of Directors
Maintain representation on the Murray Advisory Committee	City	The City will maintain current membership on the Murray Advisory Committee
Assist in the hiring of staff for the NWSL Murray office	City	City's representative on the NWSL board shall, upon the request of NWSL and time permitting, serve on NWSL's hiring panel for the Murray Office
Participate in training and planning opportunities, when available, that contribute to strengthening the partnership and services to the City	City	City staff will actively participate in training and planning opportunities throughout the contract period

4.0 Performance and Deliverables

4.1 Period of Performance

The services specified are to be performed commencing as of the effective date of this agreement through May 31, 2021, in accordance with the timelines described in this Agreement.

4.2 Termination

In the event of breach of this Agreement or failure by any of the parties to perform the services described hereunder, NeighborWorks or the City shall be entitled to terminate this Agreement upon thirty (30) days' notice, to permit other parties the opportunity to cure if possible. This Agreement may be terminated by either party for any reason on thirty (30) days written notice to the other party.

4.3 Independent Contractor

This Agreement represents the entire agreement and understanding of matters between the parties and supersedes any prior agreements. It is understood that NeighborWorks is an independent contractor and both the RDA and the City are public agencies and neither is a partner, agent or

employee of NeighborWorks. NeighborWorks shall be responsible for its own employment taxes, worker's compensation and similar expenses. NeighborWorks shall comply with all Federal, State and Local laws.

4.4 Contacts

Coordination of work on this Agreement will be the responsibility of:

For NeighborWorks:

Maria Garciaz
Executive Director
622 West 500 North
Salt Lake City, Utah 84116
maria@nwsaltlake.org
801-539-1590

and

For Murray City and the RDA:

Melinda Greenwood
Community & Economic Development Director
4646 South 500 West
Murray, Utah 84123
mgreenwood@murray.utah.gov
801-270-2428

All inquiries regarding this agreement and implementation of the Scope of Work should be directed to these contact persons.

4.5 Ownership of Documents

All documents and records, produced by NeighborWorks in connection with this Agreement, without limitation, shall become and remain the City's property. NeighborWorks shall not publicly disclose the records without prior approval of the City. NeighborWorks understands that the records produced in connection with this Agreement are subject to the Utah Government Records Access and Management Act (GRAMA).

4.6 Program Income

All program income generated from the use of RDA funds will be put into a revolving fund that will be managed by NeighborWorks Salt Lake. Program income has the same restrictions as outlined above for RDA funding, including a 20% cap on program delivery expenses. NeighborWorks Salt Lake will report all program income to the RDA and the City. In addition, if this Agreement is terminated, all program income will be returned to the RDA and/or City, respectively.

4.7 Immigration Status Verification

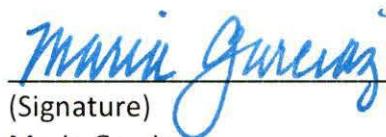
NeighborWorks shall comply with section 63G-12-402 of the Utah Code in dispensing public benefits, as defined in State and Federal law. NeighborWorks shall fully comply with section 63G-12-302 of the Utah Code in hiring employees after July 1, 2009, including participation in a Status Verification System.

4.8 Assignability

This Agreement shall not be assigned by NeighborWorks without written consent of both RDA and City.

IN WITNESS THEREOF the parties have caused this Agreement to be executed and in effect as of the day and year first written above. It is understood that the signatures bind the parties to this Agreement of which the signatories are a part and that without all signatures, this Agreement shall be void.

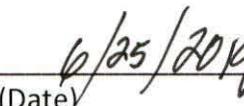
Salt Lake Neighborhood Housing Services, dba NeighborWorks® Salt Lake


(Signature)
Maria Garciaz
Executive Director


(Date)
7-1-19

Redevelopment Agency of Murray City

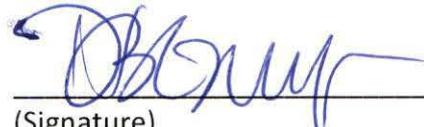

(Signature)
James A. Brass
RDA Chair


(Date)
6/25/2019

Attest:


(Signature)
D. Blair Camp
RDA Executive Director

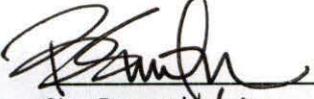
Murray City Corporation


(Signature)
Mayor D. Blair Camp


(Date)
6/25/19

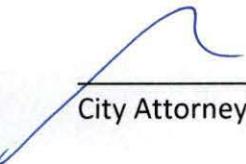
Murray City Corporation

Attest;



City Recorder (Deputy)

Approved as to Form



City Attorney's Office

APPROVED AS TO CONTENT



Approved as to the availability of funds

Finance and Administration



Budget Officer



THE REDEVELOPMENT AGENCY
OF MURRAY CITY

Agenda Item #6



MURRAY CITY

MUNICIPAL PUBLIC OPINION RESEARCH PROPOSAL

FEBRUARY 2022

Contact:
Y² Analytics
Attn: Kyrene Gibb
15 West South Temple Suite #1630
Salt Lake City, UT 84101
P: (801) 406-7877
kyrene@y2analytics.com

TECHNICAL PROPOSAL

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

Our formal history as a company is brief, although our researchers have been designing and executing public opinion research in Utah for over 30 years. Since our incorporation in 2013, we have had the privilege of working on nearly every major public policy initiative in the state and with a majority of the largest municipalities. Locally headquartered in Salt Lake City, we are confident that Y² Analytics has the knowledge and expertise to professionally conduct this research for Murray City.

While we are passionate about rigorous quality and advanced statistical analysis, we pride ourselves on translating often overwhelming amounts of data into clear, actionable information. Our intent is to offer clients statistically valid public opinion information when they need it, how they need it, at a price that lets them get it regularly.

WHAT MAKES US DIFFERENT

Research methods have shifted rapidly over the last decade to keep up with technological advances. Survey research has changed dramatically in the last ten years due to shifts in the communication habits of adults. Classically, survey researchers have relied on sampling landline telephones. But most researchers have not kept up with the rapid abandonment of landline phones in the United States. One common mistake in contemporary telephone interviewing is omitting or conducting too few interviews over cell phones. This is tempting, because interviewing over cell phones is more expensive due to federal restrictions about autodialing cell phone numbers. However, cell phone-only households account for more than 50% of adults in Utah, so we insist on including cell phone interviews in every phone survey we administer. Telephone surveys lacking cell phone interviews have lost credibility. For many of our clients, we recommend moving away from telephone interviewing altogether in favor of contemporary methods that are future-proof.

We also insist on scientific samples. Online panel surveys or mail surveys that allow anyone to participate without using random sampling find themselves overwhelmed and biased by interest groups with a stake in the outcome (especially when the survey topic is public spending). Randomized sampling, regardless of the interview medium, ensures a non-biased sample.

Our firm prides itself on our commitment to proper statistical techniques while pioneering new approaches to keep electoral survey research both accurate and cost efficient. We have over 30 years of survey experience to draw upon, including hundreds of accurate surveys.

OUR ACCURACY STEMS FROM OUR COMMITMENT TO THE SCIENCE

In terms of both developing survey instruments as well as overall methods to ensure survey accuracy and confidence, Y² Analytics uses the “Total Survey Error” (TSE) conceptual framework first developed by Robert Groves, a former director of the U.S. Census Bureau and past president of the American Association of Public Opinion Research (AAPOR). TSE uses a cost/benefit approach to minimize survey error across all possible dimensions of a project within the available resources. Whether we field a survey via telephone interviews or self-administered online interviews, we employ the Total Survey Error framework at every step in the process.

Developing an unbiased survey instrument begins with understanding the research objectives of our client. Then we devise questions that draw upon past client experience, the academic literature, survey industry best practices, and our extensive survey research experience. Focus groups can be used to develop questions on new topics where previous experience and literature are unavailable. Pretesting survey questions, or even Cognitive Interviewing tests can help avoid errors, especially with newly developed questions. All of these techniques can be built into a research design and balanced against the other demands for minimizing errors.

Predicted accuracy in the Total Survey Error (TSE) framework is a question of minimizing sampling error, measurement error, coverage error, and nonresponse error. Sampling error refers to using established random or probability sampling techniques together with an adequate sample size. Depending on the population of interest, we employ scientifically proven sampling methods that will yield statistically valid samples for both size and composition. Measurement error includes carefully worded and balanced questions that have been used elsewhere or pretested and are presented in a logical order. Coverage error means identifying the target population (the group you want to study) and matching it to a sampling pool (the group that you draw from for the probability sample). This is straightforward if accurate lists are available, like the state registered voter rolls. Nonresponse occurs when not everyone selected for the sample is available to participate (or refuses to participate) and error occurs if this group is systematically different from the target population. The last stage of minimizing error involves constructing weights to ensure that the survey matches the population on key demographics. Finally, errors can occur in analysis and interpretation of results. Our analysis techniques are both sophisticated and yet our presentation is accessible to those without advanced statistical training.

CONDUCTING RESEARCH FOR MURRAY CITY

All of our research design begins with the objectives of our client. In our view, the primary objectives of the City of Murray are: *a) conduct a representative survey of Murray City residents to inform general City strategy, explore public opinion, and gauge attitudes regarding the Historic Downtown area between State Street to Poplar Street and 4800 South to 5th Avenue within the Central Business District (CBD) urban renewal area; and b) scientifically determine the general support of or opposition to various projects, proposals, and other similar topics.* In our view, our prior research with other municipalities and our conversations with city staff give us a good starting point from which to construct a survey instrument that will accomplish your research goals.

To accomplish these objectives, we recommend randomly sampling residents utilizing a combination of the existing resident database via Murray municipal services and, if needed, USPS address-based sampling, and soliciting participation via email and mailed invitations. In order to facilitate recurring data collection and analysis with future cost savings, we also recommend recruiting a representative sample of city residents to join a public opinion research panel. Our reasoning for this methodology is below.

THE CASE FOR ONLINE INTERVIEWS

Just a few years ago, concerns about sampling bias prevented online-only survey work from displacing traditional telephone surveying methods. However, recent work with other municipalities along with our academic research efforts have demonstrated that we can achieve a representative sample via email invitations when the email coverage for the target population is high and unbiased.¹ Utah municipalities are an ideal context for online interviews. On average, Murray City residents are more likely to be reachable online than many other modes as the city is particularly well connected digitally, mitigating any potential age bias of an online survey. Using the online medium will both save you money and offer us a richer dataset from which to make recommendations. We have also included budget to send mail to households that we know may be more difficult to reach via email invitation to ensure those demographics are fairly represented in the survey.

To be clear, most online surveys employ pre-selected panels of paid respondents or volunteers. We do not consider these surveys to be scientific, and this kind of research is not what we are recommending.

For our online surveys, we use the same random sampling method as our telephone surveys: we randomly sample participants from a resident utility database, USPS address based sampling, or the public registered voter file. If relying on the registered voter file, we append active email addresses via a consumer data warehouse that can reliably cover 50-80% of our sample, an append rate comparable to phone number appends. Then we invite sampled residents to take the survey via an email invitation, with up to three subsequent invitations to fill out the sample. These email invitations are supplemented with address-based postal mail invitations to provide maximum coverage and representativeness.

¹ Michael J. Barber, Christopher B. Mann, J. Quin Monson, and Kelly D. Patterson. 2014. "Online Polls and Registration Based Sampling: A New Method for Pre-election Polling" *Political Analysis* 21:321-335. doi: 10.1093/pan/mpt023.

We have successfully employed this methodology in a number of municipal environments. Additionally, since 2015 we have conducted a biannual dual mode survey in Salt Lake City with both an online sample and a mirrored phone sample and found the results to be comparable across both modes.

This approach has two benefits – 1) it is future proof, which is essential in a time of ever-decreasing phone survey response rates, and 2) it is significantly less expensive because we do not have to pay for live interviewer time.

THE CONVENIENCE OF A MUNICIPAL PANEL

Traditional municipal opinion research in many locations is gathered via one expensive survey every two years. This was necessary because surveying was too expensive to do it more often. But because it was so infrequent, cities were unable to ask about timely topics, instead keeping their survey questionnaires mainly focused on long-term trends.

We have introduced many cities to the concept of opinion panels. Panels are a statistically representative group of citizens who agree ahead of time to take multiple surveys over the course of a year. We start with a panel recruitment study and then subsequent studies are fielded among this group.

Panel studies have some major benefits: 1) they allow us to make definitive statements about changes in public opinion over time, and 2) data collection costs are typically lower because instead of soliciting random citizens for opinions, we secure willingness to participate once and go back to the same willing respondents multiple times. In this case, it can be especially affordable if we are successful in recruiting a panel in the City of Murray. We will want to ensure statistically valid demographic composition of our sample and geographically representative coverage of the city in our survey participants, in order to maintain a healthy, robust panel to return to with additional survey invitations over time. As such, we propose recruiting 800-1000 participants for the panel, which will result in subsequent survey wave samples of 400-500 respondents.

Panel surveys are run in waves, with optional surveys run after the initial recruitment. The study begins with a baseline wave and additional waves are conducted in response to events or in anticipation of other city decisions, as frequently as the city wants to conduct them. We recommend doing around one per quarter. This keeps panelists engaged without fatiguing them.

Panels do have to be refreshed every so often due to panelists opting-out of future research. We recommend running a new recruitment survey about once every two years or so.

One thing to consider – respondent fatigue is a real phenomenon in survey research which will result in thoughtless answers and high drop-off rates if we try to tackle too many issues in one survey. A panel approach would allow Murray City to survey citizens in shorter, more focused surveys over time, usually once every four to six months rather than one behemoth survey every year or two.

If the city would rather do a one-off survey with no panel, we have included pricing for that as well. Our recommended sample size for this type of research is 400 residents, as this will yield a large enough sample to allow for demographic and geographic subgroup analysis and an acceptable margin of error (plus or minus 4.9 percentage points). If the City would prefer a smaller margin of error for the survey results, we could alternatively collect responses from up to 600 residents (resulting in a MoE of plus or minus 4.0 percentage points).

PROCESS & TIMELINE

The process begins with a kick-off meeting where we discuss and confirm the research objectives of the client. Then our staff takes lead drafting a questionnaire that accomplishes the client's research objectives. Then our team manages the back-and-forth revision process as your staff and elected officials become comfortable with the questionnaire that will be fielded.

While the questionnaire is going through revisions, our staff acquires an address list and takes a random sample of the households within the Murray municipal boundaries. We work with consumer marketing companies to match names and addresses to email addresses for residents where possible, and where we lack email coverage sampled residents will receive a post card invitation to participate in the survey.

Once the questionnaire is finalized, our team programs it for online administration in such a way that respondents can take it either on a desktop or on their mobile device. If desired, the survey can be translated and made available for completion both in English and Spanish based on the respondent's default browser settings. Then we send a link of the online version as well as a copy of the email and mailed postcard invitation language for city approval.

Once approved, we launch the survey. We find that survey launches are most successful Tuesday-Thursday mid-morning, or Saturday early in the day. We time the mail and email to arrive at households in the same week. We collect responses until we reach the necessary number of completed survey interviews.

The day after we have gathered a sufficient number of interviews, we will provide a basic topline report, which includes the average response to the questions for each sample. Then our analysts will run a deep-dive analysis, looking for demographic patterns and explanatory findings. Then we can deliver a full presentation and a report of recommendations to the client. We are happy to present the results to any group you request, publicly or privately. Our team has significant experience with public presentations as well as interaction with members of the press, if that is desired.

Our reports are rigorous, but concise and mostly visual to help comprehension. We focus on actionable data and will not bog decision makers down with lengthy reports and tables unless they are relevant to the path going forward.

One additional deliverable that previous clients have found useful is the provision of an open-access version of the survey after the scientific survey data collection has concluded. This allows all residents to participate in the survey if they have the desire, ensuring that interested parties feel heard without biasing the random sampling process utilized in our initial survey data collection. Pricing for this service is based on total number of completed interviews, with responses not to exceed a limit set by the client to ensure compliance with budget constraints.

A typical project timeline proceeds like this:

Week 1-2: Questionnaire development and refinement, email acquisition and preparation

Week 3: Online programming and launch, both mail and email

Weeks 4-6: Fielding

Week 7: Report production and analysis (concurrently fielding the open-access version of the survey if desired)

Week 8: Delivery

Projects can be delayed if client approval requires public hearings or extensive back and forth on questionnaire development. But our staff is flexible and can accommodate whatever makes sense for staff, elected officials, and any other key decision makers—including accelerating reporting timelines when needed.

REPORT FORMATTING

We are passionate about translating statistical information into a format that is both intuitive and actionable. Our typical deliverables include both written reports and in-person presentations. Our work tends to be visual to ensure that recipients without any statistical background can see the implications of the research.

Most research firms will deliver a lengthy report with hundreds of pages of analysis and numbers. If desired, we can compile one of these reports. However, our experience is that once written, they get put on a shelf never to be referenced again. Our intent is to sift through the information ourselves and instead compile a brief report that answers the research objectives without bogging decision makers down with too much irrelevant information.

Our typical project deliverables include:

- Questionnaire draft and rounds of revision.
- Address-based sample acquisition and preparation (including email append for registered voters as needed).
- Full topline report, which includes full question wording and basic results.
- Full analysis, which includes subgroups and geographic breakdowns where there are statistically important differences. This is typically formatted as a set of slides for presentation.
- Written executive summary.

PRICING

Below you will find estimated pricing based on the project recommendations outlined here. Survey price is a function of mode, sample size, and interview length. Longer surveys require additional time for survey coding, administration, and analysis. They also require additional effort to ensure representative sample of citizens participate and complete interviews. The sample size and survey length options we've recommended here will allow us to answer the proposed research objectives, gather a representative sample of Murray City residents, and conduct the required analysis. Costs proposed below are all-inclusive for the scope of the project, including up to three presentations of results.

RESEARCH MODE	DELIVERABLES	COST ESTIMATE
One-off survey with no panel, n = 400 interviews, approx.. 10-12 minutes (up to 50 questions)	Questionnaire draft and rounds of revision. Resident sampling contact list acquisition and preparation. Email matching and address preparation for printed survey invitations. Invitation printing and postage. Survey coding, administration, & data cleaning. Post-field weights and topline. Margin of error = +- 4.9 percentage points.	\$17,600
One-off survey with no panel, n = 600 interviews, approx.. 10-12 minutes (up to 50 questions)	Questionnaire draft and rounds of revision. Resident sampling contact list acquisition and preparation. Email matching and address preparation for printed survey invitations. Invitation printing and postage. Survey coding, administration, & data cleaning. Post-field weights and topline. Margin of error = +- 4.0 percentage points.	\$18,750
Panel recruitment, n = 800 – 1000 interviews, approx.. 10-12 minutes (up to 50 questions)	Questionnaire draft and rounds of revision. Resident sampling contact list acquisition and preparation. Email matching and address preparation for printed survey invitations. Invitation printing and postage. Survey coding, administration, & data cleaning. Panel maintenance for future research. Post-field weights and topline. Margin of error = +- 3.97 percentage points.	\$18,400
ADDITIONAL OPTIONS	DELIVERABLES	COST ESTIMATE
OPEN-ACCESS ONLINE SURVEY	Programming & administration of survey for public availability and topline results comparison following the conclusion of the scientific data collection period.	\$950 fixed + variable CPI = \$1.50/response
Future panel surveys after initial recruitment, n = 300 – 500 interviews, approx. 5-7 minutes (up to 25 questions)	Questionnaire draft and rounds of revision. Survey coding, administration, & data cleaning. Post-field weights and topline. Margin of error = +- 4.9 percentage points.	\$6,700

Future panel surveys after initial recruitment, n = 300 – 500 interviews, approx. 8-10 minutes (26-50 questions)	Questionnaire draft and rounds of revision. Survey coding, administration, & data cleaning. Post-field weights and topline. Margin of error = +- 4.9 percentage points.	\$7,400
Future panel surveys after initial recruitment, n = 300 – 500 interviews, approx. 12-15 minutes (51-75 questions)	Questionnaire draft and rounds of revision. Survey coding, administration, & data cleaning. Post-field weights and topline. Margin of error = +- 4.9 percentage points.	\$8,600

We require 50% of the agreed project price to start data collection and a full balance settlement for data analysis delivery. A 10% discount on all listed pricing is available to any client interested in engaging in a multi-year service contract.

CONTACT & FOLLOW UP

Our team is excited at the prospect of working on this project and we are eager to answer any questions this proposal prompts. Please contact Kyrene Gibb at kyrene@y2analytics.com or call her cell phone at 801-541-6460.

OUR EXECUTIVE RESEARCH TEAM

QUIN MONSON, PH.D.

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

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

Quin received his Ph.D. from the Ohio State University where he focused on public opinion, and survey research methods. In addition to his work at Y², he is the former Director of the Center for the Study of Elections and Democracy and an Associate Professor of Political Science at Brigham Young University.

KELLY PATTERSON, PH.D.

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

His publications appear in a variety of academic journals including *Public Opinion Quarterly*, *Political Behavior*, the *Journal of Politics*, and the *Journal of Political Marketing*.

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

KYRENE GIBB

As Vice President of Research at Y² Analytics, Kyrene works directly with her clients to develop and refine their research objectives and then design a wholistic approach to data collection and analysis that gets them the answers they need. She is passionate about methodology and has a wealth of experience leading qualitative, quantitative, and mixed method projects from start to finish.

Kyrene specializes in questionnaire design, survey management, data analysis, and focus group administration for various clients in diverse arenas. Leveraging the skills she developed in her course of study while earning a BA in Political Science, she has delivered insights to inform corporate brand strategy, municipal policy, and campaign messaging for ballot-bound issues and candidates. Prior to joining Y², Kyrene worked with GS Strategy Group, a national polling and strategic consulting firm where she collaborated on projects for candidates, interest groups, trade associations, and major corporations.

NICK STARN

As Vice President of Operations, Nick is involved in managing – at both a strategic and operational level – Y²’s key functions. Nick has spent the last decade in business operations, successfully helping organizations innovate, grow, and succeed. Prior to his work at Y² Analytics, he spent seven years as director of operations at TargetPoint Consulting, one of the nation’s leading public opinion and microtargeting research firms.

An Ohio native, Nick has a Master’s Degree in Public Administration from Brigham Young University and a Communications/Business Management degree from Brigham Young University–Idaho.

EMILY SCHILL

Emily is a Director of Research at Y² Analytics. She has led the design and analysis of many projects on behalf of a diverse range of clients in the public and private sectors. An avid researcher, Emily has collaborated with researchers at the University of Virginia’s Darden School of Business and Brigham Young University and is published in the *Journal of Parks and Recreation Administration*. She graduated from Brigham Young University with a Bachelor’s degree in Economics. As an undergraduate she completed and defended her honors thesis using her background in econometric analysis to measure the impact of policy changes within the National Parks Service. Emily enjoys quantitative research design and applying data to solve real world puzzles.

RECENT RELEVANT EXPERIENCE & REFERENCES

Our team has significant experience researching public opinion about municipal issues. We have ongoing relationships with many Utah cities and have conducted research in a majority of the largest and fastest growing cities in the state of Utah, including Salt Lake City, Provo, Orem, South Jordan, Taylorsville, Holladay, Draper, Millcreek, Mapleton, Lehi, Woods Cross, Herriman, Park City, American Fork, Spanish Fork, Springville, Bountiful, Kaysville, Roy, West Haven, and Cottonwood Heights doing regular citizen engagement and satisfaction surveys for their staff and elected officials. Additionally, school districts, special service districts, and city councils have regularly relied on Y² Analytics to help them navigate public opinion on high-stakes local issues.

Our team is committed to ensuring public opinion data is not misinterpreted in the public sphere. We regularly appear at city council and internal staff meetings to help interpret, clarify, and implement recommendations that come via opinion research.

Municipal opinion research is unique. Most citizens in a municipality are not engaged with the activity of the staff and elected officials in the city until municipal policy affects them negatively. Opinions can be shallow and easily swayed by vocal interest groups representing small fractions of the city. It is critical for researchers to be sober about how these public policy options are presented to survey respondents.

Often times, citizens don't have all of the information and expertise to grapple with complex issues in their city. However, they do generally have preferences and priorities around these issues. Sophisticated survey questions can help city officials understand these priorities, uncover factors that drive preferences, and ultimately make more representative policy decisions.

- Survey experiments use random assignment to help isolate the source of opinion change.
- Conjoint analysis helps decipher implicit preferences that citizens may not be able to directly express.
- Forced choice questions require citizens to consider tradeoffs and priorities in the same manner that city officials do when faced with policy decisions.

Public opinion provides a way to demonstrate the value of high quality city services. Resident satisfaction with these city services can illuminate both strengths and weaknesses and lead to improved service delivery—directly affecting citizens' overall quality of life. For example, our research in Utah cities has repeatedly shown that citizens' evaluations of city services are highly predictive of their rating for overall quality of life in the city. This suggests a strong positive relationship between the efforts of city staff and their citizens' sense of wellbeing.

Below is an enumeration of a few the larger municipal projects we have done in the last several years, including project details, dates, and our principal contact within each organization. Feel free to contact any of them for an outside opinion on our professionalism, rigor, and quality.

UTAH LEAGE OF CITIES AND TOWNS

Y² Analytics has been a sponsoring partner with ULCT for the past three years and has assisted League staff with statewide data collection efforts on a variety of topics ranging from emergency preparedness, to water use, to tax policy, to COVID-19 response by decisionmakers at different levels of government. We are currently working on a multi-phase research project as part of the “Love, Listen, and Lead” initiative examining public attitudes about equity and law enforcement throughout the state that will culminate in the release of statewide survey results later this year. We also conducted qualitative and quantitative research in partnership with ULCT and other members of the Utah Housing Gap Coalition in 2018 to gauge public opinion and appetite for various potential solutions regarding the Utah housing crisis, suggesting precise messaging and policy paths for an ongoing issue in our growing state.

Approach: Four focus groups of residents in high-growth areas along the Wasatch Front, followed by an online survey of registered voters in nine of the fastest growing counties in the state.

We explored public sentiment around the current housing climate and determined which messaging paths and development solutions were most amenable to the public. These findings allowed us to develop a toolkit for municipalities throughout the state looking to better understand the housing mix preferences of their residents as they work to accommodate the growth and development Utah continues to experience.

Cameron Diehl – cdiehl@ulct.org
Executive Director, Utah League of Cities and Towns
50 600 E #150, Salt Lake City, UT 84102

CITY OF SOUTH JORDAN

Y² Analytics has had a close relationship with the City of South Jordan since 2014, when we first surveyed residents regarding the Mulligans Golf Course and began conducting their annual resident satisfaction survey. In that time, we have also established and leveraged a resident panel to gather data about a variety of pressing issues in the city. Most recently, South Jordan was facing a budget shortfall and we worked with them to examine resident priorities and tradeoff preferences for city funding in 2020.

Approach: Survey of residents via the previously established municipal panel, followed by deep analysis and a report to the Mayor and City Council.

The budget prioritization and tradeoff survey revealed that residents had strong preferences for scaling back existing city services and programs over increasing taxes to maintain service levels. It also helped city staff and elected officials understand the programs and service areas that residents would be most interested in cutting or decreasing funding for given budgetary constraints.

Don Tingey – dtingey@sjc.utah.gov
Strategic Services Director, South Jordan City
1600 W. Towne Center Dr. South Jordan, Utah 84095

CITY OF HOLLADAY

The City of Holladay was interested in conducting a multi-phase public opinion and community outreach research project to aid city decisionmakers as they considered how best to address the pressing infrastructure needs in the community, which had not raised property taxes since its incorporation 20 years ago.

Approach: Three Holladay resident surveys via previously established municipal public opinion panel. The first survey gauged resident priorities given a long list of potential infrastructure improvement projects, the second explored viable messaging strategies, and the third tested willingness to pay for infrastructure improvement projects and support for potential funding options.

Y² Analytics worked with city staff throughout this data collection and analysis process to help provide resident task force members and the City Council with insights regarding residents' preferences and priorities. This equipped the task force with broad contextual data as they prepared a recommendation for the City Council and gave the Council confidence as they decided how best to prepare for—and fund—the next 20 years of Holladay City infrastructure improvements and services.

Gina Chamness – gchamness@cityofholladay.com
City Manager, City of Holladay
4580 S. 2300 E. Holladay, UT 84117

CITY OF COTTONWOOD HEIGHTS

The City of Cottonwood Heights was interested in exploring citizen sentiments regarding overall quality of life and the direction of the City. The City Council hired Y² Analytics to conduct an annual city-wide survey of Cottonwood Heights residents and build a resident survey panel for future public opinion research in the City in 2016.

Approach: Statistical sample of Cottonwood Heights households, self-administered online interviews via email and postal mail invitations, followed by deep analysis and a report to the Mayor and City Council.

Y² Analytics used survey data to identify the attributes of Cottonwood Heights that residents reported being drawn to, as well as the primary concerns they expressed about the City, informing municipal policy for the next year. In a follow-up survey to Cottonwood Heights residents one year later, evaluations of the services the City had targeted for improvement based on public opinion data from the initial survey had drastically improved, and the City saw a corresponding improvement in overall resident quality of life. The success of these projects led to an ongoing multi-year engagement with the City.

Tim Tingey – ttingey@ch.utah.gov
City Manager, City of Cottonwood Heights
2277 E. Bengal Blvd, Cottonwood Heights, UT 84121

OREM CITY

In 2019, Orem City faced a critical decision about the future of public safety funding. They hired Y² to conduct a citizen survey to determine public support for a potential tax increase dedicated to adding officers and resources to the City's police department given the growth in the community in recent years and the resulting demands on public safety.

Approach: Statistical sample of Orem households self-administered online interviews via email invitation, followed by deep analysis and a report to the Mayor and City Council.

The Orem Mayor and City Council relied on Y²'s findings regarding broad public support and subsequently approved a property tax increase to support public safety in the City.

This is the latest of several projects in an ongoing multi-year engagement with the city that began with research regarding the UTOPIA fiber network in 2014.

Brenn Bybee – bdbybee@orem.org
Assistant City Manager, Orem City
56 North State Street, Orem, UT 84057

DAVIS SCHOOL DISTRICT 2015 SCHOOL BOND

The Davis District School Board was considering a public bond for growing infrastructure demands in 2015. The staff at Davis Schools hired Y² Analytics to conduct two surveys of likely voters to determine public appetite for a school bond and to check its progress in October.

Approach: Statistical sample of Davis School District likely voters administered by live interviewers over landlines and cell phones, followed by deep-dive analysis and a report to the staff at Davis Schools and the Davis District School Board. We fielded a second survey near the end of the campaign using an online sample appended with email addresses that nearly perfectly predicted the electoral margin.

The results of the survey demonstrated that a school bond had the potential to pass if coupled with a robust public education campaign. We also delivered a set of messaging recommendations for public communication about the bond. The Board voted to proceed with the bond and it appeared on the ballot in Davis County this past November. Our final survey numbers from October correctly predicted a bond win and its margin.

"In our successful \$298 million bond proposal, we built the entire public information campaign solely around information Y² Analytics provided us. Because of their work, we knew who the likely voters were, knew what messages resonated with them and knew how things looked going into the election.

"It's a given that it takes an incredible amount of work to successfully pass a bond proposal. But I can't imagine moving forward with any proposal needing voter approval without turning to Y2 Analytics. Quin Monson and his team are simply outstanding."

– Chris Williams, Community Relations Director, Davis School District

Chris Williams – cwilliams@dsdmail.net
Community Relations Director, Davis School District
45 E State Street, Farmington, UT 84025

SALT LAKE COUNTY ZOO, ARTS, & PARKS 2014 RENEWAL COMMITTEE

The Salt Lake County Zoo, Arts, and Parks tax subsidizes a large portion of the recreational facilities in the county. It comes up for renewal every ten years, and November 2014 was its proximate renewal. Due to the long period of time between renewals, the 2014 Renewal Committee wanted to be sure that it continued to be popular with the voters of Salt Lake County.

Approach: Population proportionate to weight sample of likely voters interviewed via live telephone interviews over cell phones and landlines.

The results of that survey gave the ZAP Renewal Committee the certainty it needed to secure nearly universal elected officials endorsement of the measure, tactical support to design a successful campaign, and eventual victory in the November vote. Our final survey numbers turned out to be a perfect prediction of the eventual 2014 election outcome.

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