

Community View Presentation

PREPARED FOR

Elk Ridge - May 2021

Ron Gailey, Mobile Digital Insights





AGENDA

- Background & Research Approach
- Participant Characteristics
- Affinity Analysis
- Importance / Performances of City Services
- Staff / Law Enforcement Contact and Ratings
- Thoughts on New City Services
- About Mobile Digital Insights
- Appendix





A few thoughts as we begin

- 191 surveys from a broad and diverse group
- Both positive and negative comments
- May show citizen ignorance
- Consider this as information don't take personally
- You will have knowledge better than ignorance
- Much to inspire you for many months
- Be grateful and treat with appreciation





Background & Research Approach

CommunityView™ is a citizen feedback solution to help city leaders understand resident needs and get reactions to proposed city initiatives that impact your planning and budgets. It provides feedback that helps you chart a path for the future.

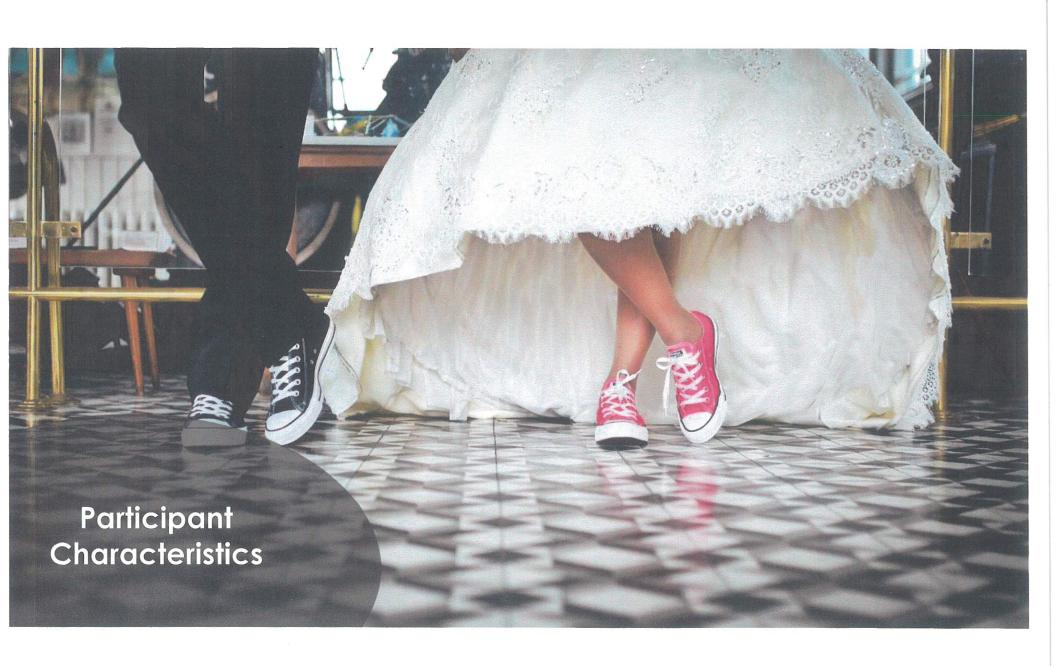
CommunityView™ helps you

- Get alignment within your leadership team
- · Bridge the gap between government and residents
- Increase resident engagement and satisfaction
- · Measure city performance to drive improvements
- · Monitor community progress over time
- · Plan for the future

CommunityView™ explores the following topics

- City affinity
- A deep dive on to understand Most Important, Least Important and Ratings for:
 - Amenities
 - City benefits
 - Growth & Development
 - Safety & Security
 - Operations
- · City employee and police ratings
- Key demographics



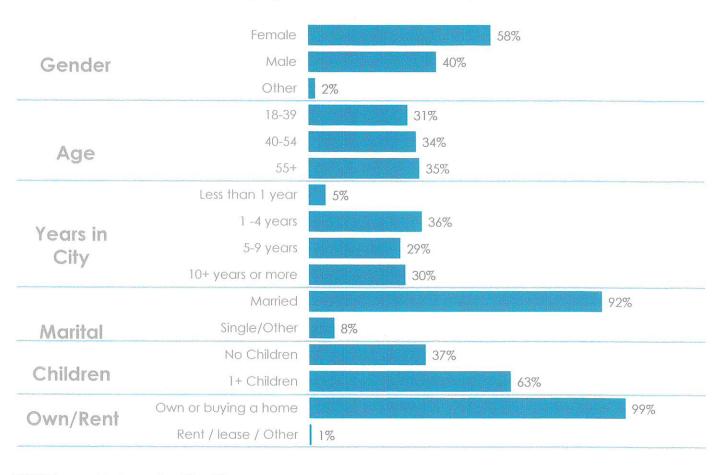


Demographics of Participants

The participants in the Elk Ridge survey are:

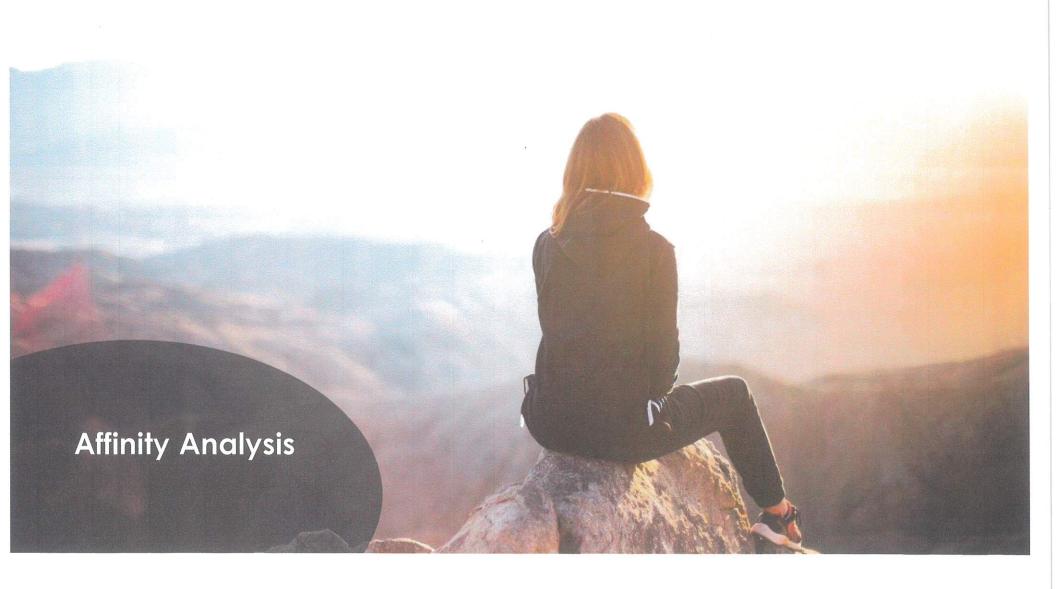
- A bit more female
- Balanced by age
- Balanced by years in city
- Mostly married
- More likely to have children
- Nearly all own their homes

Demographic Overview of Participants



BANNER-Demographics; base n = from 189 to 191





Net Promoter Score:

A fair score, but not extremely positive

We asked people to use a scale from 0 to 10 to rate if they would recommend Elk Ridge to a friend.

A score of 9 or 10 are Promoters. A 7 or 8 are Passives. A 0 to 6 are consider Detractors. The NPS is derived by subtracting Detractors from Promoters.

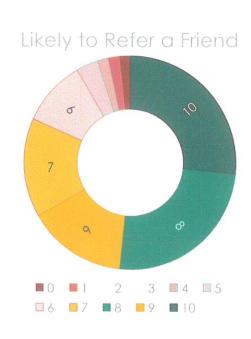
Elk Ridge has an NPS of 10, which is mixed. It is common to see scores in the 30s or 40s.

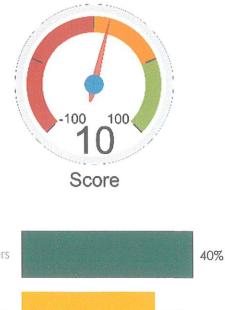
Demo Differences:

Those residing in the city for 5+ years were more likely to give a low NPS score (-2 vs 29)

There were no other demographic differences

Affinity: Net Promoter Score









A1 On a scale from 0 to 10, how likely are you to recommend the city to a friend or family member as a good place to live?; base n = 191 A1_NPS_Promoters, Passives and Detractors; base n = 191

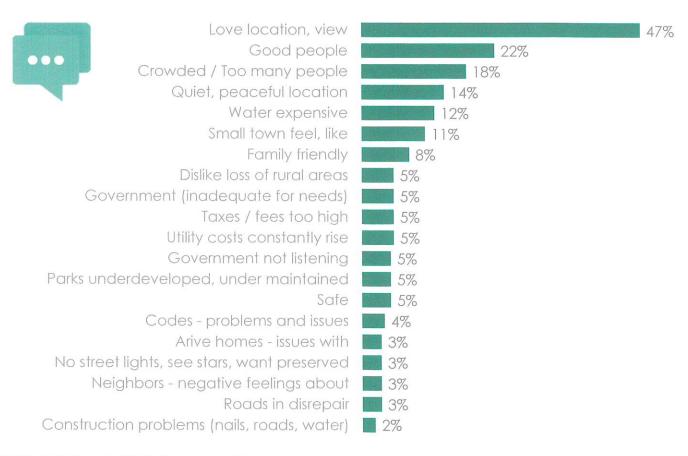
Comments:

Why did you give that rating? (Refer a friend)

There were many thoughtful comments from citizens who took the survey. The comments were analyzed and categorized to shown patterns of their comments.

Most people love being in Elk Ridge, and they love the good people. Yet, crowding, water problems, and the loss of rural areas are deeply concerning.

Why Did You Give That Rating? (Refer a friend)



A2 Why did you give that rating for us? - Coded; base n = 187



Actions Suggested: after explaining why

they rated city as they did

Suggestions embedded in "Why did you give that rating?"

Bathrooms needed to be open and available in parks

Maintain parks & landscaping better (address weeds)

Add infrastructure in advance to handle population coming. Widen key roads.

Stop light at bottom

Code violation reporting should not be anonymous

Enforce codes on books consistently

Improve website to make it easier to look up city codes

Maintain larger lot size requirement to control density

Increase demands on developers for city benefit

Address roaming dogs in some areas



Comment Examples



There were many good comments, which will be shared separately. Several varied and articulate responses are shown on this page and the following page.

Why Did You Give That Rating? (Refer a friend)

Water is super expensive, I wish the parks and land were maintained better, and we had better perks as city members. But we do love the community and areal - Female, 25-39, 1 -4 years

Government involved just enough to make it a great community. Don't give into dense housing! - Male, 25-39, 1 -4 years

Taxes keep rising It looks like money was spent to put in some beautiful landscaping and other features and then not maintained. Example: Walking path across the street from Elkridge Meadows Park had a beautiful walkway, big pathway lights, frisbee golf and now alot of times it is just overgrown weeds and I am not even sure the lights work...could be wrong. Seems like a waste of money to do the initial work and then let it all die and become unusable. - Female, 40-54, 1 -4 years

I love elk ridge, however, the way homes are being built on small lots packed close together, makes it less desirable. Additionally, I don't see us preparing good enough infrastructure to prevent horrible traffic come up and down the hill. It feels like we are witnessing construct / infrastructure akin to what has happened in some communities up by Lehi. E.g. Eagle mountain, which is _always_ full of traffic. I wish we could reduce residential construction, increase community type lots (parks, etc.). Elk Ridge used to be a gem on the mountain, now it is turning into an average over-developed suburban area. It's sad. - Male, 25-39, 1 -4 years

It's beautiful and quiet and there are no power poles - Female, 40-54, 1 -4 years

Friendly residents, beautiful town, close to many anenities - Female, 55-74, 1 -4 years

I like it here. I like being close to the mountains. I like that there are no businesses/stores here. But the roads have gotten SO terrible over the years. They never get repayed. - Female, 40-54, 10+ years or more

Elk Ridge is a beautiful, quiet place to live but I would not recommend it to others because I think that we cannot sustain rapid growth and still have that quality of living for everyone. Water, roads, parks and recreation areas need to be improved but as a bedroom community we don't seem to have what it takes to make a cohesive, solid, inviting, prosperous community any more. Too big too fast! - Female, 55-74, 10+ years or more

The enforcement of codes has made dozens of neighbors enemies. The reporting should NOT be anonymous. Summit County a few years ago dropped the anonymously report rule and moral and neighbor relationships greatly improved. - Male, 25-39, 10+ years or more

Hove it here, love the areas where I've walked and hiked for 20 years, love the peace and quiet, and love the quiet dark skies at night. However, in the past few years, there's been so much development that the peace Hoved so much is disappearing. Other drivers speed down the canyon and through stops at intersections, I've been attacked by unleashed dogs, and motorcyclists speed recklessly (and loudly) through fields and city streets. - Female, 40-54, 10+ years or more

A2 Why did you give that rating for us?



Comment Examples



Why Did You Give That Rating? (Refer a friend)

Arive homes has ruined it. Elk ridge city allowed this to happen. We were promised that we would never ever have lots smaller than 1/3 acre. I guess if arrive throws enough money then elk ridge city is a sell out - Male, 40-54, 10+ years or more

I love living in Elk Ridge. It is home and I can't imagine living anywhere else. - Female, 40-54, 10+ years or more

Too many people have moved here. And in the way the city has managed the developers, utility prices have gone up—if I'm the developers had been managed right, costs could have gone down. - Male, 55-74, 10+ years or more

Extremely poor reports on key city issues, performance, interpersonal communications. Realtors know this and speak of it openly if asked. Things need to change! - Female, 75 or older, 10+ years or more

It's a nice place. But it's getting crowded. I don't mind having a lot of neighbors, but if I'm going to live so far away from shopping, I think the houses at least ought to be further apart so that we have space. It's starting to remind me of California neighborhoods, which isn't a fantastic thing. - Female, 40-54, 5-9 years

Arive Homes owns Elk Ridge - Male, 55-74, 5-9 years

Elk Ridge should have been developed with 1/2 acre lot size. There are way too many homes being developed and the traffic is getting way too much. We are looking to move out of this city. - Male, 55-74, 5-9 years

Hove it here! Hove the deer and the quiet setting! I also love that you can see the stars at night! It's wonderful! - Other, 25-39, 5-9 years

No commercial buildings, tucked up into the mountain, super safe city with great people. - Male, 25-39, 5-9 years

Because we don't have enough parks, roads need repair, city grass areas are full of weeds, irrigation isn't available, and construction everywhere including the continual shut down of elk ridge dr. - Female, 25-39, 5-9 years

Beautiful area, great neighbors, and quite city for the most part. The price for sewer and water is way to expensive, not within reason. Elk Ridge has one the highest month bills in the state, yet driving around and looking how the city maintains weeds, parks, and just overall appearance does not reflect the price. It's Sad. - Male, 25-39, 5-9 years

I love Elk Ridge. I love the neighborhoods, the setting, and I only wish you could stay the Charming place that it is right now. - Male, 55-74, 5-9 years

The city is not ran very well. Poor management. I future plans. You say you are going to do one thing and no follow through. The mayor is so unprofessional and not willing to listen to the people!!! - Female, 40-54, 5-9 years

We love the view and the small town feel. - Female, 40-54, Less than 1 year

A2 Why did you give that rating for us?



Slide / 14

Direction of City:

Most feel Elk Ridge is better than other cities, but the direction is not always positive.

There are mixed feelings about the direction of the city, with more saying it has gotten worse than improved.

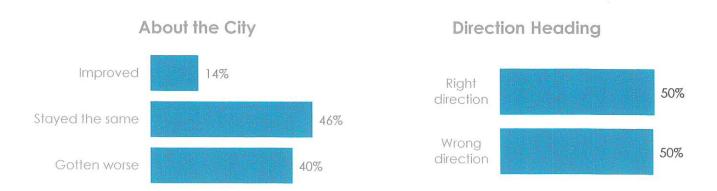
However, few feel Elk Ridge is somewhat or much worse than other places.

Demo Differences:

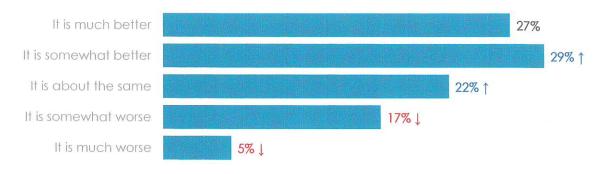
Those residing in the city for 5+ years were more likely to say:

- Things are worse (55% vs 18%)
- Wrong direction (65% vs 27%)

Affinity: Direction of City



Comparison to other cities nearby



mdi (CESANA MACA, AGA, AGA, AGA, AGA,

A3 In your opinion, has our city improved, stayed the same, or gotten worse during the time you have lived here?; base n = 191

A4 Overall, as a community in which to live, would you say that our city is headed in the right direction or wrong direction?; base n = 191

A5 How does our city compare with other cities in your area or region?; base n = 191

Slide / 15



City Services Analysis:

Parks, open spaces, pathways and trails are most important

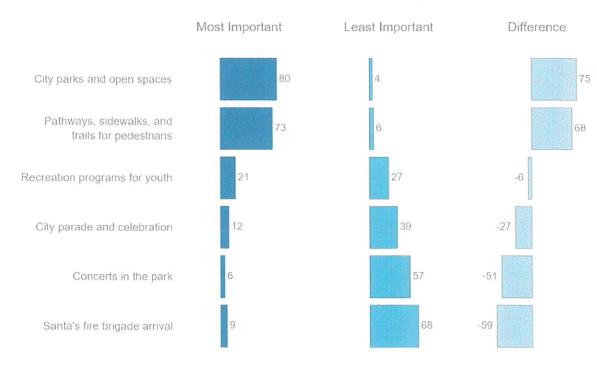
Regarding city amenities, things related to nature and the outdoors are most important, such as city parks, open spaces, pathways and trails

Demo Differences:

Those under age 39 are more interested in programs for youth (39% Most Important vs 15%)

Importance: City Services

City Services & City Benefits





C3 Look over the CITY SERVICES & CITY BENEFITS below. Which 2 are MOST important to you? (Select 2)

C11 Now, consider the CITY SERVICES & CITY BENEFITS you did not select. Which 2 are LEAST CONCERNING or LEAST IMPORTANT to you? (Select 2)

Dev & Growth Analysis:

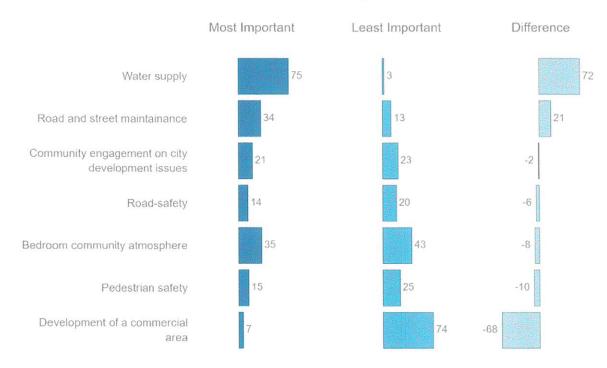
Many are concerned about water supply and maintaining roads

Regarding development and growth, many are concerned about water. Few are interested in the development of a commercial area.

<u>Demo Differences</u>: None

Importance: Development and Growth

Development & Growth





C4 Look over the DEVELOPMENT & GROWTH issues below. Which 2 are MOST important to you? (Select 2)

C12 Now, consider the DEVELOPMENT & GROWTH issues you did not select. Which 2 are LEAST CONCERNING or LEAST IMPORTANT to you? (Select 2)

Safe & Secure Analysis:

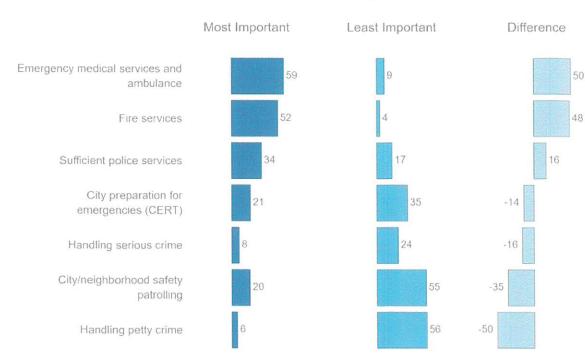
Emergency and fire services are most important. Few worry about crime

The focus on emergency and fire services is very logical based on these responses from citizens.

<u>Demo Differences</u>: None

Importance: Safety and Security







C5 Look over the SAFETY AND SECURITY issues below. Which 2 are MOST important to you? (Select 2)

C13 Now, consider the SAFETY AND SECURITY issues you did not select. Which 2 are LEAST CONCERNING or LEAST IMPORTANT to you? (Select 2)

Operations Issues Analysis:

Maintain paths, trails and sidewalks while minimizing fees

The top 4 responses focus on improved paths, trails and parks, while paying careful attention to taxes and fees, as well as conserving water (water is a big concern).

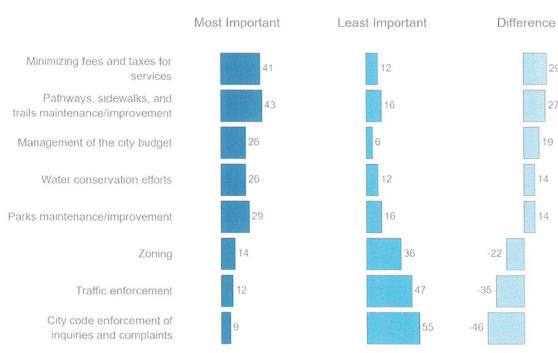
There is little interest in city code enforcement, zoning and traffic enforcement

Demo Differences:

Those under age 39 are more interested in parks (49% most important vs 20%) as are those with children (39% vs 15%).

Importance: Operations Issues

Operations





C6 Look over the OPERATIONAL issues below. Which 2 are MOST important to you? (Select 2)

C14 Now, consider the OPERATIONAL issues you did not select. Which 2 are LEAST CONCERNING or LEAST IMPORTANT to you? (Select 2)

Overall Ratings:

When evaluating all important issues, water, parks, pathways and streets were rated as most important

This chart shows the items of most importance as well as ratings for each important one.

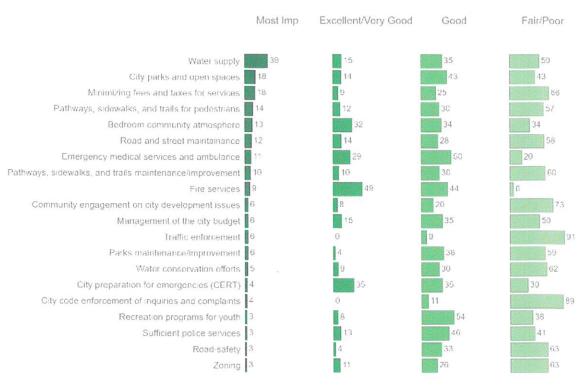
Strengths for Elk Ridge (excellent):

- Fire services (47%)
- Bedroom community (34%)
- Emergency prepared (31%)
- Medical/ambulance (27%)

Still, of the most important issues, the city has room to improve and meet the needs of citizens, either through communication or improved service.

Most Important / Ratings (of Top 20 issues)

All Important Attributes Compared (Top 20 for city)



C7 This list now combines all of the issues you selected as being MOST important to you. Of these, which 2 are MOST important to you? (Select 2) C8 How are we doing on the important issues you selected? - Banded



Basic Services Ratings:

The city does excellent to good for most services. Recycling is rated fair or poor.

Highest ratings:

- garbage,
- snow removal
- sewer

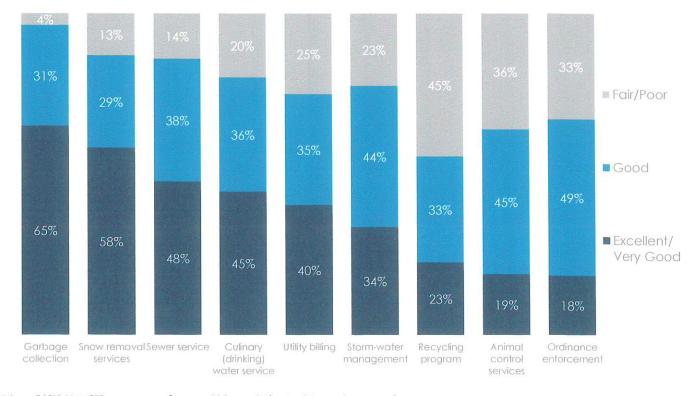
Lowest ratings:

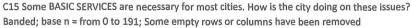
- Ordinance enforcement
- Animal control
- Recycling

Most Fair/Poor ratings

- Recycling
- Animal control
- Ordinance enforcement

Evaluation of Basic Services







Contact with Staff:

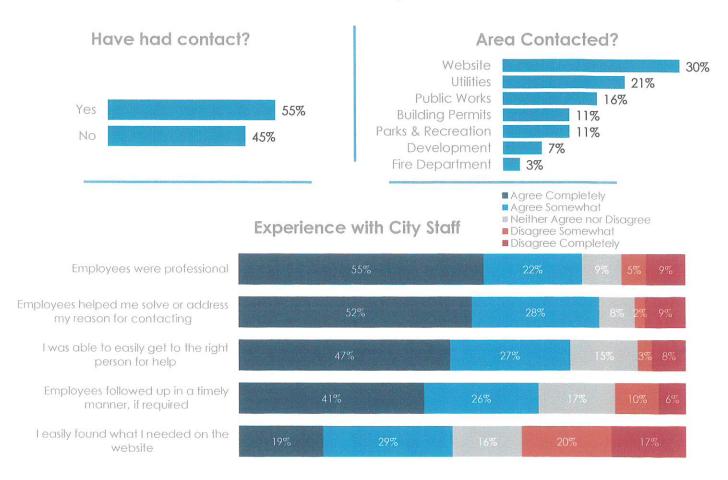
Most contact with city staff is positive. The website may need more attention

Slightly over half have had contact with city staff.

Ratings for the staff tends to be positive.

Ratings for the website are far lower, which may be an area for focus.

Contact with City Staff





C16 In the past 6 months, have you had CONTACT with city employees or with our website?; base n = 191

C17 Which city department did you contact most recently?; base n = 105

C18 Regarding your most recent CITY CONTACT, how much do you agree with the following statements; base n = from 82 to 93

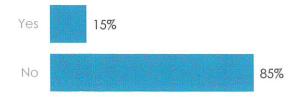
Contact with Police:

Few have had contact with law enforcement. Professionalism ranks high.

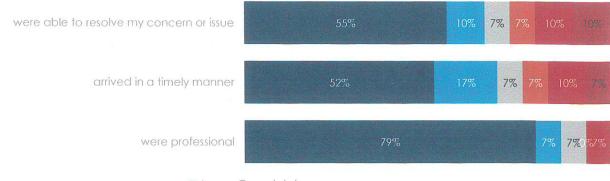
Only 15% indicated they had contact with law enforcement. Their ratings are above city staff for professionalism and about the same for timeliness and resolving concerns.

Contact with Law Enforcement





Experience with Law Enforcement



- Agree Completely
- Agree Somewhat
- Neither Agree nor Disagree
- Disagree Somewhat
- Disagree Completely

mdi e

C19 In the past 6 months, have you INTERACTED with LAW ENFORCEMENT?; base n = 191

C20 Regarding your most recent interaction with LAW ENFORCEMENT, how much do you agree with the following statements? - They; base n = 29



Worth Developing:

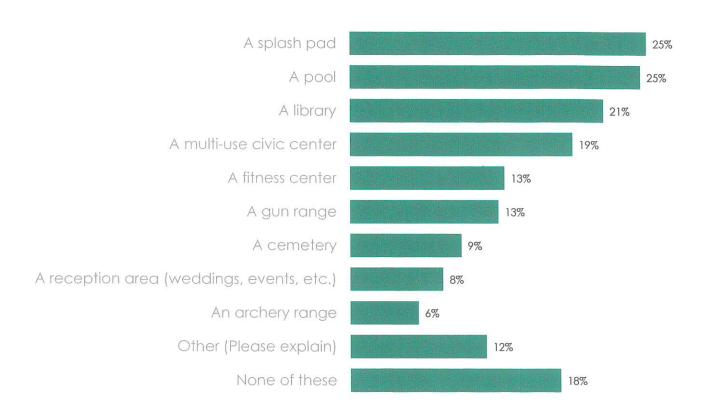
Of 9 ideas, those that are family and kid friendly were rated highest

Kid-friendly solutions were considered worth investing in, such as a splash pad, a pool and a library. A multi-use civic center was also desirable for some.

<u>Demo Differences</u>:

None

Ideas Worth Using Tax Dollars to Develop and Maintain





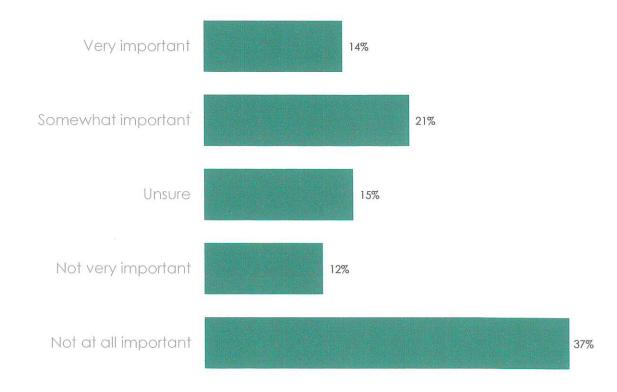
Business District:

People are mixed about developing a business area, with few feeling it's very important

Developing a business district is clearly controversial. A minority feel it's very important. A majority feel it is not important at all.

<u>Demo Differences</u>: None

Importance of Developing a Business Area





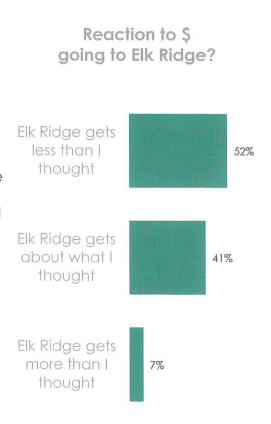
Value of Taxes:

Most say the city gets less in taxes than they thought. Yet, they are mixed about the value.

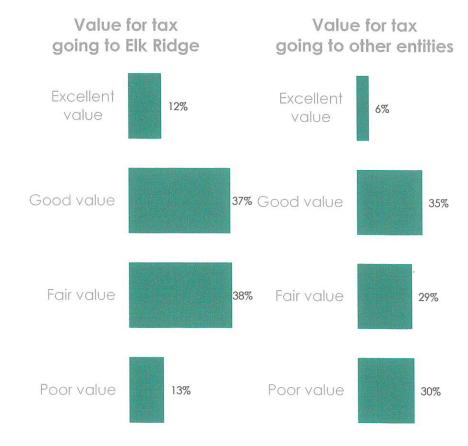
About half say the taxes Elk Ridge gets is an excellent or a good value. Yet, Elk Ridge is perceived as slightly better than others who receive tax dollars.

<u>Demo Differences</u>:

None



The Value of Taxes





M3 Property tax varies, but for a household paying an annual property tax of \$2,000 Elk Ridge receives about \$200. What is your reaction to the amount Elk Ridge receives per household?; base n = 190

M4 What value do you feel your household gets for the Elk Ridge City portion of your property taxes?; base n = 190

M5 What value do you feel your household get from the approximately \$1734 in property tax that goes to other entities like schools and the county?; base n = 190

Comments:

Anything more to say to city leaders?

There were many thoughtful comments from citizens who took the survey. The comments were analyzed and categorized to show patterns of their comments.

Their most common comments centered around:

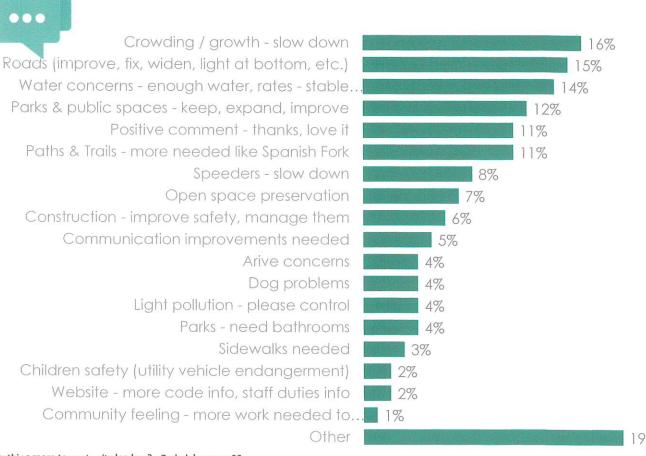
slowing growth,

preserving open spaces,

assuring good roads/infrastructure,

and that we have enough water.

Anything more to say to city leaders?



C21 Anything more to say to city leaders? - Coded; base n = 98



Actions Suggested:

We asked if they had anything more to say to city leaders. Many comments are on the two pages following. Most suggestions are shown to the right.

Suggestions embedded in "Anything more to say to city leaders?"

More sidewalks / running trails

Create walking/bike trails that connect with Spanish Fork

Invest in / set aside public spaces and parks before space is gone

More kid activities

Provide clarity about water supply

Add speed bumps

Enforce dark sky policy

Increase building impact fees 10x, improve Elk Ridge

Cap the growth / Don't give in to high density housing

Control Arive homes

Require contractors to restore, not just patch roads, fix potholes quickly

Add an emergency road from Ama Fille to Rocky Mtn Wy

Garbage can at playground by city office

Return the newsletter to the water bill



Comment Examples



There were many good comments, which will be shared. Several varied and articulate responses are shown on this page and the following page.

Suggestions for City Leaders (page 1)

Stop letting new home builds have 10 + accent lights on the exterior. It's ridiculous and unnecessary and causes light pollution - Female, 55-74, 10+ years or more

I'd love more sidewalks and walking/running trails throughout the city! Sidewalks so my young kids can walk to the bus safely (right now the cars nearly hit them while they walk in the gutter down Rocky Mountain Way) and running trails so my husband and I can stay local (love the Spanish fork trail). Thank you! - Female, 25-39, 5-9 years

I am a resident since 1983 and have seen the city grow exponentially. I am very concerned that we are growing the city without the needed water resources. In my opinion, we need to develop all the water resources needed before we grow the city more. We act as if we don't live in a semi-arrid environment. Too much growth with insufficient water resource should be at the top of the city list for issues to be solved. Having said that, you are doing a great job of city management! - Male, 55-74, 10+ years or more

Increase new building impact fees 5x to 10x slow growth and help us build out infrastructure to better accommodate the current residents we have outgrown the road system and maintenance. We need more roads like the proposed road off the top of Elk Ridge to bottom of loafer in the city plan. We are growing to fast yet not charging builders or new residents near enough in initial fees to keep up. - Male, 40-54, 1-4 years

Access to the freeway and a light on elk ridge drive and the highway, we need more traffic lights and easy access to school. loafer canyon road north of 11200 is an accident waiting to happen and gets washed out every time it rains hard, maybe slow down on growth-just because Arrive can build doesn't mean they should- and lets catch up on the infrastructure (water and roads) first. - Male, 25-39, 5-9 years

It is frustrating to see how the budget is spent, like on new city vehicles, while the walking path hasn't been improved or added to and is currently surrounded by weeds and land that can't be enjoyed. There are also safety hazards with how fast people drive down Elk Ridge Drive where it is only 30 mph and speed bumps would help. - Female, 25-39, 1-4 years

Things like weeds on pathways and trails and areas where sidewalks end would be nice to clean up. It doesn't look good when weeds aren't controlled for things that are very basic to do. Be more willing to work with citizens in the community. Maybe send a text message with a link to this survey instead of on the newsletter. Being in charge of a city isn't easy but the more you can try to engage the citizens the better. It might take more effort, but if you only hear from the same people over and over again then that's the only opinion you are exposed to. So try to your best to hear from everyone. - Male, 25-39, 1 -4 years

We go to the effort of separating our recyclables from our regular garbage. I also don't know what happens to that waste once it is taken away, or if anything actually is being recycled. Also, having safe walking trails and open areas for my kids to explore and play is very important to me. If all of Elk Ridge becomes too boxed in with high density housing, or worse, commercial development, then a lot of the appeal of living here is gone. - Female, 25-39, 1-4 years

Please do not allow all of the open spaces to be built on. Homes do not pay for themselves in taxation. Please cap the growth in such a small area. - Female, 55-74, 1 -4 years

A bathroom at the parks for the recreation games. So many kids have to leave early, especially the younger ones) to go to the bathroom. Little boys are peeing over by the buildings in front of everyone. - Female, 25-39, 5-9 years

C21 If there is anything more you would like to say to city leaders to help us improve the services we provide, please do so below.



Comment Examples



Suggestions for City Leaders (page 2)

You are turning our bedroom community into a construction zone on the west side. I am so sick of roads being ripped up and not repaired properly. I am tired of going to the tire shop for flats-6 of them in 18 months. How many times does Elk Ridge Drive need to be tore up? I was so angry when the busses couldn't get up Elk Ridge drive due to construction materials and vehicles all over. You allowed the glen to be developed and so the elk and deer are moving away from here. You do not have the infrastructure to support all of this growth. I know many who feel like Arrive Homes have the city council in the palm of their hands. Where are the open spaces or trails that come with so much development in a bedroom community? - Female, 40-54, 1-4 years

Thank you for all you do - balancing the budget with often conflicting (and strong) opinions is no small feat. Please continue to keep Elk Ridge a small, residential-driven community. Please no commercial buildings. We don't need anything flashy, just basic needs for our families. Extra effort for our parks and walking trails really help. Thank you for your service! - Male, 25-39, 5-9 years

Pave Elk Ridge Drive! Contractors have dug dozens of holes that are patched! In my opinion, the contractors that built all those homes should re-pave it! - Male, 55-74, 10+ years or more

There absolutely needs to be restrooms available at the two parks we have here. Especially the bathroom u have at the one park but refuse to open! Unless u want poople underwear left all over because kids are having accidents and moms can't rush home fast enough! - Female, 25-39, 5-9 years

With the size and scope of new neighborhoods and houses, it's vital we have more parks and green space! - Male, 55-74, Less than 1 year

Do not give into the developers in the area every time they bend over. They are raping this town - Male, 55-74, 5-9 years

There could be a lot of tickets issued on Oakridge drive. And elk Ridge drive. I get passed going up and down ER dr when I'm already going at or slightly over the speed limit. - Female, 40-54, 10+ years or more

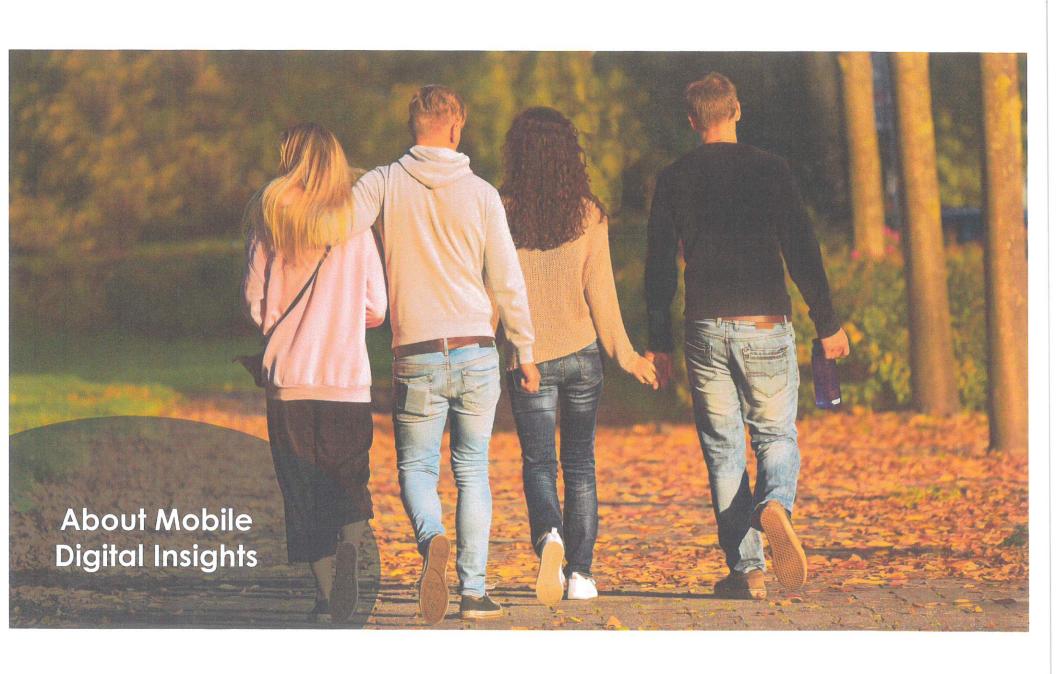
I heard there was a proposal to cut an emergency exit from the east end of Ama Fille Lane diagonally through the field and then to exit onto lower Loafer Canyon road. A lot of people along the canyon seem interested in this option because they believe that it would eliminate a lot of traffic speeding down the canyon. Why not cut the emergency road from Ama Fille north (through the empty circle and existing dirt road there) and out through Rocky Mountain Way? This would add a 3rd emergency exit for those in the center of Elk Ridge and not result in congestion of people trying to merge into the Loafer Canyon road. Thanks! - Female, 40-54, 10+ years or more

Better city councilors in general, roads are bad, Arive homes isn't being held accountable for road repair, parks are in disrepair and bathrooms are never open/don't exist at Skyhawk park. Water is too expensive. - Male, 40-54, 5-9 years

Irrigation system to water lawns and to preserve culinary water. Charge adequate fees for new home construction to cover long term impact on city financially. Snow removal on upper streets first vs. last so residents can get to their homes. Require Larger lot sizes for homes. Apply for Government grants for sidewalks for pedestrians. - Female, 40-54, 10+ years or more

Just stop all development so much apply to state for funding to preserve some of our beautiful open spaces - Female, 55-74, 1-4 years



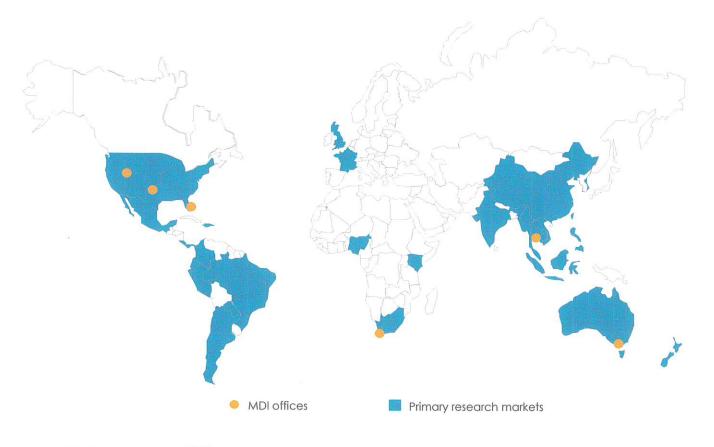


#WeAreMDI

Mobile Digital Insights operates in more than 40 countries and has worked with some of the world's largest consumer brands.

Experts in "in-themoment," longitudinal research. We have a suite of platforms and mobile solutions.

We operate globally but think locally.





















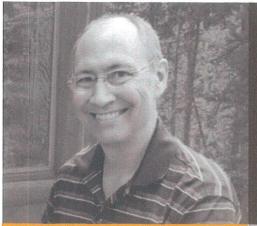








The MDI team are experts in mobile research, and are very experienced in running large studies in challenging markets across the world



SALVADOR MATA | SENIOR DIRECTOR

Salvador has over 15 years of experience in Research and Data Analytics, working with well-known media brands (MTV, Nickelodeon, Comedy Central, Paramount) in Latin America and Hispanic Markets.

Based in Miami, Salvador brings expertise in quantitative and qualitative studies and will facilitate the actionable insights you need.



MELANIE BRETTS | SR. MANAGER

Melanie brings 15 years of experience from big data research suppliers (IRI and Nielsen Media) to more focused consumer behavior research at large media companies (MTV Networks and Univision/TeleFutura). She is an expert story teller based on true, relevant data. She has a B.S. in Marketing and Finance and an MBA in Marketina.

Melanie lives in Park City, UT and enjoys skiing, hiking, traveling and family time.



BRUCE CRANDALL | SENIOR DIRECTOR

for over 25 years across 50 product categories and 120 brands, from startups to Fortune 100 companies like PepsiCo, Intel, Philips, American Medical Association, Honda, 7-Eleven, and the Dallas Cowboys

Based in Dallas, Bruce employs quantitative, qualitative, and innovation approaches via mobile to save companies time and boost value



RON GAILEY | PRESIDENT AMERICAS

Ron joined MDI in 2017 after working for Coca-Cola in Asia directing insights for 8 fulfilling years. Ron led insights for marketing, new product dev, strategy and more. Prior to that, he directed research at Washington Mutual Bank in Seattle for 15 years as they inspired marketing, market expansion, positioning and more.

Situated in Utah, Ron guides all aspects of research design and analytics



Contact

We're glad to answer questions or clarify how CommunityView™ can help you better engage with your community. Please email or call to arrange a time.

Ron Gailey PRESIDENT

rongailey@mdi-global.com +1 (385) 222-9562

Elk Ridge, Utah, 84651 mdi-global.com

Bruce Crandall SENIOR DIRECTOR

<u>brucec@mdi-global.com</u> +1 (817) 845-4404

Colleyville, Texas 76034 mdi-global.com



