



GRAND COUNTY COUNCIL SPECIAL MEETING: RETREAT

Grand Center Small Conference Room
182 North 500 West
Moab, Utah 84532

AGENDA Wednesday, May 16, 2018

9:00 AM **Call to Order**

Strategic Planning Work Session

1. Identifying Foundational Structure for Strategic Planning (with future goals in mind)
2. Budgeting Presentation (Chris Baird & Chris Kauffman)
3. Planning (Zacharia Levine)
4. Set expectations for future retreats or meetings to finalize plan
5. Set next retreat date (if applicable)

Noon **Catered Lunch with Elected Officials**

1:00 PM **Adjourn**

Closed Session(s) if necessary

NOTICE OF SPECIAL ACCOMMODATION DURING PUBLIC MEETINGS. In compliance with the Americans with Disabilities Act, individuals with special needs requests wishing to attend County Council meetings are encouraged to contact the County two (2) business days in advance of these events. Specific accommodations necessary to allow participation of disabled persons will be provided to the maximum extent possible. T.D.D. (Telecommunication Device for the Deaf) calls can be answered at: (435) 259-1346. Individuals with speech and/or hearing impairments may also call the Relay Utah by dialing 711. Spanish Relay Utah: 1 (888) 346-3162

It is hereby the policy of Grand County that elected and appointed representatives, staff and members of Grand County Council may participate in meetings through electronic means. Any form of telecommunication may be used, as long as it allows for real time interaction in the way of discussions, questions and answers, and voting.

At the Grand County Council meetings/hearings any citizen, property owner, or public official may be heard on any agenda subject. The number of persons heard and the time allowed for each individual may be limited at the sole discretion of the Chair. On matters set for public hearings there is a three-minute time limit per person to allow maximum public participation. Upon being recognized by the Chair, please advance to the microphone, state your full name and address, whom you represent, and the subject matter. No person shall interrupt legislative proceedings.

Requests for inclusion on an agenda and supporting documentation must be received by 5:00 PM on the Wednesday prior to a regular Council Meeting and forty-eight (48) hours prior to any Special Council Meeting. Information relative to these meetings/hearings may be obtained at the Grand County Council's Office, 125 East Center Street, Moab, Utah; (435) 259-1346.

A Council agenda packet is available at the local Library, 257 East Center St., Moab, Utah, (435) 259-1111 at least 24 hours in advance of the meeting.

Strategic Budgeting

While most of Grand County's expenses and revenue are anchored in providing mandated public services and infrastructure, some elements of financial planning are dynamic and would benefit from a 3-5 year strategic plan. Notably:

- Public Facilities – Office and other operational space
- Capital Infrastructure – Storm water, roads and bridges, airport, trails, etc.
- Capital Equipment – Office, Machinery, Fleet, and other equipment.
- Contributions to other entities – higher education, affordable housing, grants, etc.
- Personnel associated with the above
- Revenue and economic forecasting
- Contingency and cash flow planning – fund balance goals

Several established strategic plans have already been developed and adopted (most significant listed below). In many cases the strategic planning is already done (at great expense in county resources and time). For many needs, implementation, not more planning, is the next step. However, a more detailed focus on personnel planning is needed.

Employee Compensation:

It is county policy to review employee compensation every 5 years. The county has adopted a general policy that employee salary and wage ranges will be established using a market comparable approach. The exact methodology is still in development, however it is important that an exact methodology be memorialized in policy for continuity with future compensation studies.

The direction the budget advisory board has taken regarding methodology is to use vetted market data and an adjusted job value factor to create a regression curve that indicates minimum salary levels for each position. Next, each employee's wages are adjusted 1.5% for every year in position (current "milestone" policy). This methodology will ensure Grand County is reasonably competitive with the market, and eliminate "compression" in the compensation plan.

Additional research will have to be conducted to evaluate if Grand County's career advancement programs (milestone, merit, and COLA) are capable of keeping up with inflation and market appreciation.

The County's employer costs and benefits are largely fixed by both state and federal law. The only option point in our benefits package is with regard to the insurance provider that we contract with. It is important to bid and aggressively negotiate the best contract. It may be necessary to bid our brokerage firm.

Needs Analysis:

A forecasted needs analysis may also be required to evaluate current and future staffing levels. Some strategic benchmarking parameters will have to be set in order to accurately complete such an analysis. These may include:

- Quantifying not only permanent residents served but also demand on services and infrastructure by tourists. There are two potential avenues to establish accurate benchmarks. The first is to translate tourist-days into permanent-resident-equivalents (total annual tourists x average stay (in

(days)/365= permanent-resident-equivalents). The second is to benchmark using our total revenue including all grants/loans that are capitalized on Grand County's books.

- Some discussion should be had regarding where Grand County wishes to target its expenses on a cost/benefit chart. i.e. Should we target the best cost/benefit ratio, or lean toward least cost options? In general, the higher the cost/benefit ratio the better the return on every tax dollar spent.
- Trends should also be taken into consideration. How far into the future do we want to project staffing needs? What services are growing in demand, and how much? Are, any demands for services expected to decrease?

Budgeting Process:

The Clerk/Auditor's office and the Budget Advisory Board are currently working to implement a software based budgeting and financial reporting system. This software is specifically designed to work with our current accounting software (Caselle). The software, to a degree, puts the budgeting process "on rails" as it is designed to be used according to industry standard best practices for government budgeting. The implementation of this system will require a lot of work and training in the first year, however, it is expected to dramatically increase efficiency and transparency in the budgeting process in the long run. Benefits of a software based budgeting system include:

- Instant access to current financial information for all elected officials (including council members) and department heads. This includes prior year actuals, indicators, and variance reports on expenses against the budget. Many options are available for dashboard configurations, financial reports, and graphical charts and reports.
- Department heads and officials will be able to start their budgeting process when they feel they have enough current year information to predict next year's budget. Deadlines for a finalized initial request will be established. This provides department heads with more time and flexibility to produce their initial requests.
- The "bottom line" for various funds will be clear from the beginning of the process instead of near the end. This will greatly aid in fulfilling strategic priorities.
- Multiple copies (and interpretations) of budget documents will be eliminated. There will be one singular master record. Transcriptions errors will be greatly reduced as there will no longer be a need to transfer data from paper to computer.
- The software provides a record of adjustments and who made them. It also tracks record of decisions with regard to approved department budgets. There will be little to no room for misinterpretation or varying interpretations of decisions made.

Overview of Existing Strategic Plans

Grand County currently has several higher level strategic planning documents in effect. See below for a brief explanation of each. Any higher level strategic planning process should take these documents into account as they outline both broad and detailed strategies that have been approved and would be applicable for retreat discussions.

The below plans include some degree of prioritization as well as, in applicable cases, cost estimates and timelines.

Grand County General Plan:

“The General Plan is an officially adopted policy document that establishes the county’s goals for the future and provides direction for decisions affecting the use and development of land, preservation of open space, transportation systems, partnerships with other organizations, economic growth and the expansion of public facilities and services.”

<http://grandcountyutah.net/155/General-Plan>

The “General Plan” is the most important planning document to be familiar with for the purposes of higher level strategic planning.

Capital Facilities Plan:

This plan is a legal requirement for the impact fees that the County collects. This is a 6 year projection of needs including:

- Parks and Recreation
- Transportation
- Storm Water
- Public Safety
- Public Facilities

Spanish Valley Storm Drain Master Plan:

“The purpose of this study is to prepare a valley-wide Storm Drain Master Plan using standardized analytical procedures. This makes it possible to develop a list of drainage improvements that could be used as the foundation for a drainage needs plan. The improvements identified in this study will help protect areas in the valley from floods in the future.”

The total cost estimate for storm drain infrastructure liabilities in 2011 was \$38,684,514. Little progress has been made addressing these needs since the adoption of this plan. Some of the most common citizen complaints are related to storm water property damage.

<http://grandcountyutah.net/153/Storm-Drainage>

2017 Moab Area Affordable Housing Plan:

“Housing is the backbone of every community. Housing has direct and indirect links to all aspects of community and economic development and serves as the foundation for a high quality of life. The Moab Area needs an adequate and accessible supply of housing for residents and employees in order to sustain its reputation as a world-class destination and a great community in which individuals and families can live, work, and play. To that end, this housing plan shall guide future policy-making, budgeting, and programmatic development at various levels of local government.”

www.moabhousingplan.com/about.html

Spanish Valley Transportation Plan:

“Spanish Valley, located in Grand County south of Moab, UT, has been and continues to experience significant growth and development as a result of the recent popularity of tourist and recreational opportunities surrounding the Moab area. It is anticipated that this growth will continue into the foreseeable future. The increase in Valley growth over the last several years has local residents and government officials concerned about increased traffic congestion, delay, and safety issues on local streets; not to mention the continuing pressure the main regional roadway system is experiencing.

In efforts to remain ahead in accommodating the increased growth, as well as planning ahead for the future, Grand County officials are seeking to update and improve strategies that will provide for the existing and future transportation demands of Spanish Valley. The purpose of this transportation plan is to update the 1996 study and to provide short and long-range recommendations for roadway improvements that will help in accommodating anticipated future traffic projections.”

<http://grandcountyutah.net/DocumentCenter/View/167/Spanish-Valley-Transportation-Plan-PDF>

Permanent Community Impact Fund Board (CIB) Priority List:

This document functions as a clearinghouse for capital infrastructure needs that would qualify for grants and/or loans issued by the CIB. It includes both financial and timeline data including total project cost, and a break down on matching funds/requested grant/loans funds.