

# **Grand County Budget Advisory Board - Amended**

Wednesday, May 30, 2018

8:30 a.m. – 10:00 a.m.

County Council Chambers

## **Call to Order**

### **A. Action Items:**

1. Approving minutes of May 23, 2018 meeting
2. Discussing and forwarding a recommendation to County Council related to a Cost of Living Adjustment (COLA) and/or compensation adjustments

### **B. Discussion Items:**

1. Review and edit of deliverables and timelines for the “Financial” focus area of the draft Grand County Strategic Plan 2019-2021
2. Discussion to outline the prime objectives of the Scope of Work for the proposed “Request for Proposals for a Public Finance & Budgeting - Staffing Needs Assessment Consultant”
3. Further review and discussion on compensation study methodology
- ~~4.~~ 5. Budget Timeline

## **Future Considerations**

### **Closed Session(s) if necessary**

## **Adjourn**

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It is hereby the policy of the Grand County Budget Advisory Board that Board members may participate in public 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.

# GRAND COUNTY BUDGET ADVISORY BOARD REGULAR MEETING

Grand County Council Chambers  
125 East Center Street, Moab, Utah

May 23, 2018

The Grand County Budget Advisory Board met in Regular Session on the above date in the County Council Chambers. The meeting was called to order by Vice Chairperson Diana Carroll at 8:34a.m. In attendance at the call to order were Board Members Diana Carroll (County Clerk/Auditor), Jaylyn Hawks (Council Member), Evan Clapper (Council Member), Chris Baird (Budget Officer), Chris Kauffman (Treasurer), and Zach Wojcieszek (Citizen). Absent was Elaine Gizler (Moab Area Travel Council Executive Director). Also in attendance was Ruth Dillon (County Council Administrator) to take minutes and, in the audience, John West, Human Resources Director.

## A. Action Items

### A1. Nomination and re-election of Chairperson, postponed from May 9, 2018

**MOTION:** Motion by Jaylyn to elect Chris Baird, new Budget Officer, as the Chairperson seconded by Evan carried 6 – 0. Chairperson Baird accepted the office and welcomed Council Member Evan Clapper to the Board.

### A2. Approving minutes of May 9, 2018 meeting

**MOTION:** Motion by Jaylyn to approve the minutes of May 9, 2018 as presented, seconded by Diana carried 6 – 0.

## B. Discussion Items

### B1. Brief report on County Council strategic planning session-

Chris Kauffman reported that the Council looked at longer term goals and larger overview goals (pillars) for the county. He reported: The three pillars discussed at the retreat were Financial, Infrastructure/Planning, and Political; ranking of objectives and strategies for each pillar was provided by retreat attendees with the ranking based on urgency for years 2018-19 (year 1), 2020 (year 2), and 2021 (year 3); Council Member sponsor assignments were made to each of the three pillars (Financial: Council Member Hawks, Infrastructure/Planning: Council Member McGann, and Political: Council Member Wells); and some staff assignments were made to develop written strategies by the end of the assigned year for each objective.

Chairperson Baird reviewed aloud the various financial strategies that were discussed at the retreat including: maintain positive fund balance – keep taxes low; use TRT monies to offset operating budget; match monies for projects; strategy for increasing space (Administration building); compensation study/needs assessment – methodology – policies & procedures; revenue/benchmark/demand/COLA; financial process – budget flow from budgeting to Council; develop strategy for internal audit processes; consolidate capital needs and set priorities to send to CIB; and purchasing policy.

Jaylyn indicated that no staff person was assigned to the “efficiency study – (city) duplication of services” objective which falls under Infrastructure/Planning.

Ruth reported that she will be meeting with Council Member Trim soon to develop a written Strategic Plan to reflect the results of the retreat, and will provide it to County Council and to Board members.

### B2. Discussion on needed Scope of Work for proposed “Request for Proposals for a Public Finance & Budgeting – Staffing Needs Assessment Consultant”-

Board members discussed concern and disappointment regarding the draft RFP and apparent lack of progress. It was noted that a retreat goal was “Compensation study/needs assessment – methodology – P&P,” sponsored under the Financial pillar and assigned to Chris Baird as Budget Officer. Board members briefly discussed a possible alternative of providing an internal needs assessment; Diana stated that state code exists as one of the requirements of a Budget Officer to annually review staffing needs. Chairperson Baird stated that objectives need to be defined for the needs assessment/analysis for later translation to the draft RFP. Chairperson Baird expressed that, at this late date, it is not likely to have results from the study in time for the 2019 budget. Ruth agreed to request the City’s RFP

related to internal financing. Board members agreed to have a future agenda item to outline the prime objectives of the RFP.

**B3. Further review and discussion on compensation study methodology-**

Chairperson Baird reported that he sent a spreadsheet to Department Heads and Elected Officials requesting help in vetting the market compensation data for obvious issues for their positions; he stated that the final data would need to be vetted by the Board along with the Human Resources Director. He provided on the large screen a spreadsheet of the raw market data provided by consultant Mike Swallow and explained some of the adjustments that have been made. He further explained the regression analysis, stating that "Pay Objective" currently uses the average as a default. Chairperson Baird expressed the importance of getting the market data correct, indicating that there are currently outliers in the data that may need to be removed. Board members discussed at length various aspects of the market data and compensation study methodology, including percentiles and "Job Value." Chairperson Baird expressed that the goal is to have reasonably clean data as opposed to precision. He stated that specific changes in job descriptions will have no effect on the data, unless a given job description were to be reclassified and/or retitled.

Diana reported that an in-house training of Department Heads and Elected Officials on the compensation methodology will occur next week, led by the Budget Officer.

**B4. Discussion on timeline for budget process-**

The Board established a date of **June 15<sup>th</sup>** for Department Heads/Elected Officials to report their vetted data to the Budget Officer; such date will be announced at the training next week if not earlier.

Board members discussed the possibility of a mid-year compensation adjustment and/or COLA as options for more Board discussion and County Council consideration.

Chairperson Baird requested to have a deadline for initial budget requests by budget preparers, which will be near the date for the Board to start meeting with budget preparers to discuss individual budgets. Board members discussed the need for one-on-one meetings between the Budget Officer and budget preparers in using Caselle Advantage for preparing the budgets. It was determined (by fewer than a quorum) that **July 31<sup>st</sup>** would be a recommended deadline for initial budget requests, and this date will be announced by the Budget Officer to the budget preparers.

**B5. Report on development of budget guideline document-**

No discussion due to lack of time.

**B6. Report on 2018 General Fund interest earnings-**

Chris reported that interest rates have risen since the 2018 budget was adopted, and this will amount to approximately \$40,000 (conservatively) to the General Fund over and above the 2018 budgeted amount. He stated that total interest to the General Fund is now forecast at \$115,000 for 2018.

**C. Future Considerations**

It was determined that discussion of prime objectives of the needs assessment RFP will be placed on the next agenda.

**Adjourn**

The meeting adjourned by acclamation at 10:48 a.m. Zach had left the meeting at 10:10, Jaylyn at 10:15, and Chris at 10:35 a.m.

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Chris Baird  
Chairperson

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Christopher Kauffman  
Secretary

# Draft Grand County Strategic Plan 2019-2021

## GOALS

Pillar/Focus Areas	Goals	Deliverable Details	Accountability	Metric	Start date	Deadline	
Financial (Sponsor: Hawks)	Strategy for maintaining positive fund balance		Baird	Year 1	2019	7/1/2018	12/31/2019
	Use TRT monies to offset operating budget	Keep taxes low	Baird	Year 1	2019	7/1/2018	12/31/2019
	Strategy for matching monies for projects		Baird	Year 1	2019	7/1/2018	12/31/2019
	Compensation study/needs assessment - methodology - policies & procedures		Baird	Year 1	2019	7/1/2018	12/31/2019
	Strategy for increasing space for county offices		Dillon/Day	Year 2	2020	1/1/2020	12/31/2020
	Financial process - budget flow from budgeting to presenting to Council		Kauffman	Year 1	2019	7/1/2018	12/31/2019
	Development of a strategy for internal audit processes		Kauffman	Year 1	2019	7/1/2018	12/31/2019
	Consolidate capital needs & priorities - master list		Baird	Year 2	2020	1/1/2020	12/31/2020
	Purchasing Policy		Baird	Year 1	2019	7/1/2018	12/31/2019
		Efficiency Study - (city) duplication of services			Year 1	2019	7/1/2018
Gathering of interlocal agreements/potential use of a consultant				Year 1	2019	7/1/2018	12/31/2019

Infrastructure/Planning (Sponsor: McGann)	Development of a public park plan			Year 3	2021	1/1/2021	12/31/2021
	Transportation Plan implementation			Year 2	2020	1/1/2020	12/31/2020
	Capital Facilities Plan - General Plan and exploring impact fees			Year 2	2020	1/1/2020	12/31/2020
	Implementation of the Affordable Housing Plan			Year 1	2019	7/1/2018	12/31/2019
	Development of future airport planning and expansion			Year 3	2021	1/1/2021	12/31/2021
	Development of future roads plan			Year 2	2020	1/1/2020	12/31/2020
	Implementation of Drainage Plan (phases)			Year 1	2019	7/1/2018	12/31/2019
	Strategy for targeted updates of the General Plan			Year 2	2020	1/1/2020	12/31/2020
	Development of partnership plan for land use with San Juan County			Year 3	2021	1/1/2021	12/31/2021
	Strategy for summarization and vision for all county plans			Year 1	2019	7/1/2018	12/31/2019
	Strategy for evaluation of benefits of collaborating on Land Use Codes with the City			Year 2	2020	1/1/2020	12/31/2020
	Development of county partnerships with Emery, Mesa (CO), Carbon & Uintah			Year 2	2020	1/1/2020	12/31/2020
	USU partnership strategy in terms of budgeting and infrastructure			Year 2	2020	1/1/2020	12/31/2020
	Political (Sponsor: Wells)	Identifying points of current legislation - lobbying strategy and UAC			Year 1	2019	7/1/2018
Strategy for relationship management at the regional, state & federal levels				Year 1	2019	7/1/2018	12/31/2019
Strategy for building teamwork with Elected Officials				Year 1	2019	7/1/2018	12/31/2019
Development of UDOT strategy				Year 1	2019	7/1/2018	12/31/2019