



REGULAR MEETING ECONOMIC DEVELOPMENT ADVISORY BOARD (EDAB)

Held at the Grand County Commission Chambers
125 E Center Street
Moab, Utah 84532

[Zoom Meeting Recording](#)

MINUTES

June 29th, 2022 3:00pm

****Time stamps correspond to the video****

Members in Attendance Emily Campbell, Rob Walker, Jazmine Duncan, Elissa Martin

Members in Attendance Remotely August Granath, Carly Castle, Kelly Thornton

Members not in Attendance Mary McGann, Brad Bertoch, Meghan McFall, Laici Shumway

Also Present Ben Alter (Grand County Economic Development (GCED)), Rachel Bartlett (GCED),
Melissa Stocks (GCED)

Welcome

Conflicts of Interest, disclosures, ex-parte communication Rob stated that he is the Chairman of the Board of Moab Community Childcare.

Citizens to -be- heard (none at this time)

Introductions

Presentations, if any (none at this time)

Discussion and Action Items:

Approval of December 1st, 2021 Economic Diversification Advisory Council meeting minutes

Approval of November 18th, 2021 Economic Development Advisory Board meeting minutes

Approval of December 14th, 2021 Economic Development Advisory Board meeting minutes
00:03:33

Rob motioned to approve the minutes. Jazmine seconded. Carly requested that the motion be amended to allow for her to abstain from voting to approve minutes that she was not present for. Carly made an amended motion to approve the minutes for 12/1/21 and 11/18/21. Jazmine seconded. No discussion. Passed unanimously. Emily motioned to approve the 12/14/21 minutes. Jazmine seconded. No discussion. Passed unanimously with Carly abstaining.

Review of proposed EDAB meeting schedule for the remainder of 2022

00:05:55

August proposed meeting on the Wednesday following the 4th Tuesday of the month to allow for County Commission meetings and Travel Council Advisory Boards meetings. The November and December meetings were rescheduled in order to accommodate the traditional holidays of Christmas and Thanksgiving. Carly motioned to approve the schedule. Emily seconded. No discussion. Passed unanimously.

Discussion of vacancy interview date(s) during first full week of July

Review of EDAB vacancy recruitment materials for public circulation

00:13:25

After discussion, EDAB agreed to meet for interviews on July 7th from 2pm-5pm.

Review of Economic Development Strategic Plan RFP

00:18:45

{Attached "Grand County Request for Proposals (RFP) for RFPeople"}

August gave a brief refresher on the Strategic Plan before opening the floor to discussion. Questions were taken for clarification of the purpose and development of a Strategic Plan. August reviewed the RFP in more detail. EDAB made suggestions for edits to the document. Carly suggested bringing this proposal to the municipalities in Grand County for feedback and additional information.

Final review of Moab Community Childcare funding proposal

01:27:58

{Attached "Moab Community Childcare - Grant Proposal"}

Kelly motioned to recommend that the County Commission consider granting \$100,000 to Moab Community Childcare pending the particular memorandum of understanding to be drafted by GCED staff, the Grand County Attorney, and Moab Community Childcare. Rob seconded. No discussion. Passed unanimously.

Review of Grand County CTE Scholarship Proposal

01:33:02

{Attached "Grand County High School"}

August introduced a proposal to address the funds available in the Workforce Development line of the Rural County Grant. The proposal was developed by Grand County High School as a way to incentivize the Work-Based Learning Internship Program for the students. After discussion, EDAB decided to put more thought into what their goals are for funding Workforce Development relating to the younger population of Grand County.

Discussion of proposed Rural County Grant Part A funding for Housing Analysis in partnership with Grand County Planning & Zoning

01:52:44

{Attached "Grand County Request for Proposals (RFP) Relating to: Professional Planning Services for Local Housing and Affordable Housing Nexus Study and Linkage Fee Analysis"}

Elissa gave a brief description of the origin of the proposed partnership before giving an overview of the proposal. During discussion, it was noted that this study needed to be completed in order to move forward with proposed policies regarding housing and that the funds from the Rural County Grant had to be spent by the end of July. Rob motioned to recommend that the County Commission consider that the Grand County RFP Relating to Professional Planning Services or Local Housing and Affordable Housing Nexus Study and Linkage Fee Analysis be funded by the Rural County Grant Part A funds set aside for housing and workforce development. Kelly seconded. No discussion. Passed unanimously.

August adjourned the meeting.



REGULAR MEETING

ECONOMIC DEVELOPMENT ADVISORY BOARD (EDAB)

Held at the Grand County Commission Chambers

125 E Center Street

Moab, Utah 84532

Remote attendance option available on Zoom:

See below for instructions to give public comment

Zoom Meeting Info

<https://us02web.zoom.us/j/89142083605?pwd=YXRSRTB1MnBxV253NFBwc0IndVZOdz09>

Call-in: 669-900-6833

Meeting ID: 891 4208 3605

Passcode: 550191

AGENDA

June 29th, 2022

3:00 pm

- **Welcome**
- **Conflicts of Interest, disclosures, ex-parte communication**
- **Citizens to -be- heard**
- **Introductions**
- **Presentations, if any**

Discussion and Action Items:

- Approval of December 1st, 2021 Economic Diversification Advisory Council meeting minutes
- Approval of November 18th, 2021 Economic Development Advisory Board meeting minutes
- Approval of December 14th, 2021 Economic Development Advisory Board meeting minutes
- Review of proposed EDAB meeting schedule for the remainder of 2022
- Discussion of vacancy interview date(s) during first full week of July
- Review of EDAB vacancy recruitment materials for public circulation
- Review of Economic Development Strategic Plan RFP
- Final review of Moab Community Childcare funding proposal
- Review of Grand County CTE Scholarship Proposal
- Discussion of proposed Rural County Grant Part A funding for Housing Analysis in partnership with Grand County Planning & Zoning

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. Page 2 of 2 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.



GRAND COUNTY REQUEST FOR PROPOSALS (RFP)

FOR

Media Agency RFP People

Proposals are due by:

4XX:00pm-XXpm on June 15XXXX XX, 2022

SEND ONE (1) SEALED COPY OF THE PROPOSAL TO:

Gabriel Woytek
Grand County Clerk/Auditor
125 E Center Street
Moab, UT 84532
Phone: 435-259-1322
Email: gwoytek@grandcountyutah.net

SEND TECHNICAL INQUIRIES TO:

August Granath
Director, Grand County Economic Development Department
84 N 100 E
Moab, UT 84532
Phone: 435-259-1370
Email: agranath@grandcountyutah.net

IMPORTANT NOTICE TO ALL RESPONDENTS: Grand County reserves the right to: disqualify incomplete solicitations, waive minor defects as it deems applicable in the written solicitations, request additional information from any respondent, change or modify the scope of the project at any time without penalty, negotiate terms with one or more of the respondents, reject any or all proposals without penalty, and take any steps necessary to act in the County's best interest. The County also reserves the unilateral right to order, in writing, changes in the work within the scope of the contract and changes in the time of performance of the contract that do not alter the scope of the contract work. Proposals will not be considered for award if received by Grand County after the official closing date and time.

SUMMARY OF REQUEST

The Grand County Economic Development Department (EDD) is seeking proposals from ~~media agencies~~ firms to support the execution of its Economic Development Organization (EDO) Economic Development ~~Master Plan~~ Strategic Plan. ~~Key needs include the development of marketing strategy, media planning, and media buying.~~ Need to demonstrate impact of the Economic Diversification funding from TRT for the 2026 State legislative session.

Background

With a resident population measured at just under 10,000, Moab, Utah is the county seat of Grand County and welcomes millions of visitors each year to visit outdoor sites including the famous Arches National Park. In recent years, the Moab area has seen rapid growth in its tourism economy. This growth has been punctuated by the COVID-19 pandemic; businesses in Grand County have experienced both extreme gains and market volatility as guests have flocked to recreate in open-air spaces deemed a lower risk for disease transmission. As Grand County's tourism industry continues to expand, it places increased stresses on its natural resources as well as residents' quality and affordability of life, calling into question the industry's overall sustainability. Moreover, as tourism-related businesses employ nearly 60% of Grand County's workforce, longtime residents and newcomers alike are unable to reliably access high-paying, non-seasonal jobs that support a diversified and resilient economy.

With the support of Grand County, the Utah State Legislature passed House Bill 247 in 2021, allowing counties that host "gateway communities" (such as Moab) to allocate a significant portion of their Transient Room Tax (TRT) funds towards "mitigating the impacts of recreation, tourism, or conventions." Prior to the passage of HB 247, the Grand County Commission in 2020 adopted an "Economic Diversification Action Plan," realizing the need to stabilize its economy with jobs and businesses resistant to visitation-related economic shocks.

The passage of HB 247 presents an immense opportunity for Grand County to prove that, by diverting these TRT dollars (collected from all visitors who stay at hotels, campgrounds, or short-term rentals in the county) towards community mitigation and economic diversification measures, destination economies can be strengthened by increased flexibility in TRT expenditure. With a sunset clause of 2026, Grand County is eager to spend its TRT mitigation dollars on programs and projects that foster a sustainable, livable, and resilient economy and community.

The EDD is the EDO that manages how those TRT funds are spent as directed by the County Commission and in accordance with the advice of the Moab Area Travel Council Advisory Board (TCAB) and the Grand County Economic Development Advisory Board (EDAB).

The Economic Development Master Plan is one of several implementation strategies contained within the County's Comprehensive General Plan. While General Plans often have a 10-20 year planning horizon, individual Master Plans (including the proposed Economic Development Master Plan) should provide actionable strategies to be accomplished within a **three-five-year horizon**.

Section Eleven: Healthy Economy, in the County's newly adopted 2030 General Plan, provides the overall vision, goals and objectives that the community desires to achieve in the long term. The Economic Development Master Plan should not only lay the groundwork for how to achieve a "Healthy Economy", as defined in the General Plan, but do so in a way that works in concert with other elements of the General Plan, such as Social, Environmental, and Housing elements.

Scope of Work

1) Sustainable and Intentional Tourism

- a. Assist the EDD with the development of a sustainable, actionable, and community-driven plan for tourism going forward, informed by input from individuals/groups including but not limited to the Moab Area Chamber of Commerce, the Grand County Commission, the EDD's TCAB and EDAB governing bodies, and the resident population of Grand County; and
- b. Create and initiate measurement of key performance indicators (KPIs) and strategic benchmarks, as well as utilize other available indices to assist the EDD and Grand County in measuring the success of the aforementioned plan; and
- c. Advise the EDD, its governing bodies, and the Grand County Commission on how to create and promote "off-season" tourism

opportunities to foster consistent, year-round economic activity, in conjunction with the aforementioned plan.

2) Business Retention, Expansion, and Attraction

- a. Expand on the EDD's business visitation ("one-on-one's") program to increase local proprietors' perceived and actual value in meeting with the EDD; and,
- b. Identify barriers (including, but not limited to, local government policies, limiting factors imposed or supported by regulatory bodies, and current zoning laws affecting commercial development and/or business expansion) to business creation, growth, and expansion for both tourism-related and other businesses and develop an actionable strategy list empowering the EDD to effectively address and/or remove these barriers; and,
- c. Undertake a comprehensive review of commercial spaces within Grand County, identify parcels ripe for commercial and/or mixed-use development, and provide the EDD with a strategy to incentivize and/or create opportunities for sustainable, diversified operations within these lands.

3) Economic Diversification

- a. Create an advisory plan for the EDD and the Grand County Commission to reference when experiencing economic shocks and/or losses in the event that little or no positive economic diversification progress is made by the year 2026 (at which point the sunset clause for HB 247 will take effect); and,
- b. Define what economic diversification means for Grand County...
- c. Identify Grand County's ~~diversified businesses and industries~~ growing non-tourism industries -and advise the EDD on how to effectively

preserve the operations and existence of these businesses ~~within these sectors and industries~~; and,

- d. Assess tourism and non-tourism industry trends, and advise and define to the EDD and the Grand County Commission which industries should be targeted for attraction and/or expansion, with express concern for the preservation of surrounding natural resources and quality of life concerns voiced by county residents; and,

4) Workforce Development

- a. Develop an understanding of our current workforce shortage which, though not unique to similarly-sized rural communities, is further exacerbated by soaring housing prices and costs of living, a lack of housing stock as well as centralized housing, second-home ownership and traditional dwellings converted to overnight rentals, and a lack of a diversified economy providing stable, year-round positions and wages;
- b. Assess local, state, and regional partnerships, programs, and potential models that are already-in-place or in development and that support workforce development, including but not limited to Utah State University programs, Grand County High School's Career and Technical Education (CTE) program, local internships and apprenticeships, remote worker training, and worker upskilling opportunities; and,

¶

~~Advise the EDD and the Grand County commission, with detailed knowledge gleaned from assessments required from the two aforementioned items, on programs to develop, bolster, or enter into in order to create a sustained suite of programs that attract, retain, and create talent within Grand County's workforce; and, ¶~~

- c. Assess the feasibility of employer-funded local workforce transportation and housing, with consideration for potential incentives provided by or patronships with local government; and,
- d. Identify legal and other barriers to providing creative solutions to support transient and/or unhoused Grand County workers, with special attention to those who are forced to or elect to live primarily in camp sites, automobiles, or otherwise utilize nontraditional housing; and,
- e. ~~Pose creative solutions to support transient/and or unhoused Grand County workers with detailed advisement on how to overcome any obstacles identified in the aforementioned item.~~¶

5) Addressing Quality of Life

- a. ~~Develop a comprehensive list of quality of life concerns relevant to Grand County which identifies agencies, groups, or individuals integral to creating community solutions, and which identifies the EDD's role in each concern and advises the EDD on stakes to take within each concern, if at all, and,~~¶
- b. ~~Advise the EDD on how to incorporate into its traditional destination management organization (DMO) activities practices and techniques that balance tourist and resident needs, prioritize solutions to major quality of life concerns for residents, and effectively communicate quality of life concerns to tourists before they arrive at and during their stay in Grand County; and,~~¶
- ¶
- e. Advise the EDD on how to increase residents' access to outdoor recreation opportunities through education and community-facing events; and,
- d. ~~Create an actionable, community-driven strategy that aims to~~ Create lasting solutions to Grand County's most pressing quality of life concerns, which include but are not limited to congestion on Main

Street, noise pollution and other concerns regarding off-highway vehicle (OHV, UTV, etc.) use, and light pollution; This will be done in partnership with other county departments who may take the lead on these items, and,

~~Develop a comprehensive list of quality of life concerns relevant to Grand County which identifies agencies, groups, or individuals integral to creating community solutions, and which identifies the EDD's role in each concern and advises the EDD on stakes to take within each concern, if at all; and, ¶
¶~~

- e. ~~Create an actionable, community-driven strategy~~ E that ensures the sustainable use and preservation of Grand County's public lands and limits any negative environmental included by those posed by tourist visitation and extractive industries, complete with relationship-building, best practices, advocacy, education, and policy measure recommendations; and,
 - f. Identify both immediate and long-term measures that the EDD and/or the Grand County Commission can take to minimize and/or prevent the displacement of current residents due to factors including but not limited to those described in Section 4), Letter a.
- 6) Community Engagement Plan - the selected firm must submit a public outreach plan for obtaining feedback and developing community consensus. The Community Engagement plan should include at least;

a. Interviews with Key Stakeholders (list a few)

b. Minimum of 3 community meetings with;

c. At least 1 presentation to the EDAB, TCAB and Chamber of Commerce; and

d. At least 1 presentation to County Council

7) Addressing Diversity, Equity, and Inclusion (DEI)

- a. Ensure that all residents will be able to participate in and benefit from sustainable economic growth; and,
- b. Ensure meaningful participation with historically marginalized communities by developing stronger partnerships with local organizations serving these communities; and,
- c. Conduct outreach in Spanish and other languages spoken locally so that all residents can participate in and benefit from EDD and county programs.



8) Implementation Plan for the Grand County Economic Development Department

- a. Review the EDD's current programs offered or in development and create a unified implementation plan; ~~including monitoring tools and~~ success measures to provide strategic direction to the EDD;
- b. Develop a strategy to facilitate ongoing community communication, receive community input, and foster and maintain sense of transparency and accountability within the community.
- c. Create an implementation matrix with recommended prioritization of the County's economic development efforts and resources (human and financial) for the next three years and measurable annual objectives including implementation guidelines and schedule. The Matrix should recommend strategies, resources (human and financial) and timeframes specific to each strategy/objective
- d. Identify funding and other resources as necessary for any strategies/objectives

9) ~~Addressing Diversity, Equity, and Inclusion (DEI)~~



~~a. Ensure that all residents will be able to participate in and benefit from sustainable economic growth; and,~~



~~b. Develop a plan to meaningfully connect with historically marginalized communities by developing stronger partnerships with local organizations serving these communities; and,~~



~~c. Conduct outreach in Spanish and other languages spoken locally so that all residents can participate in and benefit from EDD and county programs.~~

d.

Expected Deliverables

1. Community Engagement plan
2. Tourism Strategic Plan
3. Commercial land use analysis and assessment of City and County Business Regulations
4. Industry Cluster Analysis
5. Workforce Development Partnerships and Feasibility of Employer Funded transportation and housing
6. Coordination with other Grand County Depts to address quality of life priorities
7. Administrative draft report and implementation matrix
8. Public draft report and implementation matrix
9. Presentations to the EDAB and TCAB
10. Presentation to County Commission
11. Final report and implementation matrix as approved by the County

Materials to be provided upon request:

1. Current Grand County General Plan
2. Draft 2018 Economic Development Plan
3. Economic Diversification Action Plan
4. Sales Tax Leakage Report
5. Area Sector Analysis Plan (ASAP)

6. EDAC Prioritization exercise ¶
- ~~7.~~
8. Utah Economic Vision 2030
9. SEAULG CEDS 2018-2023
10. TCI re-envisioning study

Other thoughts

- 2023 budget recommendations?

Proposal Requirements

The following must be included in the proposal and received by the due date for the proposal to be considered complete:

- 1) Firm Background and Narrative
 - a. Provide the firm's name, address, and contact person; and
 - b. Describe the firm's understanding of the work to be performed and why the firm is uniquely qualified to perform that work. Include any relevant history or credentials of staff.
- 2) Sample of Work
 - a. Share at least one example of past work that demonstrates the capabilities of the firm to perform the requested work.
- 3) Cost of services to be provided
 - a. A schedule of fees for the various services to be performed
- 4) Signature Page
 - a. Public Records Law Form (attached) must be signed by a principal of the business who is authorized to execute the contract. Please include this signed form in the proposal.

Selection Criteria

The following criteria will be used when evaluating the proposals.

- 1) Completeness of Proposal (20 points)
- 2) Qualifications and Expertise of Staff (20 points)
- 3) Demonstrated knowledge to meet the scope of work (20 points)
 - a. Marketing strategy, media planning, and media buying experience (10 points)
 - b. Familiarity with responsible recreation, sustainability and resource preservation (10 points)
- 4) Knowledge of Moab as a Travel Destination (20 points)
- 5) Cost (20 points)

Selection Committee

- 1) Grand County Commission Administrator
- 2) Grand County Clerk/Auditor
- 3) Grand County Economic Development Director
- 4) Grand County Economic Development Specialist
- 5) Grand County Economic Development Advisory Board Chair
- 6) Moab Area Travel Council Board Chair

Proposals will be considered by a selection committee. After proposal opening, further discussions may be conducted, and revisions of the proposals allowed. There is no express or implied obligation for Grand County to reimburse respondents for any expenses incurred in preparing proposals in response to this request. It is anticipated that the final award of the contracts will be made in the next available duly noticed Commission Meeting.

Additional Terms and Conditions

See Form I and Schedule A, attached hereto.

Contract Details

The selected firm will be awarded an annual contract with an opt-in renewal clause for up to three years.

Submittal Instructions

Send one (1) sealed copy of the proposal via email to the Grand County Clerk/Auditor's office, 125 E Center Street Moab, UT 84532, no later than **4:00 p.m. June 15, 2022**. The sealed envelope must be labeled with the submitter's contact information and labeled "ED Master Plan Proposal – FIRM NAME". Please replace FIRM NAME with the name of the firm submitting the proposal. Proposals will not be reviewed until after the submission deadline.

Technical inquires may be sent to August Granath agranath@grandcountyutah.net.

FORM I

Public Records Law

THIS FORM MUST BE COMPLETED AND RETURNED WITH YOUR PROPOSAL

Upon selection of the award, submittals become “public records” and shall be subject to public disclosure consistent with the Governmental Records Management Act. Those who submit must invoke the exemptions to disclosure provided by law in the response to the solicitation, and must identify the data or other materials to be protected, and must state the reasons why such exclusion from public disclosure is necessary.

If you submit information exempt from public disclosure, you must identify with specificity which page(s)/paragraph(s) of your proposal package is (are) exempt from the Governmental Records Management Act and identify the specific exemption section that applies to each. The protected information must be submitted to the County in a separate envelope marked accordingly. By submitting an offer in response to this solicitation, you specifically agree to defend and indemnify Grand County, County Commission, and its officers, employees and agents, and hold them harmless from any claim or liability and defend any action brought against them for their refusal to disclose copyrighted material, trade secrets or other proprietary information to any person making a request therefore.

Company Name: _____

Authorized representative (printed): _____

Authorized representative (signature): _____

Date: _____

SCHEDULE A

Requirements/Standards Governing RFP

SCOPE: The following terms and conditions, included in this section shall govern the submission of proposals. Any conflict with the terms and conditions contained in this section shall be controlled by the stricter term or condition. The County reserves the right to reject any proposals, which takes exception to the terms or conditions in this document.

COMPLETING PROPOSALS: Proposals must be submitted with the required forms herein and all forms must be completed in accordance with the instructions. Any and all corrections and/or erasures must be initialed and dated by the respondent. Each proposal must be manually signed in ink by an authorized respondent and all required information must be provided. Each respondent may submit only one (1) proposal. The contents of the proposal submitted by the successful respondent will become part of any contract awarded as a result of this request.

ADDENDUM: All changes in connection with this request for proposals will be issued by the County's in the form of a written addendum. Signed acknowledgment of receipt of each addendum should be submitted with the proposal's response.

TAX EXEMPT: Grand County is exempt from federal and state taxes. DO NOT include taxes in the proposal.

LATE PROPOSALS AND MODIFICATIONS OR WITHDRAWALS: Proposals received after the date and time indicated on the cover sheet shall not be considered and shall be returned (unopened if sealed) if the respondent is identified on the proposal envelope. Proposals may be withdrawn or modified in writing prior to the proposal submission deadline. Proposals that are resubmitted or modified must be sealed and submitted to the County prior to the proposal submission deadline. After proposal opening no changes in proposal prices or other provisions of proposals prejudicial to the interest of the County or fair competition shall be permitted.

NEGOTIATION: The County reserves the right to negotiate each proposal, to the extent permissible under Utah's Procurement Code.

TIME LIMIT TO EXECUTE CONTRACT: The respondent must successfully execute a contract within the specified time after the County's notification to enter into contract. If the respondent fails to execute a contract within the required time, award to that respondent may be withdrawn and award made to the next highest rated respondent.

CODES AND REGULATIONS: All deliverables and work within the scope of this request shall be completed by the respondent in conformance with all applicable codes and regulations.

ASSIGNMENT OF CONTRACTUAL RIGHTS: Successful respondent shall not assign, transfer, convey or otherwise dispose of any contractual rights derived from this quotation request or its right, title or interest in or to the same, or any part thereof, without the previous written consent of Grand County.

COLLUSIVE PROPOSALS: The respondent certifies, by submission of a proposal, that their proposal is made without any previous understanding, agreement or connection with any person, firm or corporation making a proposal for the same products or services with prior knowledge of competitive prices, and is in all respects fair, without outside control, collusion, fraud or otherwise illegal action. Any evidence of collusion among respondents and prospective respondents acting to illegally restrain freedom of competition by agreement to offer a fixed price, or otherwise, will render the proposals of such respondent void.

CONFLICT OF INTEREST: The award hereunder is subject to provisions of Utah State Statutes and Grand County ordinances and policies. All respondents must disclose with their proposal the name of any officer, director, or agent who is also an employee of Grand County, Utah. Further, all respondents must disclose the name of any Grand County employee who owns, directly or indirectly, any interest in the respondent's firm or any of its branches.

No person involved in making the award decisions may have personal investments in any business entity that will create a substantial conflict between their private interests and their public duties. Any person involved in making procurement decisions is guilty of a felony if the person asks, receives, or offers to receive any emolument, gratuity, contribution, loan, or reward, or any promise thereof, either for the person's own use or the use of benefit of any other person or organization from any person or organization interested in selling to the County.

DISCLAIMER OF LIABILITY: Grand County or any of its agencies will not hold harmless or indemnify any respondent for any liability whatsoever.

HOLD HARMLESS: The respondent agrees to protect, defend, indemnify, and hold the Grand County, and its officers, council members, commissions, employees and agents free and harmless from and against any and all losses, penalties, damages, settlements, costs, charges, professional fees or other expenses or liabilities of every kind and character resulting from the error, omission, or negligent act of the respondent, its agents, employees or representatives, in the performance of the respondent duties under any agreement resulting from award of this proposal. The respondent further shall agree to investigate, handle, respond to, provide defenses for and defend any such claims, etc., even if such claim is groundless, false or fraudulent.

ANTI-DISCRIMINATION CLAUSE: No respondent on this proposal request shall in any way, directly or indirectly, discriminate against any person because of age, race, color, handicap, sex, national origin, or religious creed.

PUBLIC RECORD: Grand County is governed by the Governmental Record Management Act (except from exemptions allowed by state law). Information or data pertinent to the respondent's proposal and of a confidential nature must be bound and placed in a separate sealed envelope and included with each copy of the respondent's proposal. Grand County requests that a minimum amount of confidential material be used by the respondent in preparing responses to the proposal. Materials consisting merely of general descriptive information will not be considered confidential under any circumstances.

INCURRED EXPENSES: This proposal does not commit Grand County to make an award, nor shall the County be responsible for any cost or expenses which may be incurred by any respondent in preparing and submitting any offer, or expenses incurred by any respondent prior to the execution of a purchase order or contract agreement.

NO WAIVER OF FUTURE RIGHTS: No provision in this document or in the respondent's proposal shall be construed, expressly or by implication, as a waiver by Grand County of any existent or future right and/or remedy available by law in the event of any claim or default or breach of contract.

RFP DISCLAIMER. Grand County reserves the right to disqualify incomplete proposals, waive minor defects, as it deems applicable, in the written proposals, to request additional information from any respondent, change or modify the scope of the project at any time, without any penalty, negotiate terms with one or more of the respondents, reject any or all proposals, without a penalty, and take any steps necessary to act in the County's best interest. The County also reserves the unilateral right to order, in writing, changes in the work within the scope of the contract and changes in the time of performance of the contract that do not alter the scope of the contract work.

MOAB COMMUNITY CHILDCARE - GRANT PROPOSAL

Moab Community Childcare
360 W 400 N
Moab, UT 84532
moabchildcare.org

Rob Walker
Board Chair of Moab Community Childcare
(860) 965-8606
rswalker@gmail.com

BACKGROUND

OUR MISSION IS TO INCREASE CHILDCARE SUPPLY

Moab Community Childcare is a 501(c)(3) non-profit organization whose mission is to increase the availability of high-quality childcare in Grand County, Utah by (1) opening our own childcare centers; and (2) supporting the creation and operation of childcare facilities in Grand County, Utah that we do not own or operate.

CHILDCARE IS ECONOMIC DEVELOPMENT

We believe lack of childcare is a major impediment to economic growth. Given the high cost of housing relative to incomes in Grand County, both parents often need to work. If parents cannot find childcare, one has to stay home. We estimate there are perhaps several hundred parents in Grand County that would be able to work if they had childcare.

300+ NEEDED SPOTS

There are 139 spots for childcare in Grand County. However, 100 kids are born here each year. Workforce services estimates there is demand for 465 spots for kids under age 6. The true disparity might be greater when you include the need for childcare for older kids (i.e. after school, summers).

\$10+ MILLION IN POTENTIAL ECONOMIC GROWTH

When a parent cannot find childcare, their options for work are limited. If all demanded childcare spots were filled, perhaps another 200 individuals would be able to work full-time. This would translate into \$8 million of economic growth assuming they earn \$40,000/yr.

Separately, the State of Utah provides generous childcare subsidies which cover nearly the entire cost of childcare. For example, a family of four that earns under \$73,000 per would qualify for roughly \$750 per month in reimbursements for each child (\$1,500 in total). If all demanded childcare spots were filled, and the parents were all receiving the state subsidies, that would translate into an additional \$3 million that Grand County would be receiving from the state of Utah. This would go predominantly to wages for childcare workers.

EXISTING PROVIDERS ARE STRESSED

There are only 11 providers of childcare in Grand County. In the past two weeks we have met with five and we've found that each are stressed in various intuitive ways. The main stressors stem from the constant demands on their time. Most are open 50 hours a week or more. This doesn't include time spent cleaning up (imagine how messy 20 kids are), food shopping for the kids, and the various administrative tasks of running a business. Providers do earn higher incomes than Grand County averages, but they work very hard for the money.

The obvious question is why not hire more staff? The trouble is that childcare businesses are difficult to expand in small amounts. Hiring a full-time employee is typically out of the question for an in-home provider because it would require the provider to nearly double their capacity to keep income from falling. Hiring a part-time employee is also difficult in practice because it will add cost without adding revenue (the state has strict limits on ratios of caregivers to kids).

THE PLAN: SECURE THE BASE, THEN EXPAND

Our initial plan was to apply for a grant to focus solely on incentivizing new providers. While that will still be a focus, we think we'd be short-sighted if we didn't first help stabilize our existing providers to help them thrive, as well as to ensure we don't lose any of them. We also believe that a well-supported base of existing providers will be a key resource in helping us convince potential new providers to open their own daycares.

PROPOSED USE OF GRANT FUNDS

After hosting a roundtable discussion and meeting 1x1 with existing providers we have developed a rough outline of a few programs to help them thrive. Overall, we are requesting a grant of **\$100,000** to create and administer the following programs for one year.

(1) HELPING HANDS - \$56,700

From our conversations with providers, we found what they needed most was an extra pair of hands to help out with childcare, cleaning, and procuring food for the kids. None had enough work for a full-time person, but the idea of having someone from our staff visit their location once a week or so to help was universally supported. Most seemed to be open to even paying for this service.

The Helping Hands program would directly address these needs: caring for the kids, cleaning, and picking up food for their meal program. We think a few hours a week of support per provider would noticeably improve their quality of life, which should help ensure their continued operation.

For your review we have broken down the cost into three buckets.

(a) Caring for the kids - \$27,700

We would use the grant funds to hire an additional caregiver to go to providers locations and provide a pair of helping hands a few hours once a week. This would allow providers time to run an errand, schedule a doctor's appointment, do administrative work free of distraction, or do an activity with the kids that requires an extra helper.

11 providers x 73% utilization x 3 hours a week x 50 weeks x \$23/hr = \$27,700

(b) Cleaning assistance - \$20,100

As one can imagine, toddlers make a mess. Providers estimate they spend about 1-2 hours a day cleaning at the end of the day. We would provide a staff member or contract with Real Green Clean to clean a providers' facility once a week for 1-2 hours.

11 providers x 73% utilization x \$50 per cleaning x 50 weeks = \$20,075

(c) Grocery store pickup - \$2,300

With the long hours providers work it's hard to find time to shop for food for the kids. City Market is often very busy after work and weekends, the only times available to the providers. Providers mentioned that ordering pick-up has been a big help. Since we plan to have our employees going to each center once a week anyways, we'd like to include the option for us to pick up their weekly grocery order too. This should only add another 15 minutes of time for one of our employees but save the provider at least 30 minutes of round-trip time at the end of a work day.

11 providers x 73% utilization x .25 hours per pickup x 50 weeks x \$23 hour = \$2,309

(2) PEER SUPPORT NETWORK - \$2,400

One surprise from our roundtable event was how much providers enjoyed talking with one another. Sharing best practices, frustrations and just having more adult interaction were all reasons cited as to why the roundtable was a success. We would like to continue to host such events, which will be part support group, part best practice type sessions around a relevant conversation topic.

12 events per year x 10 attendees x \$20 per person in food/drink = \$2,400

(3) CAPITAL EXPENDITURE MATCHING - \$9,000

Most providers mentioned they had improvements to their facilities/homes that they were considering but have put off due to the cost. Typical requests were playsets and synthetic grass (the state of Utah requires that outdoor areas be cushioned and grass is hard to keep alive with kids regularly playing on it). We think a 1 to 1 match would strike the right balance of incentivizing facility improvements that would benefit the kids without encouraging frivolous spending. We would like to provide matching funds for up to \$2,500 per provider each year.

5 providers utilize the grant x \$1,800 average match = \$9,000

(4) NEW PROVIDER INCENTIVES - \$25,600

Once we first stabilize the base of existing providers we plan to focus on increasing the number of childcare spots both by incentivizing new providers to take the plunge and create in-home daycares.

Opening a new center can require \$10,000 in costs or more. Fencing can cost \$5,000, synthetic turf another few thousand and toys and other equipment a few thousand more. We would like to offer a 1 to 1 match of up to \$5,000 to help reduce this barrier to entry for potential new providers.

2 new providers x \$5,000 grant = \$10,000

We would also like to offer a \$2,000 referral bonus to any provider who recommends a new provider (payable once they receive their childcare license and open their doors). The decision to start a business isn't made lightly, hours of support are typically needed. Existing providers are in an unique position to encourage potential new providers to follow-through with the process. We think a referral bonus will incentivize existing providers to help get potential new providers to the finish line.

2 new providers x \$2,000 referral bonus = \$4,000

In addition, we would also like to offer a bonus to any new provider who completes the licensing process and opens a daycare for at least 8 kids, payable after one month of operation.

2 new providers x \$5,000 bonus = \$10,000

We would also like to provide free mentoring for new providers (who aren't referred to us by an existing provider). We think this will help incentivize new providers into taking the plunge as well as help increase their chances of success. The mentors will be existing providers in our community.

2 new providers x 1 hour a week of mentoring x 26 weeks of mentoring x \$30/hr = \$1,560

(5) OVERHEAD - \$13,000 (15% of overall program spend)

Cost for Moab Community Childcare to administer these programs.



GRAND COUNTY HIGH SCHOOL

608 South 400 East, Moab, Utah 84532

• Phone: (435) 259-8931 • Fax: (435) 259-4191

www.grandschools.org/highschool



May 23, 2022

To Whom it May Concern:

Grand County High School and Grand County School District are excited to participate in partnership with the Grand County Office of Economic Development to promote career development and exploration for high school students with the aim of filling high wage, high demand jobs in the workforce of the Grand County Community. Cari Caylor is the Director of Career and Technical Education for Grand County School District and Kady Brennan is the Career and Technical Education Pathway Coordinator and the Work-Based Learning Instructor for Grand County High School. Together, they make up the team of educators vested in workforce development through educational training and experiential experiences for Grand County's workforce of the future.

The purpose for this proposal is to initiate an incentive program that provides students with an end of term stipend for successfully completing an internship at Grand County High School and positively engaging with workforce development in Grand County. The Work-Based Learning Internship program strives to increase specific skills for the future workforce by allowing students to get hands-on experience in the workplace. In this program, students are placed in internships at a variety of businesses and organizations around the community that align with their career interests, as well as accommodate employer's needs. By completing an internship, students earn high school credit toward their desired career pathway, along with gaining crucial 'on the job' skills that richly apply to their future.

Moab is unique in its ability to provide employment to its citizens. The tourism based economy relies heavily on a seasonal workforce that balloons in the spring, summer, and winter seasons and shrinks during the winter. Businesses are left struggling to find, train and hang onto employees as many come and go from Moab based on the season. Grand County School District believes that encouraging students to participate in the Internship process affords them the opportunity to gain skills that are beneficial to the overall economy and economic and workforce development in Moab and Grand County.

The team would like to propose that the \$20,000 budget be divided among seniors who completed a Work-Based Learning Internship over the course of the 2021-22 school year and students who complete an internship in the Fall of the 2022 school year. If the partnership works and proves to be beneficial then the team would propose to extend the program into the future.

Dr. Mary Marable
Principal

Alanna Simmons-Cameron
Assistant Principal

Cari Caylor
CTE Director

To educate all students in a safe, supportive, challenging environment where they can learn to be responsible citizens and lifelong learners



GRAND COUNTY HIGH SCHOOL

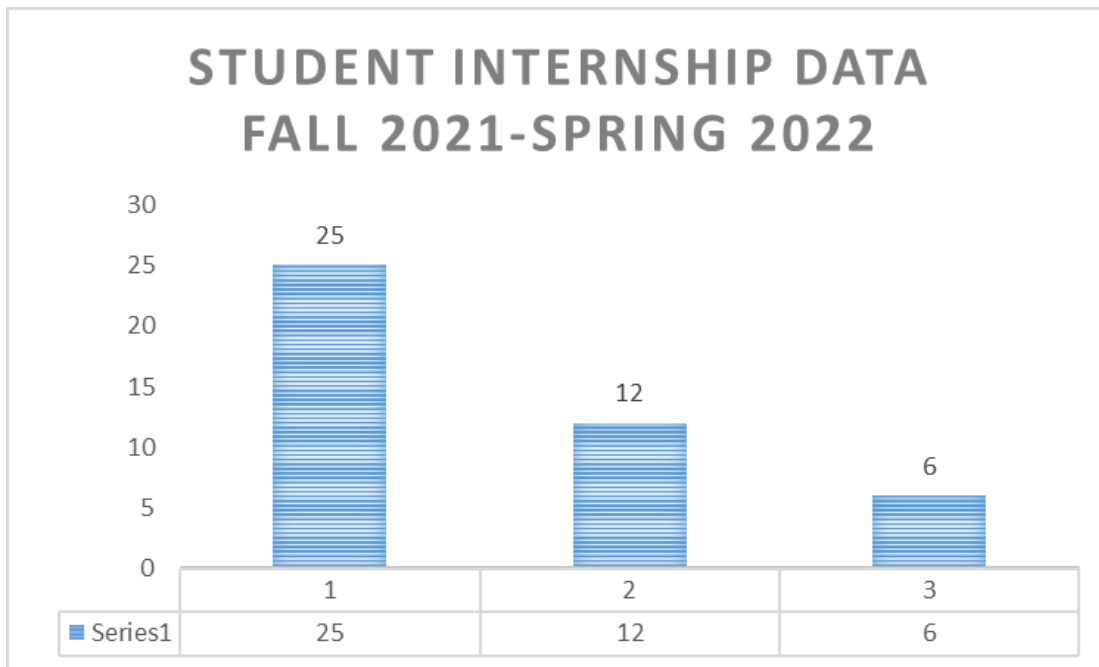
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The table below indicates the proposed budget and number of students benefitting from this project.

Number of Seniors	Year	Cost per Senior	Tri 1	Tri 2	Tri 3	Total Students	Total Cost
43	2022	\$250.00	25	12	6	43	\$10,750.00
37	2023	\$250.00	37	0	0	25	\$9,250.00
Totals:			62	0	0	68	\$20,000.00

The chart below outlines the number of interns per trimester.



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GRAND COUNTY REQUEST FOR PROPOSALS (RFP)

Relating to: Professional Planning Services for Local Housing and Affordable Housing Nexus Study and Linkage Fee Analysis.

- 1. Intended Outcomes:** This study should provide the legal justification for new housing-related policies the County would like to implement for the purpose of ensuring future housing stock for local year-round residents and our seasonal workforce, as well as the appropriate linkage fees related to the provision of deed restricted units and affordable units.

The study should build upon the assured housing feasibility report and nexus analysis that was conducted in 2018 by BAE Urban Economics, which provided the foundation for the County's current Assured Housing section in the Land Use Code.

Due to recently adopted Utah legislation, the County must plan for and develop an implementation plan for housing for various income levels,¹ but it may not mandate affordable housing requirements for new development without an incentive. Affordable housing is referred to as "moderate income housing" and means "housing occupied or reserved for occupancy by households with a gross household income equal to or less than 80% of the median gross income for households of the same size in the county in which the housing is located."²

For this reason, the County is updating its LUC Section 6.15 Assured Housing section to be compliant with State legislation. In conjunction with this update the County would like to increase its rate of success by expanding existing measures and introducing new measures that will produce attainable housing for local residents.

More specifically, the Planning & Zoning Department has come up with a two-prong approach to help alleviate barriers to attainable local housing within the legal constraints of Utah State Legislation and to identify effective development incentives and trade-offs:

- A. "LOCAL HOUSING"** One outcome of this study should be to develop an inclusionary zoning policy and regulation focused on the provision of deed restricted housing for locals (not moderate income housing, just deed restricted for locals). Potentially, this would include a regulatory (Land Use Code and General Plan) update to implement a deed restricted housing requirement for all new residential subdivisions and commercial development (with some exceptions)³, at the time of application to Planning & Zoning, by providing a percentage of deed restricted housing units or a justifiable fee in lieu;
- B. "AFFORDABLE HOUSING"** Another outcome should be to leverage the County's relatively low density zoning to incentivize affordable housing units or fees in lieu through mechanisms such as transfer of density or density bonusing tied to effective criteria.

- 2. Baseline Analysis:** Update to the 2018 BAE Assured Housing Feasibility Analysis to include the following:

¹ See Utah Statute § 17-27a-403 which requires the County General Plan to 1) designate the long-term goals and general distribution and location of land for housing for residents of various income levels; and 2) include a moderate income housing element that provides a realistic opportunity to meet the need for additional moderate income housing within the next five years, selects three or more moderate income housing strategies, and includes an implementation plan.

² Utah Statute § 17-27a-103(43).

³ Based on [Summit County, Utah's affordable housing code](#): Base Requirement: There shall be a base requirement to provide affordable housing throughout all zones of the Snyderville Basin. The base requirement shall apply to all new residential, commercial, and mixed use development, and shall be calculated using affordable unit equivalents (AUEs).

- A. A demographic and market trends⁴ analysis that identifies types of employers, seasonal workforce housing needs and year-round long-term local housing needs (providing a range of housing types);
 - i. Local housing need (non-workers)
 - ii. Seasonal workforce housing need – mid-term rentals
 - a. Employees of outfitter guide companies, service industry (hotels, restaurants, retail, grocery)
 - iii. Year-round workforce housing need – long term rentals and entry level home ownership
 - a. teachers, public employees, medical/fire/emergency workers, service industry including (reduced) hotel & restaurant staff & managers, retail and grocery, auto shops, banks, title companies, realtors, USPS, miners, other year-round small businesses;
 - iv. Current housing vacancy rates – percentage and numbers - by type.
 - v. Current homelessness and number of seasonal workers “squatting” (e.g. seasonal camping for work) in the valley overall (not just County).
- B. A housing market analysis⁵ which identifies the housing affordability gap and influencing factors
 - i. The 2018 study identified population growth as a cause for housing being inaccessible for locals, but the 2020 Census shows a decline in Grand County population while housing prices continue to increase drastically, outpricing the majority of the population. Update population growth trends and provide up to date housing market trends. Identify root causes of the inflated housing market, including impacts of commercial and industrial growth and influence of institutional investors.

3. Legal Nexus & linkage formula Currently Grand County only assesses an assured housing requirement for new hotel/motel development or luxury single family dwellings, and neither have produced results.⁶ Policy (A) would assess a “local housing” requirement as opposed to “affordable housing” requirement, and would be applied to all new development (with justifiable exceptions such as certain zoning use types – public and institutional, parks and public amenities). Policy (B) would provide options for density bonuses or “upzone” incentives in return for affordable units/fee in lieu.

POLICY A: This study should provide the legal justification for requiring deed restricted units /fee in lieu by clearly identifying the nexus between development and local housing needs. Using the existing linkage fee calculations in the LUC as a foundation and the 2018 BAE nexus analysis, update the formulas to produce local deed restricted units.

- i. Residential: New subdivisions threshold for triggering local deed restricted units – e.g. 4-lot subdivision. What is the rate at which we determine how many units in a subdivision should be deed restricted? (HDHO was 80% but that was with a large density bonus, Moab City is proposing 42% but some feel that is still too high). What is the equivalent fee in lieu?
- ii. Non-residential development: any development that creates jobs and therefore the need for housing (see exceptions below). At what rate do we determine the percentage of local housing that various developments should provide? What is the equivalent fee in lieu?
 - a. Exemptions or reductions: Exempt certain community uses, including non-profit organizations, and public-purpose developments (churches, schools, child-care facilities or publicly-owned buildings)
 - b. Reduce or remove requirements for projects that provide these types of developments: non-residential projects that provide valuable public benefits, such as educational facilities, non-

⁴Some baseline data can be provided by the Moab Area Housing Task Force.

⁵ See FN 3.

⁶ Overnight accommodations are no longer a use by right in our Code, and the luxury calculation has proven too difficult to enforce at the construction stage since it is based on assessed value.

tourism based small businesses that employ less than 3 persons (or what constitutes a “small business”?)

- c. TO BE DETERMINED: study the potential need / benefit of establishing a waiver for economic hardships, and mechanisms that require the policy to be analyzed periodically, and/or triggers to waive fees during economic down cycles.

POLICY B: The County’s current zoning provides relatively low density residential and large areas of residential properties that have potential for conversion to mixed use neighborhood commercial, which in turn, provides opportunities for securing affordable (moderate income) housing/fees in lieu through incentives, such as density bonusing or “upzone” bonusing.

- i. Grand County’s LUC currently offers a density bonus incentive as part of a PUD rezone, but is not historically opted into by developers. How can we improve the density bonus incentive we currently offer and what criteria is the most effective?

- a. Analyze the existing density bonusing structure in our PUD section of the LUC and provide strategies for increasing efficacy of that program.

- ii. In addition, the County is currently in the process of updating the Future Land Use Map, which will include future land use designations that would allow higher density residential and areas slated for conversion from exclusively residential to mixed use neighborhood commercial. Using the Future Land Use map as an incentivizing tool, how can we effectively secure affordable (moderate income) units/fee in lieu when approving a rezone request which would result in an “upzone”.

- a. Provide criteria and appropriate affordable units/fees to implement an “upzone” incentive program where the County would like to enter into a development agreement with the owner to require affordable housing units /fee in lieu for future development potential.

- 4. **Supplemental Feasibility Study (potential PHASE II):** The Grand County Economic Development Department has grant funding to incentivize local housing. Two potential programs could be analyzed as “Phase II” of this study to determine their potential impact on local housing attainability. The two programs are as follows:

- A. A deed restriction purchase program to incentivize homeowners and real estate buyers/sellers to deed restrict their property for local residents of Grand County. With the purpose of preserving a pool of homes for primary occupancy.

- i. Understand the rate at which primary housing stock is turning over, analyze the long term impact of that trend, and analyze the value of an intervention like purchasing deed restrictions for the economy.

- B. An accessory dwelling unit incentive program by which the grant money is used to assist property owners in the construction of ADU’s, helping with construction costs, impact fees, etc..

- i. Analyze the potential for ADUs to address the workforce housing issue and the value/impact of an ADU building incentive.

- 5. **Timeline:** The County would like to update the Land Use Code and General Plan to implement new housing policies as a result of this study by the end of 2022.