



Regular Meeting
Economic Opportunity Advisory Board
Held at the Grand County Commission Chambers
125 E Center Street
Moab, Utah 84532

AGENDA
December 18, 2024

Zoom And Youtube Meeting Information

Join Zoom Meeting

<https://Us02web.zoom.us/j/83345398837?Pwd=Px7fygrfkyrpzjrb93jm8tymzwiso8.1>

Meeting ID: 833 4539 8837

Passcode: 014326

Call To Order

Citizens To Be Heard

Opening Items

- **Welcome**
- **Introductions**
- **Conflicts Of Interest, Disclosures, Ex-Parte Communication**
- **Citizens To Be Heard**
- **Presentations, If Any**

Discussion And Action Items

Interview Applicants For The Following Board Vacancies:

- **One (1) Member Of The Public Who Lives In The County**
- **One (1) Private Sector Representative**

Discussion Of Ongoing Board Efforts To Address The General Plan

- **Update On The General Plan Economic Development Section Drafting Process**
- **Review Of Previous Board Discussions And 11/20 Presentation By Melisa Jeffers**
- **Discussion Of Framework For Prioritizing Action Steps And Identifying Potential Projects**

For Rural County And Rural Communities Opportunity Grants In 2025

Update On The Revision Of The Board's Bylaws And Related Membership And Composition Changes

Update On USU's Small Business Development Center (SBDC) Position In Grand County

Consideration Of Future Agenda Items

Adjourn

NOTICE OF SPECIAL ACCOMMODATION DURING PUBLIC MEETINGS. In compliance with the Americans with Disabilities Act, individuals with special needs requests wishing to attend Grand County Commission meetings/hearings and other Grand County Boards, Commissions, or Committees 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 the Grand County Commission meetings/hearings and other Grand County Boards, Commissions, or Committees 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 Commission meetings/hearings and other Grand County Boards, Commissions, or Committees 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 maybe 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 Commission Meeting and forty-eight (48) hours prior to any Special Commission Meeting. **Information relative to these meetings/hearings may be obtained at the GrandCounty Commission's Office,125 East Center Street, Moab, Utah; (435)259-1346.**



Ben Alter <balter@grandcountyutah.net>

[EconDev] Online Form Submission #8007 for Board, Commission, Committee & Special Service District Application & Certification Form

1 message

noreply@civicplus.com <noreply@civicplus.com>
To: commadmin@grandcountyutah.net, econdev@grandcountyutah.net

Mon, Dec 16, 2024 at 3:27 PM

Board, Commission, Committee & Special Service District Application & Certification Form

Board, Commission, Committee & Special Service District Application & Certification
Form

Instructions: Complete and sign this form and return it to Grand County Commission
Office, 125 E. Center St., Moab, UT 84532; fax: 435-259-2574; or
commission@grandcountyutah.net

Board, Commission,
Committee or Special Service
District

Economic Development Advisory Board

Name: Brittney Melton

Mailing Address:

[REDACTED]

City: MOAB

State: UT

Zip Code: 84532

Day Phone:

[REDACTED]

Email Address: brittneybohannon@gmail.com

In what year did you establish
your current residency in
Grand County? 2017

If not Grand County, which
county do you reside in? UT

Occupation or professional
training: Business Owner, BS in Business Administration

List your work experience
that is relevant to your
application for a position on I have owned and operated my insurance agency for 13 years,
prior to this career choice, I was bank manager here in the
valley. I have written business plans. I hold many state licenses
and have helped many clients with financial planning. My

the Board or Commission for which you are applying:	favorite classes in college included, money and banking, micro and macro economics and international business. My strength is anticipation and asking tough questions. I always ask if this, what will happen? Did we get the outcome we were looking for by implementing this? This is important in developing or finding opportunity in general. Not only have I lead many teams I also have been part of teams my entire life.
---	---

List your non-work experience that is relevant to your application for a position on the Board or Commission for which you are applying:	I have volunteered in multiple capacities for my community, such as a youth sports coach, Rotary, and through my Community Church. I care and have a big heart for this community.
--	--

Grand County Resolution 3184 (October 2019) contains the following Board Member requirements:

- **Must be a Grand County resident (unless otherwise noted);**

- **Terms shall be for four years, unless a shorter period is required by law, or unless a midterm vacancy is being filled;**

- **Board Members shall have the appropriate expertise when required by law;**

- **Submit applications to the Council's Office by the requirements contained in the notice;**

- **Agree to abide by the County's Conflict of Interest Ordinance.**

Additionally, the State Code has the following requirements for Special Service Districts in Grand County:

- **No appointed member of the Board may be a full or part-time employee of the District while serving on the Board;**

- **No person employed by a Special Service District as a full-time or part-time employee may serve on the Governing Board of the District;**

- **A Board Member may not be compensated separately as a Board Member and as an employee for providing the same service;**

- **Each Trustee/Board Member appointed by the County legislative body shall be an elector (registered voter) of the District**

I have read, and I certify, that all the information on this form is true and correct and I meet the requirements listed above. Furthermore, if appointed, I agree to faithfully attend the meetings and adhere to the State laws, County ordinances, and adopted Bylaws that govern the Board or Commission on which I am appointed to serve. Additionally, I have read the County's Conflict of Interest Ordinance (No. 593, 2019) and do not have any inherent conflicts in serving on the Board or Commission to which I have applied. I agree to abide by this Ordinance.

Applicant Certification	By checking this box and typing my name below, I am electronically signing my application.
First Name	Brittney
Middle Initial	R
Last Name	Melton
Date:	12/16/2024
How did you hear about this position?	The county website

Email not displaying correctly? [View it in your browser.](#)



Board and Commission Application and Certification Form

Instructions: Complete and sign this form and return it to Grand County Council Office, 125 E. Center St., Moab, UT 84532; fax: 435-259-2574; or council@grandcountyutah.net

Board or Commission Applied For: Economic Opportunity Advisory Board

Name: Chris Wilson

Mailing Address: [REDACTED]

City: Moab State: Utah ZIP Code: 84532

Day Phone: [REDACTED] Email Address: chris.wilson.e@gmail.com

In what year did you establish your current residency in Grand County? 2021
(residency is required for all Boards; some District boards require residency within the District, which may not include Moab City limits; **two** years' residency prior to assuming board membership is required for Planning Commission)

If not Grand County, which county do you reside in? (applicable for Historical Preservation Commission and Housing Authority of Southeastern Utah) _____

Occupation or professional training: Small Business Owner & Policy Analyst

List your work experience that is relevant to your application for a position on the Board or Commission for which you are applying (if needed, attach a separate page):

-Owner of Curve Coffee LLC, a small Moab-based coffee roasting company.

-As an EOAB board member, recruited and supported successful grant applicants to improve access to workforce housing and childcare.

-13 years experience as a policy researcher and analyst with a focus on trade and economic development within the Americas.

-Author of multiple reports on economic development, innovation, and trade policy in the Americas.

-Conducted focus groups, surveys and data analysis for studies on economic development.

List your non-work experience that is relevant to your application for a position on the Board or Commission for which you are applying:

-Undergraduate certificate in community leadership; Masters Degree in International Affairs;

Phd coursework completed in Public Policy.

-Member, Transportation Research Board Committee on International Trade and Transportation,
National Academies of Sciences, Engineering, and Medicine.

CERTIFICATION

I have read Resolution No. 3184, I understand the eligibility requirements for serving on the above-named Board or Commission, and I certify, that all the information on this form is true and correct.

Additionally, I have read and understand the County's Professional Ethics and Conflict of Interest Ordinance No. 593 (2019), including my duty to disclose non-restricted conflicts of interest prior to relevant discussions and votes and recuse myself from discussions and votes involving my restricted conflicts of interest.

If appointed, I agree to faithfully attend the meetings and adhere to the State law, County resolution and ordinance, and the Bylaws that govern the Board or Commission on which I am appointed to serve. .

Signature: Christopher Wilson Date: 12/9/2024

Board, Commission, Committee & Special Service District Application & Certification Form - Submission #5480

Date Submitted: 12/10/2024

Board, Commission, Committee & Special Service District Application & Certification From

Instructions: Complete and sign this form and return it to Grand County Commission Office, 125 E. Center St., Moab, UT 84532; fax: 435-259-2574; or commission@grandcountyutah.net

Board, Commission, Committee or Special Service District*

Economic Development Advisory Board ▼

Other:

Name:*

Melisa Jeffers

Mailing Address:*

City:*

Moab

State:*

UT

Zip Code:*

84532

Day Phone:*

Email Address:

melisa_jeffers@me.com

In what year did you establish your current residency in Grand County?*

2020

If not Grand County, which county do you reside in?

(residency is required for all Boards; some District boards require residency within the District, which may not include Moab City limits; two years' residency prior to assuming board membership is required for Planning Commission)

(applicable for Historical Preservation Commission and Housing Authority of Southeastern Utah)

Occupation or professional training:

Founder, CEO, Attorney

List your work experience that is relevant to your application for a position on the Board or Commission for which you are applying:

I have spent my career in the private sector with executive leadership experience in the outdoor industry, consumer packaged goods, and consumer and B2B digital services. I've held EVP and CEO roles focused on strategic growth, revenue, brand development, and market expansion. I've participated in A&M teams on both the acquiring and acquisition side in publicly traded and privately held organizations. My experience spans a variety of organizational structures and sectors encompassing private equity start-ups, growth stage privately-held, and large multi-sector publicly traded organizations with a leadership understanding of the challenges, goals, and objectives and how they differ from organization to organization.

List your non-work experience that is relevant to your application for a position on the Board or Commission for which you are applying:

Born and raised in a rural county and aspiring GNAR community, I understand the challenges of economic development approaches to create regional prosperity and economic opportunity while maintaining the cultural identity and integrity of the community. I am passionate about regenerative, non-extractive/exploitative economic development that brings economic parity and opportunity to rural communities and leverages the benefits of GNAR communities while ensuring the values and cultural integrity of the community. My interests, experience, and relationships focus on technology, health & wellness, CPG, food & beverage, and outdoor recreation markets.

Grand County Resolution 3184 (October 2019) contains the following Board Member requirements:

- **Must be a Grand County resident (unless otherwise noted);**
- **Terms shall be for four years, unless a shorter period is required by law, or unless a midterm vacancy is being filled;**
- **Board Members shall have the appropriate expertise when required by law;**
- **Submit applications to the Council's Office by the requirements contained in the notice;**
- **Agree to abide by the County's Conflict of Interest Ordinance.**

Additionally, the State Code has the following requirements for Special Service Districts in Grand County:

- **No appointed member of the Board may be a full or part-time employee of the District while serving on the Board;**
- **No person employed by a Special Service District as a full-time or part-time employee may serve on the Governing Board of the District;**
- **A Board Member may not be compensated separately as a Board Member and as an employee for providing the same service;**
- **Each Trustee/Board Member appointed by the County legislative body shall be an elector (registered voter) of the District**

I have read, and I certify, that all the information on this form is true and correct and I meet the requirements listed above. Furthermore, if appointed, I agree to faithfully attend the meetings and adhere to the State laws, County ordinances, and adopted Bylaws that govern the Board or Commission on which I am appointed to serve. Additionally, I have read the County's Conflict of Interest Ordinance (No. 593, 2019) and do not have any inherent conflicts in serving on the Board or Commission to which I have applied. I agree to abide by this Ordinance.

Applicant Certification*
☒ By checking this box and typing my name below, I am electronically signing my application.
I understand that an electronic signature has the same legal effect and can be enforced in the same way as a written signature.

First Name*	Middle Initial*	Last Name*
Melia	A	Jeffers

Date:	How did you hear about this position?*
2/27/1971	Word of Mouth

From Insights to Action

Shaping a resilient and Thriving Community



» Project Purpose

Empower Grand County with an actionable economic plan that integrates insights from the Trail to Tomorrow report, fostering a balanced, prosperous future reflected by the General Plan and guiding strategic projects for resourcing by the Rural Grants program.

» Project Goals

1. To augment the findings of the Trail to Tomorrow report with the lived experience of the community to create a nuanced summary.
2. Incorporate that nuanced summary into an actionable approach and plan for a healthy and prosperous Grand County economy.
3. To leverage the resulting plan to draft a new Healthy Economy section of the Grand County General Plan for Commission review.
4. To utilize that approach and plan to solicit, evaluate, and resource projects with the Rural Grants program.

01

Situational Overview

Grand County's economy thrives at the intersection of natural beauty and economic opportunity. This overview highlights the county's leading assets, challenges, and impacts, laying the foundation for a resilient and prosperous future through intentional planning and action.



Executive Summary

Building Resilience, Cultivating Prosperity

Grand County stands at a unique intersection of natural beauty, economic opportunity, and community potential. Our economy is deeply rooted in facilitating the visitation and use of the public lands surrounding Grand County—iconic landscapes attracting millions of visitors annually. The direct economic contributions from these visitors, as outlined in the *Trail to Tomorrow* study, reveal the substantial role of public land visitation and use in sustaining the county's businesses, jobs, and tax revenue. Beyond these measurable direct impacts, this visitation's indirect and induced economic impacts ripple through the community, supporting businesses and services that support the local population and the quality of life for residents. Warm data and anecdotal evidence suggest an even greater reliance on public land visitor-enabled resources than currently quantified by the TTT report.





This dependence presents both economic challenges and opportunities. While Grand County's economic assets are unmatched, its economy remains vulnerable to external factors such as shifts in visitation trends and infrastructure constraints.

The future of a prosperous economy benefiting Grand County residents requires an intentional and proactive approach to economic development—one that leverages the county's unique position as a gateway to public lands while fostering resilience through diversification and intentional evolution.

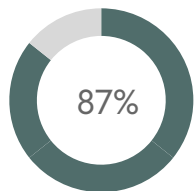
This planning approach aims to:

- **Strengthen** the county's existing economy by addressing current constraints and challenges.
- **Develop** deeper economic resilience through innovative uses of existing assets and strategic partnerships.
- **Cultivate** a prosperous and inclusive Grand County economy that lifts the entire region.

By grounding the planning process in clear data, inspiring a shared vision of possibility, and connecting all stakeholders to the goals of regional prosperity, this effort seeks to address Grand County's economic challenges and maximize opportunities, shaping a thriving Grand County economy that serves as a hub of economic vitality and community wellbeing—setting a benchmark for gateway communities nationwide.

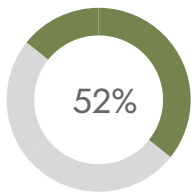
Direct Economic Impact

Visitor Driven Revenue and Employment in Grand County



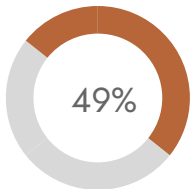
Taxable Sales

87% of taxable sales stem from services (lodging, restaurants) and retail.



Services

Services alone, primarily serving visitors, contribute 52% of county taxable sales.



Employment Concentration

48.9% of jobs are in tourism-related sectors, one of the highest concentrations among comparable counties.



Facilitating public land use & visitation drives Grand County's economy, generating substantial revenue and employment by providing goods and services to millions of visitors, underscoring the county's deep reliance on visitor-enabled resources.

Indirect Economic Impact

Visitor Driven Revenue and Employment in Grand County

Grand County's visitor-driven infrastructure, from healthcare to recreation, supports residents while generating indirect employment and revenue, highlighting the essential role of public land visitation in sustaining community services and the local economy.

Moab Regional Hospital



Moab Regional Hospital is Grand County's largest employer according to Utah Department of Workforce Services

Grand County EMS



Grand County EMS employs an outsized number of highly skilled and trained staff

MRAC



MRAC employs year round staff and serves the local community

Induced Economic Impact

Resident Spending Amplifies Economic Vitality

The combined visitor-driven workforce in Grand County channels spending into housing, food, and recreation, creating a significant induced economic impact that, alongside direct and indirect effects, forms the backbone of the local economy.



Goods

The visitor-driven workforce fuels Grand County's economy by purchasing groceries, clothing, and retail items, supporting local businesses and suppliers.



Services

Residents employed to facilitate visitation spend on healthcare, childcare, dining, and recreation, driving revenue and sustaining service providers.



Housing

Visitation-supported workforce housing demand stimulates construction, rentals, and home purchases, significantly impacting Grand County's real estate economy.

**Induced = Household spending on goods & services by people working to serve the direct or indirect needs of the industry being measured.*

Top Three Economic Assets

Foundations of Grand County's Prosperity

Built Infrastructure

Grand County's built infrastructure supports visitors with diverse hospitality properties, dining, retail, emergency services, recreation, and outfitters, ensuring seamless access to public lands and enriching visitor experiences.



Human Infrastructure

Grand County's skilled workforce excels in facilitating public land use, offering expert EMS, outdoor recreation guides, and experienced hospitality and food & beverage professionals to ensure exceptional visitor experiences.

3M+ Annual Visitors

Grand County's 3M+ annual visitors provide a refreshed market for goods, services, and hospitality, offering a unique, continuous customer base for local businesses and entrepreneurs not typical of a rural community.



Top Three Economic Constraints & Challenges

Visitor Reliance, Workforce Strains, and Resident Concern



Workforce Shortage

Grand County's workforce shortage threatens economic stability, driven by severe housing shortages, low incomes, and seasonal job volatility. Nearly 46% of households are cost-burdened (30%+ of household income goes to housing) from a lack of affordable and attainable housing. Grand County ranks lowest in household income among 12 comparable outdoor recreation communities.



Resident Sentiment

Grand County's economy relies heavily on tourism, yet resident concerns about over-tourism, rising costs, and cultural shifts fuel a tension between tourism promotion and resistance. Perceived unfriendliness toward visitors and community tensions need addressing to build clarity and support for a healthy, prosperous, sustainable, visitor-dependent economy.



External Market Vulnerability

Grand County's economy is highly dependent on facilitating public land visitation and use, with 48.9% of jobs tied directly to tourism and indirect and induced adding to visitor economic impact. Slowing visitation and declining taxable sales since 2021 and tight correlation to park visitation highlight the county's vulnerability to external market trends even compared with comparable communities.



02

Strategy

Grand County's economy thrives at the intersection of natural beauty and economic opportunity. This overview highlights the county's leading assets, challenges, and impacts, laying the foundation for a resilient and prosperous future through intentional planning and action.

Strategy

Building Prosperity through Focused Growth

Our strategy for Grand County's economic development focuses on building a robust, resilient, diversified economy that addresses current challenges while fostering opportunities for long-term prosperity. By leveraging Grand County's unique assets—its built infrastructure, skilled workforce, and 3M+ annual visitors—we aim to balance the County's reliance on tourism with sustainable growth in new sectors. This strategy is structured around four strategic focus areas: Strengthen, Develop, Diversify, and Evolve—each addressing immediate needs and future opportunities.

Empowering Grand County with a resilient, diversified economy that strengthens current assets, enhances opportunities, and fosters innovation for long-term prosperity.



Strengthen

Remove barriers and challenges to stabilize Grand County's economy and support its essential role in facilitating public land use.



Develop

Enhance Grand County's role as a gateway community by improving visitor experiences and promoting local businesses that drive tourism.



Diversify

Cultivate new economic opportunities leveraging existing assets to reduce tourism dependency and build economic resilience.



Evolve

Foster entrepreneurship and innovation to identify and support emerging trends, creating a diversified, future-ready economy beyond supporting public land use.

Strategic Focus Areas

Foundations for Economic Resilience



Strengthen

Remove barriers and challenges to economic stability by addressing housing shortages, workforce constraints, and resident sentiment. Initiatives in this area aim to ensure Grand County's current economy thrives in its vital role of facilitating public land visitation and use.



Develop

Build on and enhance the County's role as a gateway community for public land visitors. This includes strategic partnerships with public land managers to improve visitor experiences and targeted campaigns to promote local businesses directly supporting tourism, ensuring this critical economic driver remains vibrant.



Diversify

Cultivate new economic opportunities that leverage existing assets to reduce dependence on traditional tourism. Focus areas include creating a training and education hub, attracting weddings and corporate events, and fostering content creation industries. These sectors utilize current infrastructure while mitigating risks from tourism fluctuations.



Evolve

Nurture a culture of entrepreneurship and innovation to identify and support emerging trends unrelated to public lands. Grand County will cultivate a future-ready economy that aligns with residents' aspirations and needs through observation, measurement, and resource allocation.

03

Plan





Questions & Answers

EOAB Revisions in Membership & Voting Ability

Member	Current Role	Votes in Current Role?	Revised Role	Votes in Revised Role?
Ben Fredregill	County rep.	No	Director of EDD	No
Jazmine Duncan	Municipality rep.	No	Municipality rep.	Yes
Zac Whitwell	Workforce dev. rep.	No	Workforce dev. rep.	Yes*
Chris Wilson	Private-sector rep.	Yes	Private-sector rep.	Yes
Melisa Jeffers	County public	Yes	County public	Yes
Randy Martin	Moab Chamber	Yes	Moab Chamber	Yes
Amy Weiser	County P&Z	No	County P&Z	No
Kristian Olsen	USU Moab	No	USU Moab	No
Mary McGann	County commission	No	County commission	No
Cory Shurtleff	Moab City rep.	No	Moab City rep.	No
David Sakrison	Private-sector rep.	Yes	Private-sector rep.	Yes
Ashley Korenblat	Private-sector rep.	Yes	Private-sector rep.	Yes
Forrest Rodgers	County public	Yes	County public	Yes
CommAdmin	n/a	n/a	County rep.	Yes

= this role is required on the board per state code = represents a major change in membership or voting ability

*Utah DWS has requested to refrain from serving; upon approval, "Workforce dev. Rep." will be opened to applications