



M E M O R A N D U M

To: All Steering Committee Members and Interested Parties

From: Iron County Commissioner, Chair Paul Cozzens

**Subject: Steering Committee Meeting, at 12:30 PM on Wednesday, October 1, 2025, in
Cedar City, Utah**

*(Lunch will be provided to Steering Committee members and FCAOG Staff at the meeting location at
12:00 noon.)*

The next meeting of the Steering Committee will be held on **Wednesday, October 1, 2025, at
12:30 PM**, as an in-person meeting. The meeting is at its regular location: **Festival Hall
Conference Center; Combined Rooms 5 & 6; Address: 96 North Main St., Cedar City, Utah.**

While in-person attendance by Steering Committee members is preferred and encouraged, any Steering Committee member may participate via a zoom meeting, if necessary, in order for them to join in this meeting. Presenters may also be able to utilize this method, if necessary, presenters should contact Darin Bushman (see below) to arrange that. Those participating via zoom should please mute your audio when initially joining in. The public may participate, in-person, at the meeting location shown above.

Materials are attached to assist board members in preparing for this meeting and to inform other interested parties of what will be taking place during this meeting of our association's governing body.

Please review all materials and address any questions or concerns to AOG staff, C/O Executive Director Darin Bushman: Dbushman@fivecounty.utah.gov
Staff will thus be able to research answers to your questions or concerns prior to the Steering Committee meeting.



AGENDA STEERING COMMITTEE MEETING

FESTIVAL HALL CONFERENCE CENTER IN COMBINED ROOMS 5 & 6

ADDRESS: 96 NORTH MAIN ST., CEDAR CITY, UTAH

WEDNESDAY, October 1, 2025

Meeting starts at 12:30 p.m. MST

(Board members may participate electronically if necessary)

1. Welcome and Introductions of all in attendance. - *Commissioner Paul Cozzens, Chair*
2. Pledge of Allegiance. - *Led by invitation of the Chair*
3. Review and Approve Draft Minutes from August 13, 2025 Steering Committee meeting. -*Chair [Approval Requires Motion & Vote]* {1-2 minutes} 12:35
4. HR Report – Jen Wong {5 minutes} 12:40
5. Directors' Report – Darin Bushman {5 minutes} 12:45
6. Audit Summary / Discussion – Allison McCoy {5 minutes} 12:50
7. AOG Program Presentation – Scott Buys {15 minutes} 1:05
8. Program Risk Review – Carrie Schonlaw {5 minutes} 1:10
9. Approval to use Utah Revenue Recovery Program – Darin *[Approval Requires Motion & Vote]* {5 minutes} 1:15
10. Approval of letter of support for LAA program – Darin *[Approval Requires Motion & Vote]* {5 minutes} 1:20
11. Approval of Sub-lease, St George HEAT Building – Darin *[Approval Requires Motion & Vote]* {15 minutes} 1:35
12. Review / Approval of Realtor RFQ Submissions *[Approval Requires Motion & Vote]* {10 minutes} 1:45
13. Approval of Recognition Policy *[Approval Requires Motion & Vote]* {10 minutes} 1:55



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Office (435) 673-3548

14. Approval of Purchasing Policy [Approval Requires Motion & Vote] {10 minutes} 2:05

15. Approval of 2026 Meeting Schedule [Approval Requires Motion & Vote] {10 minutes} 2:15

16. Congressional Staff Updates. {15-20 minutes} 2:35

17. State Agency Updates. {10 minutes} 2:45

18. Universities and Technical Colleges Updates. {10-15 minutes} 3:00

19. Local Affairs Discussions, if needed. {10 minutes, or as needed} 3:10

20. Other Business as called by the chair. {10 minutes, or as needed} 3:30

21. Closed Session, if needed.

22. Next Meeting – November 12, 2025

23. Adjourn- Chair



Steering Committee Meeting Minutes

Date: August 13, 2025

Time: 12:30 PM

Location: Festival Hall, Cedar City, Utah

1. Call to Order

The meeting was called to order by the Chairman, Paul Cozzens. The Pledge of Allegiance was recited.

2. Roll Call / Introductions

Attendees introduced themselves, including representatives from:

- Five County AOG (Administration and staff) Darin Bushman, Andrea Escobar, Carrie Schonlaw, Jody Motavao, JayCee Finicum, Cody Christensen, Kim Cooper, Melissa Brown, Nathan Wiberg, Carrie Sigler (Virtual)
- Local elected officials (mayors, commissioners, and school district representatives from Beaver, Iron, Garfield, Kane, and Washington Counties) Jerry Taylor, Paul Cozzens, Nanette Billings, Wade Hollingshead, Celeste Meyeres, Gil Almquist, Stephanie Hill, Melani Torgersen, Lyle Goulding, Tyler Fails, Burke Staheli, Curtis Barney,
- Partners (Utah State University Extension, Federal Delegation staff, and state agency representatives) Gary Webster, Jeff Raiser

3. Approval of Minutes

Minutes of the June 11, 2025 meeting were reviewed.

- **Action: Motion to approve the minutes by Commissioner Meyers, Seconded by Commissioner Almquist, unanimously approved motion carried.**

4. Executive Director's Report (Darin Bushman)

- Update on first five weeks in office.
 - One-on-one meetings with directors and staff.
 - Staff praised for dedication; noted challenges with historic contracts.
 - Discussed the differences of our AOG comparative to other AOG's.
 - Circles program highlighted (operating in Washington County, expanding to Iron County).
 - Identified budget challenges and financial encumbrances.
 - Discussed the large number of small funding sources.
 - Discussed branding and county-neutral apparel for AOG identity.
- Proposed Clearinghouse Review process for board documents and circulated documents for awareness and recognition that they were received by the board. No objections by the committee.



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5. Human Resources Report – Jen Wong

- 75 current employees.
- Open positions: Washington CAP case manager, transportation planner, weatherization staff (Iron County). One seasonal HEAT program position is expected to open this fall.
- Two recent resignations.

6. Presentation – Utah State University Extension: Rural Online Initiative (ROI)

Presenter: Mike Sarles

- Program launched in 2018, permanent funding secured.
- Courses: Certified Remote Professional, Certified Remote Leader, Remote Sales Professional, E-Commerce Accelerator.
- 642 job placements since inception; goal of 742 this year nearly met.
- Reduced unemployment in rural counties.
- Success stories shared (including visually impaired participant).
- A new program for Ag/Ecommerce supports small businesses with online sales growth, trying to get permanent and additional funding this legislative session.

7. Community Action Partnership (CAP) Needs Assessment

Presenter: Kim Cooper

- Surveys, forums, and data collected across five counties.
- Top needs: Housing, income stability, education, employment, health care, transportation, food security.
- Current responses: rental/utility assistance, Circles poverty reduction program, benefit navigation grant, food network partnerships.
- **Action: Motion made by Commissioner Meyers and seconded by Mayor Goulding to approve CAP Needs Assessment. Motion carried unanimously.**

8. CIB Project Review – Town of Henrieville

- Application for culinary water improvements (secondary well).
- Funding request: ~\$2.97M (anticipated 70% grant / 30% loan).
- Importance of communities maintaining updated project lists emphasized.
- **Action: Motion to support Henrieville's CIB application made by Mayor Torgersen, seconded by Burke Staheli, passed unanimously, motion carried.**

9. CDBG FY2026 Rating and Ranking Policies

- Reviewed with only date updates from the prior year.
- **Action: Motion to approve made by Commissioner Almquist, seconded by Commissioner Hollingshead, passed unanimously, motion carried.**

10. CDBG Project Request for Qualifications

- Reviewed RFQ for a Real estate Professional
- **Action: Motion to approve made by Commissioner Taylor, seconded by Mayor Billings, passed unanimously, motion carried.**



11. Catastrophic Wildfire Resolution

- Commissioner Pollock raised the need for a resolution and letter on wildfire impacts.
- Draft resolution reviewed, to be finalized and circulated.
- **Original Action: Motion to support made by Commissioner Taylor with a second by Commissioner Gil Almquist, motion passed with one nay by Commissioner Meyers.**
- Further discussion regarding adding a second resolution regarding the North Rim Bravo Fire resolution based upon the Kane County Resolution.
- **Second Action: Motion to add a North Rim Bravo Fire Resolution made by Commissioner Taylor with a second by Commissioner Hollingshead, motion passed unanimously, motion carried.**

12. Program Risk Discussion Review

- Deputy Director Carrie Schonla presented the program risk assessments.

13. Credit Card Policy Review

- Presented the revised credit card policy to the Steering Committee.
- **Action: Motion to approve made by Commissioner Almquist with the revision to include “or their relatives” to the limitations in the policy, seconded by Commissioner Meyers, passed unanimously, motion carried.**

14. Procurement Policy Discussion

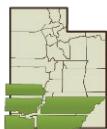
- Presented the research on the revised procurement policy
- The Steering Committee was comfortable adopting the state procurement policy limits.
- **Action: Motion was made to “draft a policy that follows the state procurement policy standards” by Commissioner Meyers, with a second by Commissioner Almquist, passed unanimously, motion carried.**

15. Fraud Risk Assessment

- Fraud Risk Assessment was prepared and submitted to the steering committee. Mayor Billings suggested that we formalize on our internal audit functions, create a policy or standard, and do it. Director Bushman to research and review.
- **Action: Motion to approve made by Mayor Billings with a second by Commissioner Meyers, with the addition to work on formalizing the internal audit function, motion passed unanimously, motion carried.**

16. Year-End Financial Report

- Year-end financial report presented by Allison McCoy
- **Action: Motion to approve the year-end financial report was made by Commissioner Taylor with a second by Tyler Fails, motion passed unanimously, motion carried.**



17. Information Only - Fleet Status

- Director Bushman presented the fleet report to the Steering Committee, indicating the poor condition and need for replacement of some vehicles. Discussed the need for a vehicle strategy.

18. Congressional Staff Updates

- Gary Webster presented on behalf of Senator Lee's office.

19. Congressional Staff Updates

- Gary Webster presented on behalf of Senator Lee's office.
- Stephanie Hill presented that congressional staff and the Cedar Mountain Sheep Producers are meeting with USTR Jamieson Greer tomorrow in Tooele.
- Celeste Meyers presented that the National Park Service is now required to coordinate with local gateway communities, similar to the BLM and Forest Service. She also stated that their county had declared a declaration of economic disaster for the North Rim fires.

20. Next Meeting

Next Meeting will be on October 1, 2025

21. Closed Session

- A motion was made by Commissioner Taylor to enter a closed meeting session to discuss character and competency of personnel, a second was made by Mayor Torgersen. A roll call vote was conducted, and the motion passed unanimously.
- The regular session was resumed without any action taken.

22. Meeting adjournment

- Meeting was adjourned at 3:45pm

AOG Staffing Stats - September 2025

Administration - 5 staff, 0 turnover, 0 openings

- 5 FT staff in Washington County

Area Agency on Aging (AAA) - 17 staff, 0 turnover, 0 openings

- 4 FT Aging Services staff in Washington County
- 4 PT Aging Services staff in Washington County
- 7 FT Case Managers in Washington County
- 2 PT Ombudsman 1 in Washington County, 1 in Iron County

Child Care Resource Agency (CCRA) - 16 staff, 0 turnover, 0 openings

- 5 FT staff in Washington County
- 1 FT staff in Iron County
- 1-75% in Iron County (splits position with CAP)
- 2 FT staff in Sevier County
- 7 PT Remote trainers across counties

Community Economic Development (CED) - 4 staff, 1 turnover, 1 openings

- 2 FT staff in Washington County
- 1-20% in Washington County (splits with Transportation)
- 1 PT remote intern

Community Support Services (CSS) - 29 staff, 0 turnover, 1 opening

- 13 FT staff in Washington County- 1 at Hurricane Pantry
- 11 FT staff in Iron County - 1 opening to be filled in the fall (FT seasonal)
- 1 FT staff in Beaver & Garfield Counties
- 3 PT staff in Washington County - 1 at Hurricane Pantry
- 1-25% in Iron County (splits position with CCRA)
- 1 PT staff in Iron County

Transportation - 5 staff, 0 turnover 0 openings

- 4 FT staff in Washington County
- 1-80% in Washington County (position split with CED)

Total current staff - 76

FY 2025 - 2026 Federal Appropriations Funding Risk/Impact

Department	Program	FY 2025 Continuing Resolution Enacted 3-14-25	FY 2026 President Budget 6-11-25	FY 2026 Senate Comm. 7-31-2025	FY 2026 House Comm. 9-2025	FY 2025 Five County Allocation	Staff Impact if Funding Eliminated or Cut	Impact on Deliverables & Communities
Area Agency on Aging	Senior Companion	236,917 mil	unclear	236,917 mil \$90,105 cut	146,012 mil \$90,105 cut	109,862	.5 FTE	financial insecurity for 18 low income older adult volunteers, 100 Older/disabled adults without in-home supports/risk LTC Placement , increase cost Medicare/Medicaid
	Foster Grandparent					104,422	.5 FTE	financial insecurity for 20 low income older adult volunteers, 256 At-risk students, Schools, Teachers without tutors
	Retired Senior Volunteer					85,000	1.5 FTE	100 Senior Volunteers and 700 older adults and individuals with chronic conditions at risk, increased isolation , increased healthcare cost, costs to Medicare and Medicaid
	Chronic Disease Self-Management Programs		8 mil	eliminated	8 mil	8 mil		
	Fall Prevention Programs		7.5 mil		7.5 mil	7.5 mil	16,500	
HEAT	HEAT/Utility Assistance	4 bil	Eliminated	4 bil (+20 mil)	4 bil (+10 mil)	903,221	8 FTE	over 3,500 households impacted- estimated \$1,281,917 in utility assistance for low income families, older adults and individuals with disabilities
	HEAT Crisis					61,708		
WEATHERIZATION	LIHEAP- Weatherization-					427,697	3 FTE	25 household/jobs and 27 Crisis jobs. 42.53% cut for Weatherization as whole, still have DOE Formula \$2597,953 & Infrastructure (WAPBIL) \$340,063 and Enbridge \$96,536
	LIHEAP-Weatherization- Crisis					116,000		
Community Action	Community Services Block Grant	770 mil	Eliminated	770 mil	775 mil (+5mil)	355,000	3 FTE	Supports Senior Centers, Domestic violence, housing programs other CBO includig leveraging multiple other funding sources to include staff
Economic Development	Community Development Block Grant	3.3 bil	Eliminated	3.1 bil	3.3 bil	155,000	1 FTE	support to local communities, benefit primarily low- and moderate-income - including housing rehabilitation, infrastructure improvements and public services

Other- Non-Five County AOG Programs that will impact our Communities

Aging	SCSEP- Senior Community Service Employment Program	410 mil	Eliminated	395 mil	Eliminated	N/A	N/A	\$520,923 Utah 2025 allocation- \$13,023 cut for Utah in 2026
Human Service	Housing for Elderly Section 202	931 mil	Eliminated	972 mil	950 Mil			Senate \$41 Mil increase, House slight decrease
	Tenant-based Rental Assistance Section 8	36 bil	Eliminated	37.3 bil	35.27 bil			Senate: 1.3 bil increase House: Slight decrease from 36.05 to 35.27 bil
	Commodity Supplemental Food (USDA)	516 mil	Eliminated	425 mil	425 mil			

TAX INTERCEPT PROGRAM: A SMART SOLUTION FOR DEBT RECOVERY

The Tax Intercept Program is a streamlined, efficient way for local governments to collect debts owed by individuals. Whether it's overdue property taxes, traffic citations, school fees, or other debts, this program ensures that local governments can recover funds previously considered uncollectable.



WHY PARTICIPATE IN THE TAX INTERCEPT PROGRAM?

The program offers a proven, efficient method to collect outstanding debts, benefiting both local governments and taxpayers.

KEY BENEFITS FOR YOUR LOCAL GOVERNMENT

- Easy Recovery:** Quickly and efficiently recover funds owed.
- Uncollectable Debt Resolved:** Recoup debts that were previously written off.
- Clean Records:** Keep financial records up-to-date and accurate.
- Minimal Cost to Government:** The debtor pays a local collection assistance fee, supporting program operations.

HOW IT WORKS

1

Debt Submission

Participating local governments submit a file of debts that are at least 90 days in arrears to the Clearinghouse.

2

Master File Creation

The Clearinghouse compiles these debts into a master file and submits it to the Utah Division of Finance.

3

Pre-Intercept Notice

Debtors receive a courtesy letter encouraging them to resolve their debts before tax refunds are intercepted.

4

Tax Refund Interception

If unpaid, the tax refund is earmarked for the debt. A second letter informs the debtor of this action.

5

Debt Submission

After a 21-day waiting period, intercepted funds are sent to the local government, ensuring seamless debt recovery.



WHAT CAN BE COLLECTED?

Any debt eligible for collection can be processed through the Tax Intercept Program including:



Property Taxes



Judgements



Traffic Citations



School Fees



Community Corrections Costs

PROVEN SUCCESS

- First implemented in Indiana, where **75+ entities** now use the program.
- In 2024, Fisher Utilities serving a population of 105,610 **collected nearly \$100,000**.
- Fort Wayne Utilities serving a population of 269,994 **collected more than \$30,000**.
- In 2023 alone, **half of all payments were made proactively after the pre-intercept** letter was sent, showing the program's effectiveness.
- Developed with expertise from the National Association of Counties and enhanced by Tyler Technologies.

JOIN THE PROGRAM TODAY

Local government organizations of all sizes can benefit from this reliable and effective program. With Utah's state law supporting tax refund intercepts, now is the perfect time to enhance your debt recovery efforts.

TAKE THE NEXT STEP

Contact **UTAH REVENUE RECOVERY** to learn how to participate and start collecting the funds your local government is owed.

Let the Tax Intercept Program work for you — ensuring your local government operates efficiently and effectively while recovering the money it deserves.



UtahRevenueRecovery.org



Five County Association of Governments

**1070 West 1600 South, Bldg. B
Saint George, UT 84770
Office (435) 673-3548**

August 21, 2025

Governor Spencer Cox
President Stuart Adams
Speaker Mike Schultz
Utah State Legislature
Utah State Capitol
Salt Lake City, UT

Dear Governor Cox, President Adams, Speaker Schultz, and Honorable Members of the Legislature:

On behalf of the Steering Committee of the Five County Association of Governments (AOG), we write to emphasize the critical importance of the Local Administrative Advisor (LAA) program to our Association and to the cities, towns, and counties that we serve.

The LAA program provides essential administrative and technical capacity to Utah's rural communities, capacity that many of our smallest municipalities cannot provide on their own. From compliance with state and federal requirements to grant applications, policy development, records management, and training, LAAs ensure that even the most rural communities can function effectively and deliver quality services to their residents. Without this support, many municipalities face barriers in meeting statutory requirements, securing outside funding, and addressing local needs in a timely and professional manner.

The program has already demonstrated measurable results. In FY25 alone, LAAs completed 1,279 projects across 123 rural communities, spanning areas such as HR, budget, data privacy, and ordinance development. Through partnerships with ULCT and the National League of Cities, LAAs helped municipalities save over \$9 million in costs, while also securing more than \$24 million in grant funding and \$1.22 million in low-interest state and federal loans. These are not abstract benefits; they represent real dollars, real services, and real capacity that directly strengthens Utah's local governments.

The State's investment in this program, combined with ULCT's proven record of program management, consultant oversight, training, and resource development, has already delivered a strong return. Restoring and sustaining this program ensures that rural municipalities can continue to leverage state and federal resources, reduce duplicative costs, and consistently meet compliance obligations. In short, the LAA program is an investment in efficient government, fiscal responsibility, and stronger rural communities statewide.

Here in the Five County region, the importance of the LAA program is evident. Twenty-one of our communities currently lack a city administrator. In these towns, the LAA program is not just helpful; it is their only means of accessing professional administrative support. Without it, these municipalities would struggle to maintain compliance, pursue grants, or even keep up with day-to-day governance needs. The AOG has seen firsthand how LAAs transform the capacity of these communities, allowing them to deliver services effectively, plan for the future, and engage more productively with state and federal partners.

**1070 West 1600 South, Bldg. B
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The Five County AOG Steering Committee strongly urges the Legislature and Governor to restore full LAA funding. Doing so will ensure that every community, regardless of size, has the capacity to serve its residents effectively and contribute to the prosperity of our state.

We sincerely appreciate the State's commitment to rural Utah, and we stand ready to continue working in partnership to strengthen the future of our communities.

Respectfully,

Paul Cozzens
Chairman
Five County Association of Governments, Steering Committee



Re: 1506 S Silicon Way Suite 3B

From Meeja McAllister <meeja@naiexcel.com>
Date Tue 9/2/2025 2:08 PM
To Darin Bushman <dbushman@fivecounty.utah.gov>

Darin,

I stopped by the office this morning. I would list the space at \$1.50 NNN, meaning tenant pays base rent + all expenses (CAMs, property taxes, insurance, etc) What are you currently paying for this? That would put your space at \$4,840.50 NNN.

The commission structure would be based off of 6% of the base price of a lease agreement. You have approximately 8 years left on your lease. If I am the only agent involved, I would discount to a 4% commission. For example: \$4,840.50 X 96 months (term of lease) X 6% = a total commission of approximately \$27,881.28. This number does not include annual increases. It is just an example. The discounted commission would be \$18,587.52.

Once you sign a Listing Agreement it would take our marketing department a couple weeks to get the brochure complete and officially on the market. We would need to schedule aerial photography, interior photos and get a Matterport virtual tour (3D walkthrough & floor plan).

Let me know if you have any questions.

Thanks

Meeja McAllister
Senior VP | NAI Excel
LIC#S. 6081089-SA00
d. 435.627.5710
c. 435.632.5175
meeja@naiexcel.com



243 E St. George Blvd, Ste 200
St. George, UT 84770
naiexcel.com

From: Meeja McAllister <meeja@naiexcel.com>
Sent: Wednesday, August 27, 2025 12:10 PM
To: Darin Bushman <dbushman@fivecounty.utah.gov>
Subject: Re: 1506 S Silicon Way Suite 3B

Could I stop by the office at 10 am next Tuesday the 2nd?

RFQ Scoring

	NAI Excel	Moton	Total
Sales Experience	22	4	25
Land Development	25	10	25
Fees and Commissions	25	20	25
Experience w/ Local Goverments	20	15	25
	92	49	100
Sales Experience	22 years Experience	4 Year Experience Some Experience, No notable projects	
Land Development	3 Notable Projects	listed	
Fees and Commissions	6% Flat Rate	2% Rate, \$100 Hour	
Experience w/ Local Goverments	Has worked with St. George Planning and Zoning	Admittedly Limited	

Proposal

REAL ESTATE SERVICES FOR THE FIVE COUNTY ASSOCIATION OF GOVERNMENTS

Christina Moton, Realtor® & Associate
Broker
1038 Ironwood Cir.
Cedar City, UT 84721
760.908.8812
Christina@MotonHomes.com

Cody Christensen, Associate Planner
Five County Association of Governments
cchristensen@fivecounty.utah.gov

DEAR MR. CHRISTENSEN,

I appreciate the opportunity to introduce myself and apply for the position of Real Estate Services for the Five County Association of Governments.

My name is Christina Moton. I am a Realtor® and an Associate Broker with LRG Collective, a boutique brokerage committed to empowering real estate professionals through collaboration, innovation, and shared knowledge. I began my career in real estate with determination and perseverance, dedicating myself to continuous education and professional growth. Over the years, I have successfully represented clients in numerous residential and land transactions, gaining the knowledge and skills needed to guide complex projects with confidence. As a native of Iron County, I bring not only professional experience but also deep-rooted community connections and relationships built over many years. I understand the unique dynamics of our local markets, land-use regulations, and development processes, which allows me to provide both practical expertise and insight into how our community works.

I look forward to the opportunity to move forward in this process and to explore how I can partner with the FCAOG to identify, secure, and develop property that will serve the long-term needs of the Association and our community.

Best regards,
Christina Moton

Section 1: SALES EXPERIENCE

I have been a licensed Realtor® for four years and earned my Broker's license in 2025. During this time, I have successfully completed 20 transactions, including both residential and land sales. Of these, six were land transactions, while the remainder were residential, reflecting my ability to adapt to a diverse range of client and property needs.

In recognition of my professional growth and contributions, I was awarded "Brand Ambassador of the Year" in 2023 for my ability to create a positive culture and brokerage growth. More recently, in 2025, I received the "Notable Networker Award," highlighting my ability to build strong professional relationships and foster meaningful connections within the community and the industry.

While my focus has been on residential and land transactions, My broker, who is also a real estate attorney, has agreed to assist me with commercial property transactions. I believe my eagerness to learn alongside my incredible mentor positions me well to expand into this area.

Section 2: LAND DEVELOPMENT EXPERIENCE

In addition to my work as a Realtor®, I have direct experience in land development through my role with Moton Construction, a company specializing in remodels and additions. Within this capacity, I manage the office operations related to development projects, which has given me a comprehensive understanding of the development process from start to finish.

My responsibilities include:

- **Permitting and Approvals:** Preparing and submitting applications, pulling permits, and coordinating directly with planning and zoning commissions to ensure compliance with local ordinances and land use regulations.
- **Project Oversight:** Assisting in the oversight of project timelines to keep developments on track and aligned with client and jurisdictional requirements.
- **Cost and Budgeting:** Creating cost estimates and detailed budgets for projects, providing accurate financial guidance for feasibility and long-term planning.

While I am not physically hands-on in the construction process, my role allows me to bridge the gap between project planning and execution. This experience has given me valuable insight into development costs, land use codes, and the regulatory environment in Iron County and surrounding communities. I bring this knowledge forward to guide informed real estate decisions, especially when acquisition and development are closely tied.

Section 3: FEES AND COMMISSIONS

I understand real estate transactions and development projects vary in scope and complexity, and I believe it is important to provide transparent and fair compensation structures.

- **Buyer Representation Commission:** If the seller does not cover the buyer's brokerage fee, I propose a commission of 2% of the purchase price for representing the Five County Association of Governments as the buyer. This rate reflects the understanding that multiple transactions may occur and acknowledges the additional time, education, and effort required to ensure comprehensive representation.
- **Development Consulting Services:** For services beyond traditional buyer representation, such as attending planning and zoning meetings, preparing or reviewing budgets, and projecting development costs, I propose an hourly rate of \$100 per hour. This ensures flexibility and fairness, as compensation will reflect the time and expertise required to support the FCAOG in evaluating and advancing potential projects.

This fee structure is adaptable.

Section 4: EXPERIENCE WITH LOCAL GOVERNMENT

While my direct experience representing local governments in real estate transactions is limited, I bring substantial experience collaborating with government entities in other capacities. Through Moton Construction and Moton Homes, I have engaged with local government staff on permitting, zoning, and regulatory compliance, providing me with insight into the processes and requirements that guide development projects. Additionally, I have successfully authored and managed government grant proposals that were funded, demonstrating my ability to navigate governmental procedures, communicate effectively with public agencies, and deliver results aligned with public sector priorities. My background also includes work in other government sectors, which has strengthened my understanding of public administration, stakeholder engagement, and compliance with regulations. This combination of experience equips me to effectively interact with planning and zoning commissions, city councils, county commissions, and other governmental bodies as part of the proposed project.

Conclusion: My combination of sales experience, knowledge of land development, community roots, and governmental collaboration equips me to provide thorough, informed, and professional real estate services. I am committed to helping the Association achieve its long-term goals through careful site selection, effective representation, and reliable development support.

Meeja McAllister

NAI Excel
243 E St. George Blvd
St. George, UT 84770
435.627.5710
meeja@naiexcel.com

Carylie English

NAI Excel
337 S Main St.
Cedar City, UT 84761
435.592.2027
caryliepro@gmail.com

Dear Cody Christensen,

Thank you for the opportunity to submit this proposal in response to your request. We are excited about the potential to partner with your team and bring our extensive experience in real estate sales, land development, and local government collaboration to your project.

We are confident that our background and commitment to professional excellence make us a strong candidate for this opportunity. We have structured this proposal to align with your requested format, including clearly defined sections on sales experience, land development, fees and commissions, and our work with local governments.

We look forward to the opportunity to further discuss how we can contribute to the successful execution of your goals.

Sincerely,

Meeja McAllister & Carylie English

NAI Excel

Section #1 – Sales Experience

A little about us!

Meeja is a commercial real estate specialist with NAI Excel where she specializes in industrial, office, and retail properties. Meeja began her real estate career in 2003 after moving to St. George. Since then, she has been involved in thousands of real estate transactions.

Meeja's experience with commercial real estate development and construction began 11 years prior in 1992 where she worked as an inside sales representative for the Western region's largest manufacturer representative of HVAC and air-distributing equipment. In that capacity, she attended and graduated from numerous manufacturer technical schools and was responsible for compiling large bids for general contractors to bid on multi-million dollar developments including the Conference Center in Salt Lake City. This sales and technical experience gave her a wealth of experience in working with clients and complicated transactions.

Meeja's attention to detail, professionalism, and customer service experience has added to what makes our NAI Team. Meeja's business philosophy includes hard work, attention to detail, honesty, integrity, and working smart for our clients to assist them in their commercial real estate needs. Listening to clients needs, and following through on commitments, is the key to character and integrity.

She represented the HEAT program at two locations in St. George, UT, transitioning from the main office to a larger facility as program needs grew. Meeja is currently working with Five Counties to sublet the existing office space due to funding changes.

Meeja McAllister

Carylie is a dedicated real estate professional specializing in development and commercial properties. She works closely with buyers, sellers, investors, and developers—bringing people together to form meaningful, results-driven partnerships. Her passion for commercial real estate is rooted in a genuine love for people and a deep appreciation for the relationships she builds.

A third-generation real estate professional, Carylie carries forward a legacy of knowledge, integrity, and a lifelong understanding of the industry. With a strong background in land and development, she thrives on challenges and chose to further her career as an Associate Broker with NAI Excel to serve her clients at the highest level. She is motivated by a commitment to excellence, personal growth, and outstanding service. Since 2009, Carylie has made real estate a cornerstone of her success in Southern Utah. She continues to grow her knowledge and skills through mentorship, networking, and by actively pursuing her CCIM designation—a prestigious credential in the commercial real estate industry.

Her enthusiasm for building connections extends into her community involvement. She currently serves as the Membership Chair of the Parowan Chamber of Commerce, where she finds fulfillment in fostering local growth and engagement. With sincerity, passion, and a strong work ethic, Carylie looks forward to creating new opportunities and helping her clients succeed in every real estate endeavor.

Carylie is part of NAI Global, a leading commercial real estate network of over 375+ local offices and 6,000 local commercial real estate market leaders. Recognized as a one of the top 3 commercial real estate brands worldwide, you can be assured that our international relationships combined with local knowledge can help you achieve your goals.

Carylie English

Highlights include:

We have consistently delivered strong results across a wide range of real estate transactions. Our transactional expertise covers commercial, land, and residential real estate sectors, backed by comprehensive market knowledge and proven sales execution in Southern Utah. With demonstrated sales leadership in property development and investment transactions, we are well-versed in navigating complex land and asset sales. This extensive experience enables us to provide strategic insights and effective solutions tailored to the unique challenges of your project, ensuring optimal outcomes for all stakeholders involved.

Real Estate Transaction Experience Summary

- **Land Adjacent to St. George Regional Airport:** Facilitated past sales totaling approximately **400 acres**, leveraging proximity to aviation infrastructure for development potential.
- **Cedar City – Water Rights & Agricultural Land:** Closed transactions involving **114 acres with 112 acre-feet of water**, demonstrating deep understanding of water rights and agricultural zoning regulations.
- **Multifamily Development – Main Street, Cedar City:** Executed the sale of **6 acres** zoned for multifamily use, navigating high-traffic corridor considerations and city planning requirements.
- **Specialization:** Extensive experience in **complex, multi-stakeholder negotiations**, with a strong track record managing **zoning, entitlement, and infrastructure challenges** across Southern Utah.

Our deep understanding of market trends and buyer/investor needs allows us to strategically position properties and connect them with the right buyers—quickly and efficiently. We have extensive experience negotiating complex transactions involving multi-party stakeholders and zoning considerations.

A little about NAI!

NAI Excel is a leading provider of commercial real estate services across the U.S. with offices in Nevada, Texas, and Utah. The company is part of the NAI Global network comprising more than 325 offices across 65 countries.

NAI Excel offices are led by highly experienced local professionals who are dedicated to helping our clients achieve exceptional results. Serving both urban and rural real estate markets, we leverage our global resources to help you excel in your real estate objectives. When you work with a member of our team, you get the benefit of working with our entire network.

NAI Excel is a subsidiary of Brokers Holdings, LLC, which operates commercial and residential real estate brokerages across multiple states across the U.S. The company was founded in 1982 when several real estate brokerages decided to come together and form a single brokerage company. That company has since grown to encompass more than 25 offices and 800 real estate professionals who are managing \$1 billion in assets and closing more than 5,000 transactions annually with a combined value of over \$2 billion.



Section #2 – Land Development Experience

Over the past 23 years, combined, we have been directly involved in several land development projects, both as a listing agent and as a consultant.

Our Notable Projects:

- **Prime Commercial Parcel – Exit 12, I-15 (Near WINCO):** Currently marketing **4 acres** at the new **Exit 12 interchange**, ideally situated for retail, QSR, or commercial use.
- **Industrial Subdivision with Rail Access:** Managing current subdivision strategy for **30-acre industrial property** with **direct rail access**, optimizing site layout for logistics and manufacturing users.
- **Private Airstrip – Paragonah, UT:** Representing **260-acre** parcel including a **private airstrip**, suitable for aviation, ranch, or recreation-based development.

We are well-versed in land use ordinances and zoning codes specific to Iron County, and regularly coordinate with planning commissions, engineering firms, and utility providers to ensure smooth project execution. Our experience includes assisting developers with site selection, feasibility analysis, and tailored marketing strategies. This hands-on involvement at every stage of the process has equipped us with a comprehensive understanding of what it takes to bring a land development project from concept to completion.

Section #3 – Fees and Commissions

Our standard commission structure is competitive and aligned with industry norms, while reflecting the value and service we provide.

- Sales Commission: our fee is 6% of the final sale price, if the property is listed, commission is paid by the seller.

Section #4 – Experience with Local Governments

We have extensive experience working with local governments throughout the City of Parowan, Cedar City, Iron & Washington Counties including planning, zoning, building and development departments.

Key Highlights:

- Presented before the St. George City, Cedar City Planning & Zoning Commission on multiple projects.
- Successfully assisted clients through rezoning applications, special use permits, and variance requests.
- Familiar with local building and development codes, as well as the public hearing process.
- Strong working relationships with local officials, planners, and engineers, which helps streamline project timelines and reduce friction.

Our familiarity with local government procedures and personnel allows us to anticipate potential challenges and proactively resolve them, ensuring smoother project execution.

In Closing!

We appreciate the opportunity to submit this proposal and are confident in our ability to deliver exceptional results. Our proven experience and strong local relationships uniquely position us to deliver results efficiently and effectively. We look forward to the opportunity to contribute to your success.

Meeja McAllister & Carylie English

NAI Excel

FIVE COUNTY ASSOCIATION OF GOVERNMENTS RECOGNITION PROGRAM POLICY

(Approved in Steering Committee 10/1/2025)

Purpose

The Five County Association of Governments (FCAOG) acknowledges that employee contributions are crucial to the organization's success. This policy establishes a formal recognition program to recognize employees who demonstrate exceptional performance, teamwork, or contributions that advance the mission of the AOG.

1. Director's Award

Overview:

The Director's Award provides immediate recognition for outstanding efforts by employees.

Eligibility & Nomination:

- Any employee may submit a nomination.
- Nominations require approval by the relevant Department Director.

Award:

- \$25 gift card.
- Gift cards will be maintained by the Chief Financial Officer (CFO).

Process:

1. Nominating employee submits request to Department Director.
2. Director reviews and approves/denies the request and gets approval from the Executive Director or Deputy Director.
3. Approved recognition must include a written commendation prepared by the Director.
4. The Director will forward the recognition to the Executive Director and Human Resources for documentation.
5. CFO provides the gift card to the Director and codes the expense to the respective department.

6. The Director will publicly deliver the letter of commendation and award to the employee whenever possible.

2. Executive Director's Recognition

Overview:

The Executive Director's Recognition provides elevated recognition for extraordinary contributions and efforts that significantly benefit the AOG.

Eligibility & Nomination:

- Any Department Director may submit a nomination.
- The Leadership Team reviews nominations.
- A maximum of one award may be approved per month.

Award:

- 8 hours of Paid Time Off (PTO).

Process:

1. Director submits nomination to the Leadership Team.
2. The Leadership Team reviews and forwards their recommendation to the Executive Director.
3. The Executive Director reviews and approves/denies the nomination.
4. Upon approval, the Executive Director will prepare a formal letter of recognition based on the nomination write-up.
5. PTO hours are credited to the employee's leave balance by HR, and finance will code the expense to the respective department.
6. The Executive Director will deliver the letter and recognition publicly at an agency-wide staff meeting.

3. Administration & Records

- All recognition awards will be documented and tracked by Human Resources.
- The CFO will maintain the supply of Director's Award gift cards, tracking disbursement and coding of the award. The CFO will provide them to the Directors upon approval.

- The Executive Director will receive copies of all recognition write-ups.

4. Effective Date

This policy is effective 10/1/2025 and remains in effect until amended or rescinded.

FIVE COUNTY ASSOCIATION OF GOVERNMENTS PURCHASING AND PROCUREMENT POLICY

(Approved in Steering Committee 10/1/2025)

The Five County Association of Governments (FCAOG) will maintain sufficient documentation and internal controls to ensure that all expenditures for equipment, furniture, vehicles, supplies, services, and other purchases comply with FCAOG's Procurement procedures as outlined herein.

PROCEDURES

1. FCAOG has no obligation to reimburse any purchase not made in accordance with the purchasing policy.
2. These procedures apply to all purchases of equipment, furniture, appliances, single non-recurring supply purchases, repair and maintenance service requests, office supplies, lease payments, and other major purchases. The dollar thresholds and bidding procedures listed in this policy also apply to vehicles, copiers, computers, and computer-related equipment, and telecommunications equipment and services; however, all computer and technology purchases must first receive approval from the FCAOG Executive Director.
3. Office supplies and other routine supplies should be purchased through office personnel appointed for such tasks by the Executive Director. These supplies may be purchased from the most cost-effective source; however, local merchants should be used whenever possible, provided their costs are comparable to those of online sources. These items do not require a purchase order or bidding process as long as individual items do not cost more than \$1000.00 and/or the total order is not more than \$1000.00. Also, recurring, budgeted expenses for groceries or care items do not fall under these procedures. Purchaser must document that purchases are being made from the best and most cost-effective source vendors and/or through State of Utah procurement contracts, and they are within the annual approved budget amounts.
4. All purchases require program-level approval. Department heads and program directors are to ensure the following procedures are followed when approving purchases: (a) said purchases are permissible within specific grants or contracts; (b) all purchases are made to maximize cost savings and program benefits; (c) purchases fall within approved annual budget amounts; (d) applicable AOG Purchasing Procedures are followed.
5. All purchases that include items costing more than \$1000.00 each or are more than \$1,000.00 in the aggregate requires a purchase order.
6. All purchases \$1000.01 to \$5,000.00 require a purchase order, and it is encouraged to get three documented prices for comparable items. (Examples include but are not limited to online listing, catalog, newspaper advertisement, or written/mailed quote).

7. All purchases costing \$5,000.01 to \$30,000.00 in total shall require a purchase order and three written bids or be purchased through a State of Utah Cooperative Procurement Contract of comparable items, submitted by the vendor, highlighting specifications, availability of the items, and cost.
8. All purchases of \$30,000.01 and over require a purchase order and either sealed bids, Request For Proposals (RFP), or purchased through a State of Utah Cooperative Procurement Contract, as determined by program directors with approval of the Executive Director. Sealed bids or RFP's may be obtained by way of public notice, state procurement site posting, or by invitations sent to vendors who have been determined to be the best source providers of the goods or services being sought. Public notices or invitations to bid must include a detailed purchase description and all contractual terms and conditions applicable to the procurement. Public notice shall be given at least ten business days before the date set forth therein for the opening of the bids. The public notice will be published on the state's public notice website or state procurement website. If an invitation for bids or RFP's is used, a minimum of three vendors must be contacted unless it can be documented that the purchase can only be obtained from a sole source provider or from fewer than three vendors. Sealed bids shall be opened publicly in the presence of one or more witnesses at the time and place designated in the notice for bids. The amount of each bid and any other relevant information, together with the name of each bidder, shall be recorded. The record and each bid shall be open to public inspection.
9. Bids or RFP's received by the FCAOG will be evaluated based on the following criteria: quality, delivery time, past performance, service, maintenance and repair, availability, suitability for a particular purpose, and price (including discounts and transportation).
10. Purchases required during an emergency, as determined by the Executive Director, may not require the solicitation of bids. However, as much competition as is practical should be obtained, and such purchases should be limited to the amounts necessary to resolve the emergency.
11. Any purchase needing a formal contract will be coordinated by the Executive Director. These purchases may include buildings, remodeling, maintenance agreements, automobiles, rental and lease agreements, and other items as appropriate.
12. All purchases in excess of \$5,000.00 must have the approval of the Executive Director.

13. Once documentation is completed and authorized, and the purchase made, the documentation is forwarded to the CFO/Finance office as notification invoices are forthcoming, and to ensure signatures and documentation are on file.
14. This policy is intended to follow the State of Utah Procurement rules, policies, and procedures; any discrepancy shall be resolved in accordance with the State of Utah Procurement rules, policies, and procedures.
15. Any actual or prospective bidder who is aggrieved in connection with the solicitation or award of a bid may appeal to the Executive Director. An appeal shall be submitted in writing within 10 working days after the aggrieved person knows or should have known of the facts. The Executive Director or designee shall promptly issue a written decision regarding any appeal, if it is not settled by mutual agreement. The decision shall state the reasons for the action taken and inform the protestor of the right to appeal to the FCAOG Steering Committee. The Steering Committee shall be the final appeal at the FCAOG level. All further appeals shall be handled as provided in section 63-56-58 through 64 of the Utah Code.

CODE OF CONDUCT

1. No employee, officer or agent of the FCAOG shall participate in selection, or in the award of a purchase if a conflict of interest, real or apparent, is involved. Such a conflict would arise when the selection or award of a purchase involves:
 - a. the employee, officer, or agent;
 - b. any member of his immediate family;
 - c. his or her partner; or
 - d. an organization which employs, or is about to employ, any of the above, or has a financial or other interest in the firm selected for award.
 - e. a close personal friend or relationship.
 - For the purposes of this policy, a 'close personal friend' is any individual with whom an employee has a relationship characterized by frequent personal interaction, mutual financial interest, or a level of social connection that could reasonably create the appearance of favoritism, bias, or conflict of interest in purchasing, procurement, or contract award decisions.

2. The FCAOG's officers, employees, or agents shall neither solicit nor accept gratuities, favors or anything of monetary value from contractors, potential contractors, or parties to subagreements. Gifts may only be accepted if they were an unsolicited item of nominal intrinsic value which comply with the Public Officers' and Employees' Ethics Act.
3. Violation of such standards shall provide for disciplinary action as outlined in the Five County Association of Governments Internal Personnel Policy.

RECEIVING PROCEDURE

1. A Copy of the purchase order will be sent to the site where the merchandise will be received to serve as the receiving report.
2. Upon arrival of the commodities, the receiver will determine the quantity of each item received, making note of the receiving report of any substitutions, shortages, and damage in transit.
3. The receiving report will then be sent to the Division of Finance at the FCAOG Office, P.O. Box 1550, St. George, UT 84771.

The following verifications will be completed before an invoice is approved for payment:

1. Determine that all arithmetic details, such as extension and totals are correct.
2. Determine that the invoice conforms to the purchase order.
3. Ascertain that commodities listed on the invoice have been received by comparing it to the receiving report.
4. Ensure that any and all required documentation is included with the invoice; including appropriate coding of program and service category.

After an invoice has been paid, a voucher copy of the check, a copy of the receiving report, copy of the purchase order, and copy of the invoice will be filed for future reference.

Five County Association of Governments
Amendment to Purchasing Policy
[Approved by Steering Committee 01/13/2016]

This document amends and is made an integral part of the Five County Association of Governments Purchasing Policy adopted by the Five County Association of Governments Steering Committee on April 9, 2003.

The aforementioned document entitled Purchasing Policy is also hereby amended to be hereafter entitled: "Five County Association of Governments Purchasing and Procurement Policy".

PROCUREMENT OF PROFESSIONAL CONSULTING SERVICES

1. Qualifications Based Selection Procedures.

Consultants contracted by the Association must be first selected on the basis of their qualifications and experience, followed by the specific fees determined through negotiations following formal selection. The qualifications of an individual or firm as a professional consultant is to be evaluated and the best qualified consultant selected, subject to a mutual understanding of the scope of services required and formal negotiation of a fair and reasonable consulting fee.

2. General Scope of Services Required.

Each request by the Association for professional consulting services shall contain a general scope of the services required, detailed as much as is reasonably possible. This is so that the individual and/or firm responding to the solicitation can better provide a statement of qualifications responsive to the request as well as submit an informed quote or bid. The general scope of services developed during this initiation phase of the procurement process will likely be too broad to serve as the basis for the formal contractual agreement.

3. Non-competitive (Sole-Source) Procedure - Small Consulting Services Contract.

A determination as to whether procurement of professional consulting services may be from a sole-source shall be decided by the Executive Director in consultation with the Finance Committee. Circumstances which could necessitate sole-source procurement may include a specific expertise in a particular subject, or provision of service, that the proposed individual or firm is uniquely qualified to provide. The Executive Director shall specify the application of the sole-source determination and its duration. The Five County Association of Governments may only enter into non-competitive negotiation for professional consulting services, as a sole-source, if the total estimated cost of the contract is less than \$20,000. A file, available to the public on request, shall be maintained that contains a brief statement of the proposed procurement, a description of the proposed sole-source supplier and a written justification. Nothing in this policy precludes the Association from utilizing the same procedure as is outlined below for mid-sized consulting services contracts, if desired.

4. Competitive Procedure - Mid-sized Consulting Services Contract.

If the estimated cost of a contract for professional consulting services is between \$20,000 and \$40,000, or a determination is not made regarding a sole-source as outlined above for contracts estimated less than \$20,000, three or more individuals or firms shall be solicited for an estimate to undertake the general scope of services. Every effort shall be undertaken to obtain a formal written quote from each of those three individuals or firms. If only one individual or firm formally responds to the request and provides a written quote, the Association may negotiate the compensation and award a contract to that individual or firm, if in the determination of the Association's Executive Director, in consultation with the Finance Committee, that negotiated compensation is fair and reasonable. Selection shall be based on the criteria outlined in Number 1 above. Nothing in this policy precludes the Association from utilizing the same procedure as is outlined below for large consulting services contracts, if desired.

5. Formal Bidding Process - Large Consulting Services Contract.

Public notice, in a newspaper having general circulation in at least two of the five counties in this region shall be required for professional consulting services procurement exceeding \$40,000. The notice shall be published at least ten calendar days in advance of when a formal response to the notice must be provided. If only one individual or firm formally responds to the formal bidding public notice and provides a bid, the Association may negotiate the compensation and award a contract to that individual or firm, if in the determination of the Association's Executive Director, in consultation with the Finance Committee, the negotiated compensation is fair and reasonable.

6. Detailed Scope of Services Negotiated.

Once the selected firm is identified, the Association shall enter into a formal negotiation process to reach a complete and mutual understanding of a detailed scope of specific services to be provided by the consultant. A well-defined project description and scope of services should be developed between the Association and consultant prior to negotiating the exact consulting fee. This may be accomplished in a scoping meeting or separate investigation or study to clearly define the extent of the project. Such a meeting offers the opportunity for refinement, amendment, and complete definition of the services to be rendered. The scope of service(s) must be sufficiently detailed so that the consultant can make a reasonable fee estimate. The scope of service(s) will vary from project to project.

7. Effect on Other Existing Purchasing Policies.

This amendment shall only affect the procurement of professional consulting services. All other purchasing policies not referred to in this amendment shall remain in place, unchanged.

8. Appeal of Decision by an Aggrieved Party.

The procedure for an appeal shall be as is outlined in Section 1, Number 14 in the Purchasing and Procurement Policy document.

Annual Meeting Schedule - 2026 STANDING VENUE IN CEDAR CITY --Festival Hall 5&6						
Generally Second Wednesday of Each Month	Public Health 10:00 a.m. Tentative	Behavioral Health 10:00 a.m. Tentative	Human Services Council - 12:00 p.m. (or as noted below)	Five County AOG Finance Committee (12:00 ; lunch provided)	Steering Committee 12:30 P.M. LUNCH PROVIDED	FCAOG Quarterly Financial Reports
January (14) Cedar City, Iron		105 N. 100 E. Festival Hall			105 N. 100 E. Festival Hall	
February (11th) Cedar City, Iron	105 N. 100 E. Festival Hall		105 N. 100 E. Festival Hall	Five County AOG Finance Budget Revisions		
March (11th) Cedar City, Iron		105 N. 100 E. Festival Hall			105 N. 100 E. Festival Hall	2nd Quarter
April (8th) Cedar City, Iron	105 N. 100 E. Festival Hall					
May (13th) Cedar City, Iron		105 N. 100 E. Festival Hall	105 N. 100 E. Festival Hall	Five County AOG Finance Committee Mtg.	105 N. 100 E. Festival Hall	
June (10th) Cedar City, Iron	105 N. 100 E. Festival Hall	105 N. 100 E. Festival Hall 9:30-10:00 Budget Appr.		Five County AOG Finance Committee Mtg.	105 N. 100 E. Festival Hall Budget Approval	3rd Quarter
July (8th) Cedar City, Iron		105 N. 100 E. Festival Hall	105 N. 100 E. Festival Hall			
August (12th) Cedar City, Iron	105 N. 100 E. Festival Hall				105 N. 100 E. Festival Hall	
September (9th) Cedar City, Iron		105 N. 100 E. Festival Hall	105 N. 100 E. Festival Hall	Five County AOG Finance Committee Mtg.		4th Quarter / FY Closeout UAC Bd of Directors Rep
October (14th) Cedar City, Iron	105 N. 100 E. Festival Hall				105 N. 100 E. Festival Hall	
November (11th) Cedar City, Iron		105 N. 100 E. Festival Hall		FCAOG Annual Audit -- 105 N. 100 E. Festival Hall	105 N. 100 E. Festival Hall	1st Quarter UCIP Interlocal Coop. Agreement
December (9th) Cedar City, Iron	Location TBD	Location TBD				?? Veterans Day

Note: These meeting dates tentative and coordinated by AOG, Behavioral Health, and Public Health



Five County Association of Governments

1070 West 1600 South, Bldg. B
Saint George, UT 84770
Office (435) 673-3548

RESOLUTION NO. 008132025_1

A RESOLUTION EXPRESSING SUPPORT FOR THE REBUILDING OF THE HISTORIC NORTH RIM LODGE FOLLOWING DESTRUCTION FROM THE DRAGON BRAVO FIRE

WHEREAS, the North Rim Lodge (Grand Canyon Lodge, North Rim), located within Grand Canyon National Park, is a historic, iconic, and irreplaceable structure that has for many decades provided lodging, dining, interpretation, and access to visitors experiencing the Grand Canyon from the North Rim;

WHEREAS, the North Rim and its associated visitor infrastructure have contributed significantly to the regional economy, tourism, cultural identity, and employment opportunities for communities in the surrounding counties.

WHEREAS, the Dragon Bravo Fire, in July 2025, caused catastrophic damage to the North Rim developed area, destroying or severely damaging approximately 113 structures (including the historic Grand Canyon Lodge, the North Rim Visitor Center, numerous cabins, maintenance facilities, wastewater and water treatment infrastructure, and utility systems);

WHEREAS, the North Rim is closed for the remainder of the 2025 season due to extensive damage, including loss of the water pipeline, electrical utilities, and wastewater treatment plant.

WHEREAS, the Dragon Bravo Fire burned on the North Rim plateau over ~145,504

WHEREAS, a Burned Area Emergency Response (BAER) soil burn severity mapping effort estimates that of the burn area, approximately 65 % suffered low soil burn severity, about 26 % moderate severity, and about 2 % high severity.

WHEREAS, the reconstruction of the North Rim Lodge (and associated infrastructure) must consider resilience to fire risk, modern sustainability, accessibility, integration with park planning, and long-term economic viability.

WHEREAS, the counties in this Association of Governments collectively have a strong interest in preserving and supporting tourism, historical preservation, regional infrastructure connectivity, and emergency planning across jurisdictional lines.

NOW, THEREFORE, BE RESOLVED BY THE FIVE-COUNTY ASSOCIATION OF GOVERNMENTS STEERING COMMITTEE, AS FOLLOWS:

1. The Five County AOG formally expresses its strong support for the full, timely, and resilient rebuilding of the North Rim Lodge and associated visitor infrastructure in a manner consistent with the historical character and significance of the original lodge.
2. The reconstruction should incorporate modern standards (resilient materials, fire protection, water conservation, hazard mitigation) and full compliance with accessibility and universal design, while honoring the architectural heritage of the lodge.
3. The 5-County AOG encourages planning for year-round visitor services, to the extent feasible given climatic and operational constraints, to maximize regional economic benefits, job creation, and tourism stability.

4. The 5-County AOG urges all relevant federal, state, and tribal agencies (including the National Park Service, U.S. Department of the Interior, U.S. Forest Service, state park and forestry departments, and applicable county governments) to prioritize and expedite funding allocations, permitting, design review, and interagency coordination needed to implement reconstruction, stabilization, and recovery.
5. The Five-County AOG further urges that post-fire hazard mitigation (including slope stabilization, erosion control, reforestation, watershed protection, and fuel management) be integral to reconstruction plans to reduce future fire and flood risk.
6. The 5-County AOG resolves to monitor and support the progress of the reconstruction effort through periodic reports, stakeholder engagement, and communication with its member counties and the public.

BE IT FURTHER RESOLVED that a copy of this resolution shall be transmitted to the National Park Service, U.S. Department of the Interior, the Governor's offices of Arizona and Utah, State Forestry, Fire and State Lands, Utah Public Lands Policy Coordinating Office, and the Federal Delegation from Utah.

PASSED AND ADOPTED by the Five-County Association of Governments Steering Committee on this 13th day of August 2025.



Paul Cozzens
Steering Committee Chairman



Five County Association of Governments

1070 West 1600 South, Bldg. B
Saint George, UT 84770
Office (435) 673-3548

RESOLUTION NO. 00852025_1

A RESOLUTION OF THE FIVE COUNTY ASSOCIATION OF GOVERNMENTS URGING THE UNITED STATES FOREST SERVICE TO IMMEDIATELY DEPLOY EMERGENCY AUTHORITIES TO MITIGATE CATASTROPHIC WILDFIRE THROUGH MASSIVE FUEL REDUCTION EFFORTS AND THE FULL RELEASE OF TIMBER SALES IN UTAH AND NORTHERN ARIZONA

WHEREAS, the State of Utah and neighboring Arizona are now facing some of the largest active wildfires in the United States, including the Monroe Canyon Fire (Sevier & Piute Counties), which has burned over 71,900 acres and remains only 4% contained after more than three weeks, and the Forsyth Fire (Washington County), which has burned approximately 15,660 acres and continues to endanger communities and vital landscapes; and

WHEREAS, additional major Utah wildfires in 2025 include:

- France Canyon Fire (Garfield County): ~34,943 acres burned;
- Deer Creek Fire (San Juan County): ~17,724 acres burned;
- Bridge Creek Fire (San Juan County): ~2,588 acres burned;
- Mica Fire (Tooele County): ~1,600 acres burned;
- Beulah Fire (Summit County): ~2,310 acres burned;
- Big Springs Fire (Tooele County): ~1,486 acres burned;
- Hag Fire (Box Elder County): ~9,200 acres burned;

WHEREAS, the Grand Canyon Fire in Arizona has resulted in the total loss of the historic North Rim Lodge, underscoring the devastating human, ecological, and economic toll of unchecked wildfire; and

WHEREAS, municipal and agricultural watersheds are being severely impacted or lost altogether, threatening long-term water availability, infrastructure stability, and public health; and

WHEREAS, on July 31, 2025, Utah Governor Spencer J. Cox issued a State of Emergency due to the intensity and spread of wildfires, noting that Utah had already experienced approximately 693 fires burning nearly 114,000 acres statewide this year; and

WHEREAS, wildfire acreage burned in the United States continues to escalate year after year, despite billions spent on suppression, demonstrating a systemic failure to address the underlying causes of catastrophic fire; and

WHEREAS, proactive forest management, mechanical thinning, prescribed burning, and commercial timber harvesting have been consistently stalled by regulatory red tape, environmental litigation, and institutional risk aversion; and

WHEREAS, agency bureaucratic caution, however well-intentioned, is no substitute for action in the face of mounting disaster, and the longer forests are mismanaged, the more dangerous and volatile they become; and

WHEREAS, unmanaged forest stands often exceed 160–300 trees per acre, compared to historical healthy densities of 40–60 trees per acre, creating overcrowded fuel beds prone to ignition under drought and heat stress; and

WHEREAS, the National Environmental Policy Act (NEPA) includes categorical exclusions (CEs) and the Forest Service may also make Emergency Situation Determinations (ESDs), which together allow land managers to bypass unnecessary procedural delays and implement emergency fuels mitigation without predecisional objection; and

WHEREAS, the Forest Service must utilize these emergency categorical exclusions and ESDs under NEPA to greatly accelerate any and all forest health and wildfire mitigation activities that reduce fuel loads and protect forests and communities from catastrophic fire; and

WHEREAS, the immediate release and implementation of all approved timber sales is critical to reduce hazardous fuels, support rural economies, and engage the private sector in restoring forest health; and

WHEREAS, on June 23, 2025, the U.S. Secretary of Agriculture announced the intent to rescind the 2001 Roadless Area Conservation Rule, which restricts road construction, reconstruction, and timber harvesting on approximately 59 million acres—including nearly 60% of forested land in Utah;

AND WHEREAS, this rescission is not yet effective and must undergo formal rulemaking and environmental review, including public notice, consultation, and federal analysis, before the Roadless Rule can be officially repealed;

WHEREAS, these catastrophic wildfires have destroyed irreplaceable historic structures, cultural landmarks, and community gathering places, erasing generations of heritage, local customs, and ways of life; and

WHEREAS, the loss of these resources—along with the destruction of municipal and agricultural watersheds, will have impacts that may last for decades, if not permanently, altering the economic stability, environmental health, and cultural identity of the region; and

WHEREAS, beyond the physical damage, these fires have inflicted a profound human toll, displacing families, disrupting livelihoods, endangering public health, and placing long-term emotional and economic burdens on residents whose lives are deeply tied to these lands;

WHEREAS, current federal pay structures inadvertently incentivize prolonged wildfire suppression operations by offering overtime and hazard pay to employees in leadership and management roles, rather than rewarding prevention and mitigation work; and

WHEREAS, public policy must prioritize risk reduction and community protection, not just response; and

WHEREAS, the Five County Association of Governments expresses its deepest gratitude to the local U.S. Forest Service staff, incident commanders, ground crews, and support personnel whose sacrifice, commitment, and dedication protect lives, property, and resources; and affirms that this resolution targets the actions and policies of federal leadership and management, not those serving on the front lines;

NOW, THEREFORE, BE IT RESOLVED BY THE FIVE COUNTY ASSOCIATION OF GOVERNMENTS THAT:

1. A Regional Emergency is hereby declared in response to the escalating wildfire threat across southern Utah and northern Arizona.
2. The Association calls on the U.S. Forest Service to fully invoke emergency categorical exclusions (CEs) and Emergency Situation Determinations (ESDs) to authorize emergency fuels mitigation without delay.
3. The Forest Service must utilize applicable CEs and ESDs under NEPA to greatly accelerate any and all forest health and fuel reduction projects, including timber harvesting, thinning, and prescribed fire, particularly in overstocked and high-risk areas near communities and water supply zones.
4. The immediate release of all approved timber sales must occur without further delay, and all barriers—regulatory, legal, or procedural—that obstruct active forest management must be eliminated.
5. Congress and the Administration must remove any financial incentive for federal leadership and management personnel to profit from extended wildfire suppression missions. All such time worked should be accrued as compensatory time only, with no

added overtime or hazard pay, redirecting focus toward prevention, fuels work, and community protection.

6. Supports the expedited completion of the formal rulemaking process to fully repeal the Roadless Rule;

- Urges the U.S. Department of Agriculture and U.S. Forest Service to finalize actions as swiftly as lawfully possible;
- Appeals to Congress to pass legislation codifying repeal or facilitating emergency restoration of forest access;
- Requests that any repeal is paired with expedited NEPA categorical exclusions (CEs) and Emergency Situation Determinations (ESDs) to allow immediate implementation of access-based wildfire mitigation operations.

7. A copy of this resolution shall be transmitted to:

- The U.S. Secretary of Agriculture
- Chief of the U.S. Forest Service
- Utah's Congressional Delegation
- The Governor of Utah
- The Utah Division of Forestry, Fire & State Lands
- The Attorney General of the State of Utah

PASSED AND ADOPTED this 13th day of August, 2025, by the Five County Association of Governments Steering Committee and Executive Board.

Paul Cozzens
Paul Cozzens (Aug 14, 2025 19:54:40 MDT)

Aug 14, 2025

Paul Cozzens

Steering Committee Chairman

Wildfire Resolution 8_14_2025_1705

Final Audit Report

2025-08-15

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