



U. S. DEPARTMENT OF COMMERCE
Economic Development Administration
Denver Regional Office
410 17th Street, Suite 250
Denver, Colorado 80202
(303) 844-4715 FAX (303) 844-3968

July 6, 2012

Mr. Chad Johnson, Chairman
Five County Association of Governments
1070 West 1600 South, Building B
St. George, Utah 84770-1550

Dear Mr. Johnson:

On Thursday, June 7, 2012, the Denver Regional Office conducted a Peer Evaluation of your organization. The Peer Evaluation team consisted of Beverly Fischer, Project Officer and Peer Evaluator, Doug Elliott, Executive Director from East Central Iowa Council of Governments. The purpose of the review was to conduct an evaluation of the management, fiscal operation, and the performance of the district with respect to the Economic Development Administration (EDA) Partnership Planning program. We appreciate the time and effort you and your staff took to accommodate the review, and the professional manner in which the Executive Director worked with the evaluation team.

The Regional Office has completed its Performance Evaluation and Recommendation Report; a copy is attached. Our team was impressed with the activities and procedures that your district has incorporated to implement the EDA planning process.

We commend you for the work you are doing to serve the needs of the counties in the Five County Association of Governments. If you have any questions regarding the evaluation or other matters pertaining to your work with EDA, please contact Beverly Fischer in the Denver Regional Office at (303) 844-4702. We look forward to continuing our economic development partnership with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert E. Olson", written over a circular stamp.

Robert E. Olson
Regional Director

Enclosures

Cc: Ken Sizemore, Executive Director
Doug Elliott, ECICOG
Trisha Korbas, EDR

AGENDA ITEM # XIII-A. (Continued)

**EDA Denver Regional Office
Economic Development District
Performance Evaluation & Recommendation Report**

Economic Development District Name & Location: Five County Association of Governments, St. George, UT	
Evaluation Review Team Members: Beverly Fischer, Program Specialist, Doug Elliott, Executive Director, East Central Iowa Council of Governments	
EDD Participants: Ken Sizemore, Mayor Jerry Taylor, Vice Chairman	
Member Counties: Beaver, Garfield, Iron, Kane and Washington	
EDA Grant #: 05-83-04947-02	Current Grant Period: April 1, 2012 – March 31, 2013
Location of Evaluation: Park City, UT	Date of Evaluation: June 7, 2012
Instructions for the Reviewer: <i>Based on your evaluation of the organization through interviews and the materials provided, supply the appropriate response to the questions in the three sections below. For questions requiring a "Yes" or "No" answer, please indicate the correct response. For self-assessment questions requiring variable responses, please indicate your rating using the following scale: 4=Excellent, 3=Good, 2=Fair, 1=Poor. Add pertinent comments and recommendations, and attach supplementary materials as needed.</i>	

**PART I. REGIONAL ELIGIBILITY:
Distress, Size, Resources, CEDS, Support, Cooperation with State(s)**

1. Continuing Regional Eligibility	Y	N
a) Does the EDD's region contain at least one geographic area that is subject to EDA's economic distress criteria?	Yes	Iron
b) Is the EDD of sufficient size or population and contains sufficient resources to foster economic development on a scale involving more than a single geographic area subject to EDA's economic distress criteria?	Yes	
c) Does the EDD have an EDA-approved CEDS that meets EDA's regulatory requirements and contains a specific program for intra-district cooperation, self-help, and public investment?	Yes	
d) Does the EDD have the support of the majority of the counties within its boundaries for the economic development activities of the district?	Yes	
e) Does the EDD work cooperatively on economic development with the State(s) in which it is located?	Yes	
2. Comments & Recommendations:		

AGENDA ITEM # XIII-A. (Continued)

**PART II. ECONOMIC DEVELOPMENT DISTRICT MANAGEMENT
Organization, Governance, Operations, Financial Accountability**

1. Membership Participation	<i>Please fill in 1-4 unless specified otherwise</i>	4	3	2	1
To what extent do the members of the organization participate financially and otherwise in the affairs of the EDD? (Rate 1-4, 4=Excellent)		4			
2. Governing Body					
a) Does the composition of the governing body meet the EDA's regulatory requirements? (Y or N)		Yes			
b) How effective is the governing body in providing policy guidance and leadership to the organization? (Rate 1-4, 4=Excellent)		4			
3. Staff					
How effective is the staff in carrying out the activities of the EDD? (Rate 1-4, 4=Excellent)		4			
4. Public Information and Involvement					
How effective is the EDD in providing information to and soliciting input from the general public about ongoing and proposed district activities? (Rate 1-4, 4=Excellent)		4			
5. Economic Development Activities					
To what extent does the EDD engage in the full range of economic development activities listed in its EDA-approved CEDS? (Rate 1-4, 4=Excellent)		4			
6. Financial Accountability					
To what extent has the EDD demonstrated that sound financial controls and practices are in place? (Rate 1-4, 4=Excellent)		4			
7. Comments and Recommendations:					

**PART III. EDA PARTNERSHIP PLANNING PROGRAM:
CEDS Implementation and Program Performance**

1. Required Reports	<i>Please fill in 1-4 unless specified otherwise</i>	4	3	2	1
How well does the EDD perform in submitting all required reports to EDA in accordance with the terms and conditions of the award? (Rate 1-4, 4=Excellent)		4			
2. Comprehensive Economic Development Strategy (CEDS)					
a) How effective is the EDD's CEDS development, implementation, review, and update process? (Rate 1-4, 4=Excellent)		4			
b) How complete, relevant and useful is the EDD's CEDS document? (Rate 1-4, 4=Excellent)		3			
3. Scope of Work (SOW)					
a) How effective is the EDD in carrying out the Scope of Work contained in its EDA grant award? (Rate 1-4, 4=Excellent)		4			
b) To what extent is the EDD in carrying out the SOW based on the priorities and activities identified in the CEDS? (Rate 1-4, 4=Excellent)		4			
4. EDD Effectiveness					
a) Overall, how effective is the EDD's governing body in the guidance and oversight of its EDA-funded economic development program? (Rate 1-4, 4=Excellent)		4			
b) Overall, how effective is the EDD's staff carrying out its EDA-funded economic development program? (Rate 1-4, 4=Excellent)		4			

AGENDA ITEM # XIII-A. (Continued)

5. Comments & Recommendations:

The operations and breadth of programming of the organization are impressive. Board commitment is reflected in excellent meeting attendance, and the presence of the vice chair at the peer review. In his comments, the vice chair indicated the agency was responsive to regional needs. The previous audit found no corrective actions. Employee handbook currently being updated and evaluations are conducted annually. CEDs is integrated with other planning documents. Efforts to work with Tribal councils and in creating Council CEDs.

After reviewing the reports and materials submitted for this Peer Evaluation, the Team was pleased to see the level of success and accomplishments being made. Five County AoG has been one of the premier organizations within the EDA Denver Regional Office.



United States Department of the Interior
BUREAU OF LAND MANAGEMENT
Grand Staircase-Escalante National Monument
669 South Highway 89A
Kanab, UT 84741
<http://www.ut.blm.gov/monument>



In reply refer to:
8301 (UT-030)

June 8, 2012

Dear Interested Public:

I wanted to provide with an update on the tourism initiative presented at the Monument Advisory Committee meeting in Escalante in April of this year, by Angela West the BLM program lead for tourism and community service.

Angela has drafted the enclosed project proposal, which has been approved by the BLM Director. The pilot project has the potential to bolster tourism benefits in small, rural communities as well as to pilot a replicable process that can be exported to other BLM offices.

The Monument will actively participate with local communities, within a process facilitated by a third party. Appreciative Inquiry is a strength-based or asset-based community development and sustainable livelihood model. It seeks out the best qualities in individuals and organizations; not the problems and deficits. This process strives to understand the interrelationships among conservation, livelihood and sustainable tourism development and the facilitation of sustainable nature and heritage based tourism models, structured within a regional cooperative planning framework.

I will be working with Angela West to establish a timeline for the implementation of this important pilot initiative project in support of the President's National Travel and Tourism Strategy.

I will strive to keep you apprised of our progress in this endeavor.

Sincerely,

René C. Berkhoudt
Monument Manager
Grand Staircase-Escalante National Monument

AGENDA ITEM # XIII-A. (Continued)

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Bureau of Land Management Tourism and Community Cooperative Plan - Pilot Grand Staircase Escalante National Monument

Needs Statement/Purpose

This Pilot Project Proposal is a result of the Bureau of Land Management's (BLM) realization that travel and tourism is poised to be one of the top six economic drivers for the U.S. economy within this decade, and that tourism constitutes a particularly strong influence within rural communities. Given this reality, BLM and the NLCS play a pivotal role in not only the conservation of rural natural and cultural assets, but their economic wellbeing and quality-of-life as well. This proposal is clearly in keeping with the intent of the President's Executive Order on Travel and Competitiveness and the recently released National Travel and Tourism Strategy for the U.S. As such, BLM & the NLCS would like to be responsive to local county and municipal interest in exploring the GSENM role in stimulating regional tourism and how that might benefit local communities' economic and quality of life needs; while maintaining the GSENM purpose and values. This Pilot Project has the potential to:

- Bolster tourism benefits in small, rural communities
- Help diversify local income stream in small communities historically tied to the GSENM
- Provide BLM Utah a much-needed cooperative plan and plan process that cooperatively addresses tourism, while building relationships with local stakeholders
- Pilot a replicable process that can be exported to other BLM visitor attractions
- Highlights BLM's ability to constructively respond to the demands of a stressed rural economy while highlighting conservation work with local communities
- Implement the President's National Tourism and Competitiveness Strategy for the United States with an action that can be initiated summer of 2012; and will continue to assist in ongoing national tourism efforts
- Actively Support the Western Governors Association efforts to promote "Get out West"
- Implement NLCS 15 Year Strategy
- Honor local culture and history by acknowledging historic cultural and economic ties to the NM
- Highlight and strengthen the GSENM biophysical and educational role and value with local interests, as well as the national and international visitors
- Model BLM's role in the facilitation of getting work done in a cooperative fashion; with shared resources

Pilot Project Overview

The Pilot Project looks at sustainable nature and heritage based tourism models, structured within a regional cooperative planning framework, to ascertain: collective strengths, desires for the future; steps to cooperatively implement; sustaining the desired change/outcome. Examine local, state, regional, national & international linkage. BLM will actively participate with the communities, within a process facilitated by a third party. Outcomes are expected to be mutually derived.

AGENDA ITEM # XIII-A. (Continued)

Recommended Process

BLM will facilitate a grassroots cooperative solution to help meet current and future needs. The Pilot will likely use the Appreciative Inquiry (AI) Model as applied to community and organizational development, and tailored to the conversation surrounding tourism and community service opportunities.

Appreciative Inquiry is a strength-based or asset-based community development and sustainable livelihood model. It seeks out the best qualities in individuals and organizations; not the problems and deficits. This process strives to understand the interrelationships among conservation, livelihood and sustainable tourism development. The AI process can be done in basically 6 steps. A very brief description follows:

Pre -AI Workshop Interviews

Step #1 – project preparation: identifies stakeholders, works on rapport building. Done prior to the full AI workshop, with local visits and interviews

AI One-Day Workshop

Step #2 – identifies the positive forces in tourism, biodiversity and livelihood that contribute to the interests of the stakeholders

Step #3 - identifies an ideal image of a preferred future, collectively derived

Step #5 – frame plans and implementation activities to accomplish image (It is important to note that this includes the consideration of other factors such as capital, technology, governance, human resources and policies.)

Step #6 – Sustaining positive outcomes

Key Outcomes

- Develop a community/public process (a repeatable methodology) that is tailored to working with the interrelationships among conservation, livelihood and tourism; particularly within rural areas
- Respond to local County and Municipal interests to explore the GSENM role in stimulating regional tourism and how that can benefit local community's while maintaining the NM purpose, values, and objectives
- Assist in creating a viable plan and tools to help achieve local county and municipal goals
- Capture Best-Practices and provide a mechanism to export to other BLM sites, as appropriate
- Pilot will serve as a key action, implementing the President's National Travel & Tourism Strategy for the U.S.
- Process honors local culture and history – acknowledges historic cultural and economic ties to the NM, and reinforces their sense of place; and brings it forward into a contemporary set of opportunities
- Highlights the value of the GSENM Biophysical and educational role to local and national interests

TimeLine

Phase 1 – 6 months estimate Phase 2 – determined by Phase 1: selected implementation steps.