



## STAFF REPORT

To: Summit County Council  
From: David Warnock - Personnel Director  
Date of Meeting: 31 October 2022  
Type of Item: COLA Increase  
Process: Discussion

---

### **Purpose**

Cost of Living Adjustments, aka “COLA’s”, are salary increases organizations use to counteract the effects of rising prices in the economy, i.e. inflation. COLA’s are usually based on the Consumer Price Index (CPI) for their geographical location. The CPI is a measurement that estimates the additional money a typical household needs to maintain their standard of living or purchasing power over time.

The proposed 10% COLA is to help employees manage the cost of inflation, continue to afford their standard of living and offset their need to look for other employment – retention of our current employees is crucial to fulfilling the counties responsibilities. It will also leverage our ability to recruit quality candidates for our open positions.

### **Overview**

#### **INFLATION:**

We are all experiencing high inflation with the national average at 8.2% for September 2022 while the inflation rate in Utah was at 9.6% for September. The cost of housing, food, gas, utilities and almost every other basic living commodity has increased hurting our employee’s ability to afford the basics.

According to US Congress’s Joint Economic Committee, the state inflation for Utah has increased 16% since January 2021. This increase costs the average Utah household \$949 more per month (\$11,385/year) to purchase the same items they did a year and half ago. Just a few months ago (March 2022) the same report indicated those costs were \$511/month. In the past 6 months, the increase in monthly cost to families for the same goods has dramatically increased.

In addition to the increase in monthly cost for employees, the cost of living in Summit County is 15% or higher than living in Salt Lake/surrounding valleys. Given these factors, below are recent examples of the struggles of our employees:

- Currently have employees whom we have hired, live out of state but having difficulties relocating to Utah because they cannot afford housing.
- Have made multiple offers to out of state applicants who have declined our offer because the offered salary is too low to afford housing in Utah as their main reason.
- Have lost employees who took jobs closer to their homes due to cost of commute.
- Have several employees who are working multiple jobs to try and keep up with rising costs. This is leading to burn out of our employees, lost productivity, health concerns, etc.

### TURNOVER (Retention):

Our current employee turnover rate is 13% through September and trending to be above 15% by end of the year. Our average 10 year turnover ratio is 10%. A 5% higher trend from the average is equal to an increase of 18 additional employees leaving.

- 70% of employees who left the County are resignations
  - This is a 5%-8% increase from previous years resignations
- 62% of resignation reasons were for more money or closer to home
  - Closer to home employees lived in Salt Lake County, Heber, Evanston, and Davis County – which are only 30-45 minute drives.
  - Cost of gas, commute times were specific reasons employees provided
- 77% of employees who resigned live outside of Summit County.
  - Difficult to keep employees who commute to Summit County.
- 90% of resignations are full time employees vs. 10% part time
- 88% of turnover is non-supervisory positions, 12% of turnover is supervisory positions.

The following chart shows the turnover ratio is increasing causing concern about the stability of keeping employees at Summit County

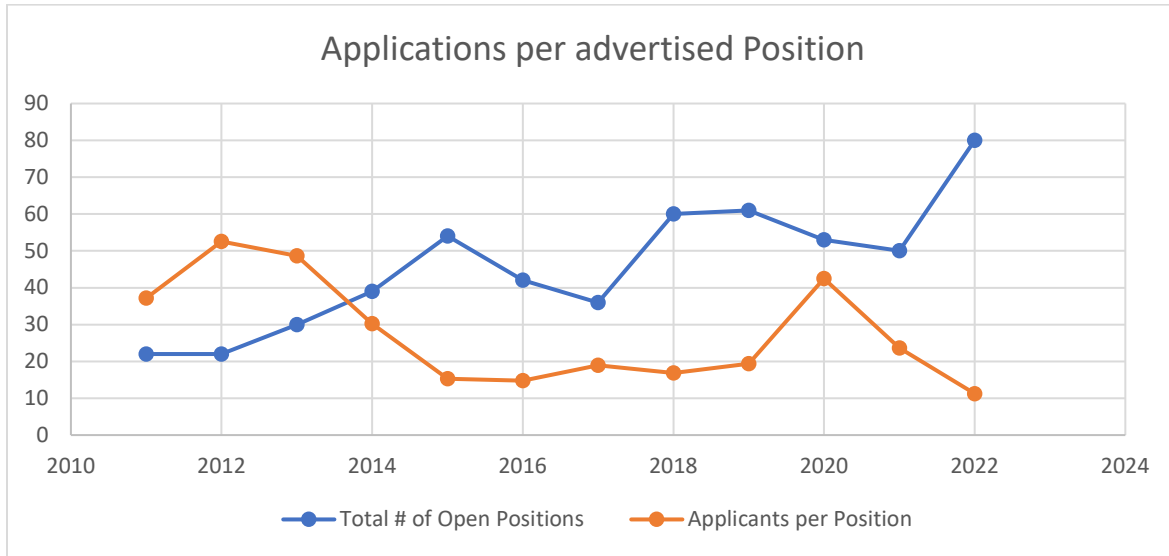


### RECRUITMENT/APPLICATIONS:

At the same time that the turnover rate is increasing we are seeing a decrease in the number of applications applying for our open positions.

- Over the past 10 years we have averaged 22 applications per open position.
- This year we are averaging 11 applications per open position – a drop of 50% and the lowest number of applications we have seen in the past 10 years.
- 40 unemployed Utahans for every 100 jobs available – 2.5 jobs open for each available worker. \*How do you fill the remaining jobs....raise pay to attract employees from other employers.
- Utah currently has a 2.1% unemployment rate which is considered extremely low and the 2<sup>nd</sup> lowest in the country.
- National unemployment rate is 3.5%, a 50 year low.

The chart below represents the applications we have received per open position for the past many years.



The trend of having higher turnover combined with fewer people applying for our jobs is very concerning.

The chart below illustrates the departments which have had turnover this past year:

Oct 21-Oct 22	# of FTE's	Turnover #	Turnover Ratio	Reason
Animal Control	7	3	43%	All resignation
Assessor	12	2	17%	All resignation
Attorney	17	4	24%	All resignation
Bldg Inspector	10	2	20%	Both Retirement
County Admin	8	2	25%	All resignation
Comm Develop	16	1	6%	All resignation
Health	46	9	20%	Mix retire, resign, term
Engineer	12	3	25%	Mix resign, retire
Facilities	13	1	8%	Resignation
Finance	6	1	17%	Resignation
I.T.	10	2	20%	Retire
Library	24	3	13%	All resignation
Public Safety	98	10	10%	Mix retire, term, resign
Dispatch	19	5	26%	All resignation
Public Works	29	7	24%	Mix resign, retire, term
Recorder	9	1	11%	Resignation
<b>TOTAL</b>		<b>56</b>		<b>70% resignation</b>
				<b>30% retire</b>

## COST OF TURNOVER

The cost of losing an employee varies dramatically based on the employees job function, pay rate, ability to cover lost productivity time by others, knowledge, experience and years of service in the job, just to name a few.

A calculation of the following costs would be necessary to establish the true cost of any one employee leaving the County:

- Hard Costs:
  - Exit Interviews and time spent learning the functions of employee leaving by others
  - Payout of annual leave of employee
  - Overtime for other employees to cover functions
  - Temporary hire (if any) to assist
  - Time spent posting job, reviewing applications and communication between HR and specific department
  - Advertisement costs for vacant position
  - Interviewing applicants
  - Reference checks
  - Time spent on offer of employment, answering questions, negotiation back and forth on job offer
  - Onboarding Costs
  - Orientation/New Hire training
- Soft/Intangible Costs
  - Loss of productivity – commonly 50% to 75% during vacancy of position
  - Loss of co-workers productivity covering vacant positions necessary duties
  - Increased work load of other remaining employees
  - Supervisor time spent redirecting workloads, training other staff, training new employee, etc.
  - Training of new hire – loss of productivity for learning curve
  - Remaining employees loss of productivity while helping train new employee
  - Lost knowledge of expertise, skill level, knowledge

HR does have a calculator to run specific cost scenarios per the above. For example, an employee who makes \$25/hour with a supervisor who makes \$45/hour and HR/Payroll/Recruiting average cost of \$30/hour, factoring in **ONLY** the hard costs noted above would cost around \$6,000. Factoring in the soft/intangible costs increases the cost, on a conservative approach, to around \$10,000 to \$12,000. The intangible costs increase dramatically the longer the position remains vacant/unable to fill. See attached calculator.

## YEARS OF SERVICE:

A compounding factor we are seeing on top of our high turnover rate is that the average years of service employees are staying employed with Summit County is dropping.

- Average years of service to Summit County of employees who left employment this year is 6 years.
- Average years of service to Summit County of employees who left employment past three years was 8 years.
- Employees are leaving sooner and more often than in previous years

**EMPLOYEE RESIDENCY:**

Employee make up of Summit County employees is changing:

- A few years ago, only 30% of employees lived outside of Summit County
- Today, 45% of employees live outside of Summit County
  - Trend is more employees are living outside of Summit County as cost to live in Summit County is unaffordable for the salaries we can offer.

In order to attract employees to “drive” to Summit County for work, we need to pay **more** than the average salary that they can get along the Wasatch Front with a shorter & less expensive commute. There is very little, if any, public transportation available to employees who live outside of Summit County to utilize to travel here for work.

**SALARY COMPARISON:**

Due to the comprehensive compensation study we did last year and the salary adjustments the Council approved, many of our positions are within the “average” of what the market is paying for similar positions. We do have positions that are “outside” of the market average, but with a 10% COLA most of the positions below the market average will come into alignment.

See the attached chart that compares our positions salary with similar situated positions of other public entities in Utah. *Please note the cover letter remarks as you review that information.*

**COLA TREND:**

The labor shortage and the great resignation, that every organization is facing, is affecting Summit County employment. Due to this trend nationally and in Utah, organizations are becoming aggressive with their COLA’s.

- Market trend for COLA’s in Utah public entities for 2022 was 5%, Social Security did 5.9%
  - Summit County provided a 4% COLA in 2022, 1% below the market average
- Market trend indicators for 2023 show Utah public entities average COLA is 6.5% - 7%. Social Security just announced an 8.7% increase for 2023.
- Summit County COLA history:

YEAR	COLA %	CPI Rate
2013	0%	1.5%
2014	1%	1.6%
2015	1%	.01%
2016	2%	1.3%
2017	2.20%	2.1%
2018	2%	2.4%
2019	3%	1.8%
2020	2%	1.2%
2021	2%	4.7%
2022	4%	8.6%

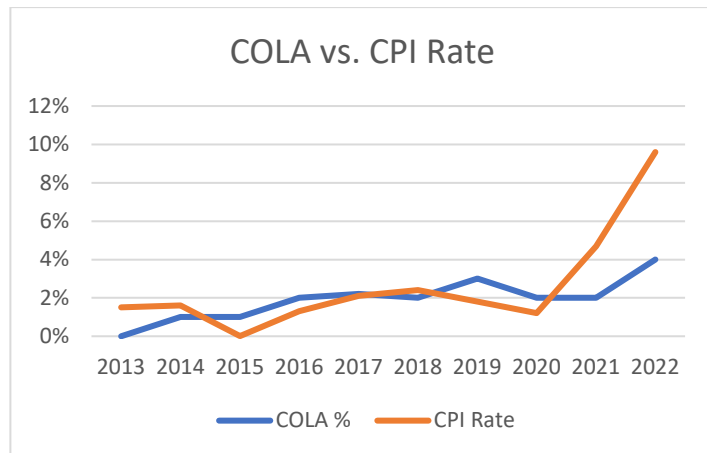


Chart below shows the COLA's given/proposed for other public entities:

City	COLA Increases During FY22	Proposed COLA/Market % FY23
Box Elder County		8.5
Brigham City		7
Cache County		8
Centerville		7.10
Davis County	9	5
Draper	2	5
Herriman	5	4
Layton	5	5
Lehi	5	4
Logan	4	4
Midvale	3	8
Murray		5.5
Ogden	3	13
Orem City	5	5
Park City	8	10.5
Pleasant Grove		8
Provo	2.5	5
Riverdale City	7	8
Riverton		4
Salt Lake County		8
Sandy		6.6
South Jordan		6
Springville City		5
Syracuse	8	5
Taylorsville		7
Tooele City		9.5
Tooele County		6.5
Utah County	2.35	7
West Jordan		6
West Valley		8
Weber County		9%
	<b>5% average</b>	<b>6.5%+ average</b>
Summit County	4%	10% proposed

**Summary**

While a 10% COLA is a large number compared with previous years, the inflation and costs of living that we are experiencing is larger than most of us have ever seen in the past 40 years. Referring back to the US Congress's Joint Economic Committee, the state inflation for Utah has increased 16% since January

2021. This increase costs the average Utah household \$949 more per month (\$11,385/year) to purchase the same items they did a year and half ago.

The trends that we are seeing with County employment is concerning:

- Increased number of employees leaving County employment
- Decreasing number of applicants for our open positions
- Decreasing number of years that employees stay with the County
- Increasing number of employees that have to travel to Summit County
- Increasing COLA's that other public entities are providing to stay competitive in the market

Would an increase in pay solve the current retention and recruitment issues? That is a fair question to ask. It will most definitely help, but it won't completely solve the issue. We do have a point of reference that salary increases do help reverse the trends we are experiencing:

*A couple of years ago the Sheriff's office was really struggling with this exact issue. We restructured the Sheriff's office pay plan and they have been very successful in filling their positions and slowing the resignation trend. During budget meetings the Sheriff commented that this is the fullest his department has ever been.*

Being aggressive in our pay plans would bring positive results, similar to the experience in the Sheriff's office.

Departments lowered their requests for other services and budgetary items to accommodate the 10% COLA request. Our other major employee costs such as URS, Health insurance and other benefits are not increasing in 2023.

Retention of our current employees and the ability to hire and fill our open positions is crucial to maintain the services the County provides.



# COLA: Cost Of Living Adjustment

COLA's: salary increases organizations use to counteract the effects of rising prices in the economy, i.e. inflation.

COLA's are usually based on the Consumer Price Index (CPI) for their geographical location.

The CPI is a measurement that estimates the additional money a typical household needs to maintain their standard of living or purchasing power over time.



# Why 10% COLA?

- Inflation nationally = 8.2% in September
- Utah inflation = 9.6% in September
- US Congress Joint Economic Report –
  - Utah inflation is 16% higher than in January 2021
  - March 2022 – monthly cost increase for a family was \$511
  - September 2022 – monthly cost increase for a family is \$949 (\$11,385/yr)
    - Costs to maintain standard of living has increased dramatically
- Cost of living in Summit County is 15%+ higher vs. rest of Utah



# Why 10% COLA?

- Employees we have hired – can't afford to move to Utah
- Multiple employment offers have been declined
  - Salary too low
  - Can't find affordable housing in Utah
- Employees left County for jobs closer to home
  - Can't afford gas to drive to Summit County
  - Unable to find affordable housing in Summit County
- Several employees working multiple jobs to afford basic necessities
  - Burn out, lost productivity, health concerns, etc.



# Turnover - Retention

- Current turnover rate = 13% through September
  - Trending above 15% by end of year
- Average turnover ratio last 10 years = 10%
  - 5% increase in turnover = 18 additional employees leaving
- 70% of turnover is resignations
  - 5-8% increase from previous years
- 62% of resignations were specifically for more money or closer to home (cost of commute, time to commute)
- 77% of resignations: lived "outside" of Summit County
- 90% resignations full time employees vs. 10% part time
- 88% of turnover nonsupervisory positions vs. 12% supervisory positions



# Turnover Ratio

Turnover Ratio 2011 - 2022





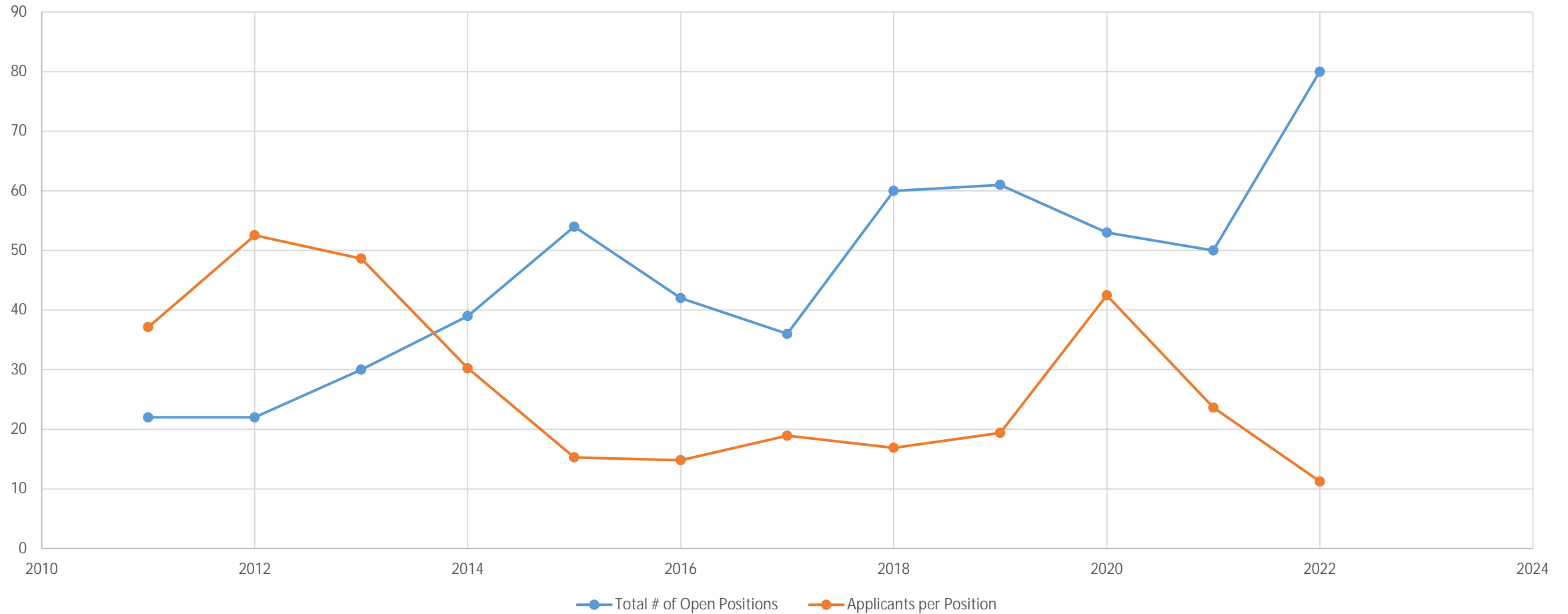
# Recruitment & Applications

- While turnover increasing, applications for open positions decreasing
- Past 10 years average 22 applications per position
- This year, averaging 11 applications per position
  - 50% drop in applications
  - Lowest number in past 10 years
- 40 unemployed Utahns for every 100 jobs open
  - 2.5 jobs available for each unemployed person
- How fill remaining jobs?
  - Steal from other employers by offering more pay, higher benefits, etc.
- Utah unemployment rate is 2.1% = 2<sup>nd</sup> lowest in country



# Applications per advertised position

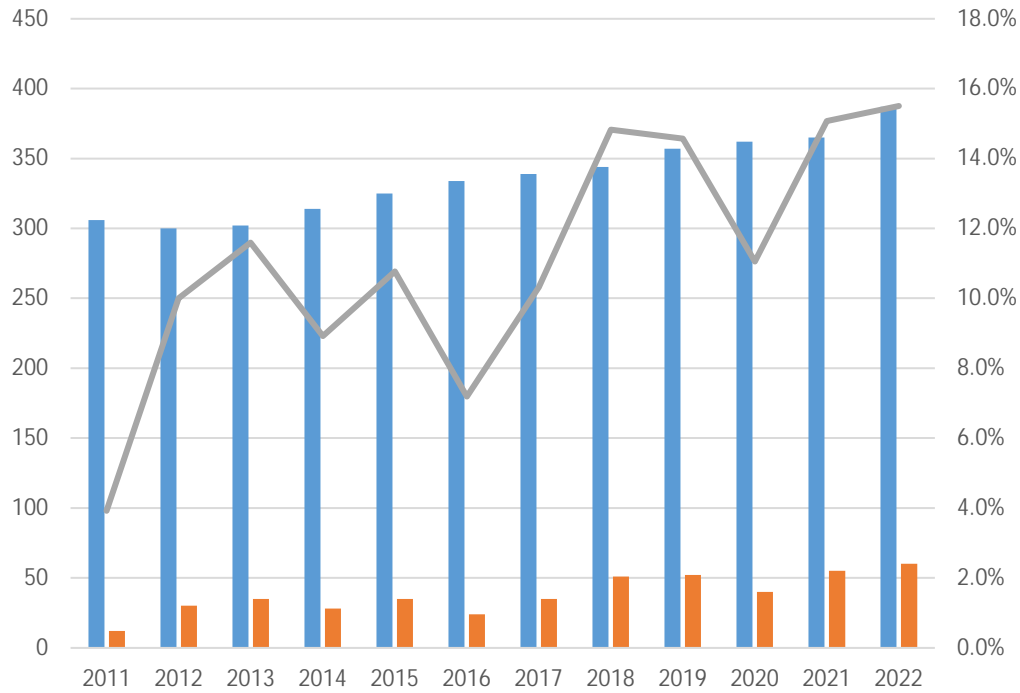
Applications per advertised Position



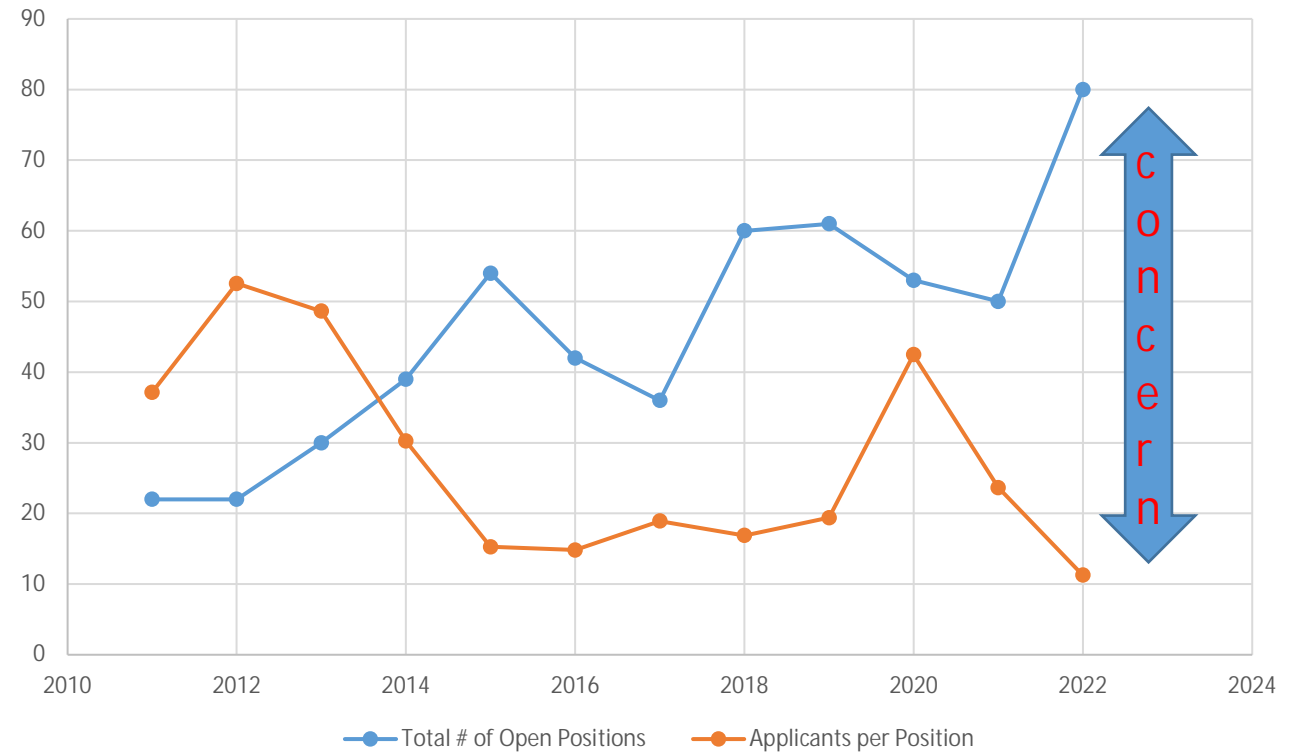
# Turnover & Applications



Turnover Ratio 2011 - 2022



Applications per advertised Position



■ Total # of Employees   
 ■ Employees Leaving Summit Co   
 — Turnover

# Applicants by positions (sampling) :

Position	# Days Open	# of Applicants
Shelter Attendant	44	4
Maintenance Tech	38	2
House Keeping	65	4
Senior Citizen Cook	120	4
Landfill Operator	65	1
Admin Assistant	70	3
Code Enforcement	113	2
Stormwater Inspect	57	2
Assessing Tech	90	1
Deputy Recorder	85	8
Dispatch	150	15



# Turnover by Department:

Oct 21-Sept 22	# of FTE's	Turnover #	Turnover Ratio	Reason
Animal Control	7	3	43%	All resignation
Assessor	12	2	17%	All resignation
Attorney	17	4	24%	All resignation
Bldg Inspector	10	2	20%	Both Retirement
County Admin	8	2	25%	All resignation
Comm Develop	16	1	6%	All resignation
Health	46	9	20%	Mix retire, resign, term
Engineer	12	3	25%	Mix resign, retire
Facilities	13	1	8%	Resignation
Finance	6	1	17%	Resignation
I.T.	10	2	20%	All Retire
Library	24	3	13%	All resignation
Public Safety	98	10	10%	Mix Retire, resign, term,
Dispatch	19	5	26%	All resignation
Public Works	29	7	24%	Mix Resign, retire, term
Recorder	9	1	11%	Resignation
<b>TOTAL</b>		56		70% resignation
				30% retire/other

# Cost of Turnover:



Exiting position's hourly rate of pay (or for an average turnover cost, provide an average pay rate here):			\$25.00
Supervisor's hourly rate of pay:			\$45.00
HR/recruiting/payroll average rate of pay:			\$30.00
<b><u>HARD COSTS</u></b>	<b>Hours</b>	<b>Wages</b>	<b>Total</b>
Exit Interview - Staff administration time	1	\$30.00	\$30.00
Exit Interview - departing employee being interviewed time	1	\$25.00	\$25.00
Payout of annual leave for departing employee	40	\$25.00	\$1,000.00
Other separation costs (unemployment benefits)			\$0.00
Separation Costs			\$1,055.00
Current employee extra work (added shifts/ OT)	1	\$25.00	\$25.00
Temporary hire			\$0.00
Vacancy Costs			\$25.00
Requisition/Job Postings (Administrative time & ad, costs)			\$0.00
Interviewing time	2	\$30.00	\$60.00
Pre-employment testing (administrative time and/or costs)	1	\$30.00	\$30.00
Reference/Background checking (time and/or vendor costs)	1	\$30.00	\$30.00
Drug testing (administrating time and/or vendor costs)		\$30.00	\$0.00
Job offer and rejection letter administration time	1	\$30.00	\$30.00
Orientation administration time	2	\$30.00	\$60.00
Orientation - new hire time	2	\$25.00	\$50.00
On-the-Job Training (time of trainer/supervisor)	40	\$45.00	\$1,800.00
On-the-Job Training - new hire time	120	\$25.00	\$3,000.00
Replacement Costs			\$5,060.00
<b>HARD Costs of Turnover Total</b>			<b>\$6,140.00</b>

<b><u>SOFT COSTS</u></b>	<b>Total</b>
Loss of productivity of departing employee (existing employee performance commonly reduces to 50% to 75% of normal productivity)	\$0.00
Lost productivity of co-workers (increased time discussing departure and organizational conditions.	\$0.00
Increased workload for employees	\$0.00
Separation Costs	\$0.00
Lost productivity of vacant position	\$0.00
Lost productivity of supervisor (time spent filling in, coordinating schedule changes)	\$0.00
Vacancy Costs	\$0.00
Lost productivity during new hire learning curve	\$0.00
Lost productivity of co-workers mentoring and supporting new hire	\$0.00
Lost productivity of supervisor due to additional coaching and oversight needed for new hire	\$0.00
Lost knowledge/expertise of employee who left	\$0.00
Replacement Costs	\$0.00
	\$0.00



# Years of Service & Residency:

- Compounding the increase in turnover ratio and lower applicant numbers is a decrease in how long employees stay:
  - Average years of service of employees who left in 2022 = 6 years
  - Average years of service of employees who left past 3 years = 8 years
  - Employees leaving more often and sooner than previous years
- Employee residency in Summit County decreasing
  - 2017 = 70% of employees lived in Summit County
  - 2022 = 55% of employees live in Summit County
    - 15% decrease and expected to continue
    - New employees can't afford to live in County
  - More employees having to commute to work for County
    - Cost of gas, travel time, etc.



# Salary Comparison:

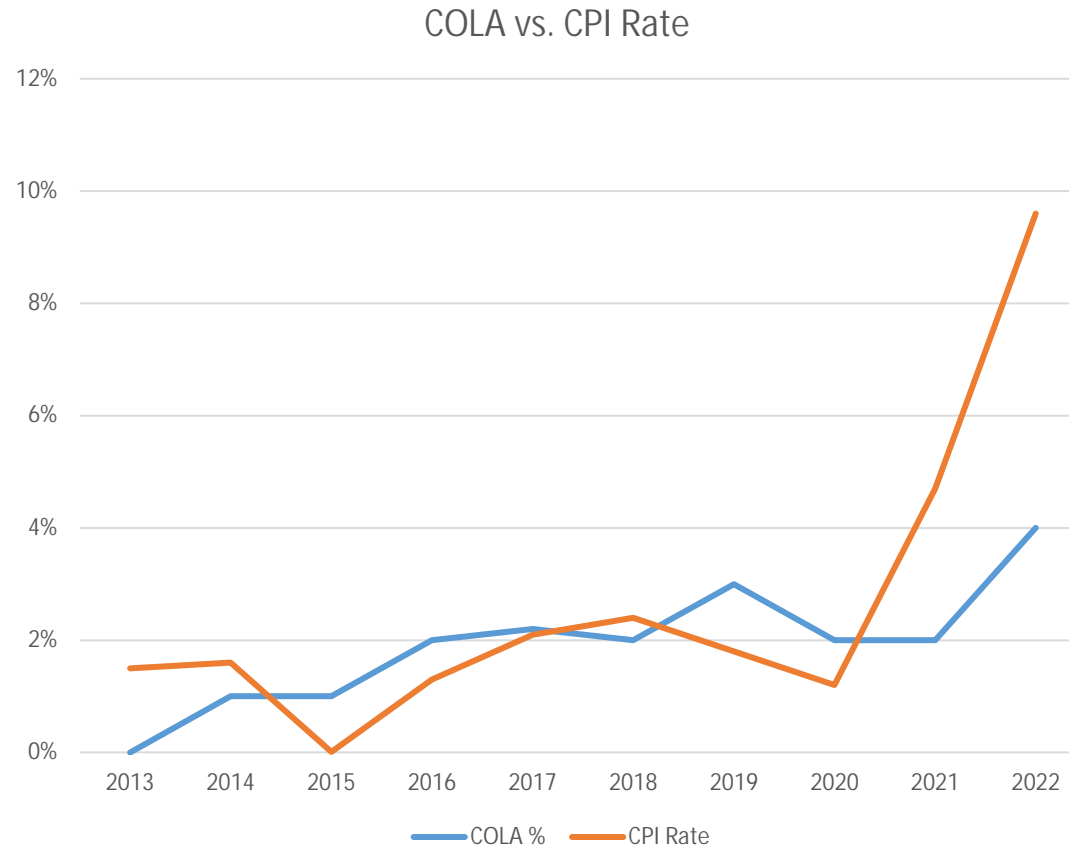
- Many positions are “within” the market average of comparable positions
- Have positions that are below the market average
  - 10% COLA bring most of them into market average
- Questions need to ask:
  - Given trends we are seeing – is the “market average” the right strategy for Summit County??
    - Cost of living higher than other comparable entities
    - Increase number of employees living outside of Summit County
    - Cost of travel (lack of public transportation, further commutes from valley )
  - What is incentive to work for Summit County when employees have options closer to home with similar pay?

# COLA Trends:

- Many organizations becoming aggressive with COLA's & other pay measures
- Market trend Utah public entities for 2022 was 5% COLA
  - Social Security gave a 5.9% increase
  - Summit County provided a 4% COLA
- Market trend for 2023 = 6.5%-7%
  - Social Security just announced 8.7% increase
- COLA's usually based on CPI – Utah currently at 9.6%

# Summit County COLA's vs. CPI History

YEAR	COUNTY COLA %	CPI Rate
2013	0%	1.5%
2014	1%	1.6%
2015	1%	.01%
2016	2%	1.3%
2017	2.20%	2.1%
2018	2%	2.4%
2019	3%	1.8%
2020	2%	1.2%
2021	2%	4.7%
2022	4%	8.6%



# Summary:

- Inflation rate at 9.6% hurting the average household
- An increase in turnover ratio and,
- A decrease in number of applications is creating more open positions
- Employees are staying shorter period of time with County
- Competitive nature (COLA's) of other entities is increasing as they try to fill open positions
- Departments requested fewer items in budget requests to accommodate the 10% COLA
- URS, Health insurance and other benefit costs had no increases
- Retention of current employees and ability to hire new employees is required to maintain services the County provides



**PUBLIC LANDS**  
**2023**  
**BUDGET REQUEST**

**October 31, 2022**

JESS KIRBY, GISP  
SUMMIT COUNTY  
PUBLIC LANDS MANAGER





## PURPOSE

The Summit County Public Lands Department provides leadership in organizing, managing, and implementing the County Council's strategic vision for open lands and natural resource management.

The decisions that land managers make effect our lives, our livelihood and our quality of life.



# RESPONSIBILITIES

- Administers the inventory, planning and management of Summit County governed open lands, agriculture protection areas, conservation easements and water rights
- Serves as the natural resource agency & regional land liaison for the County
- Facilitates land management related collaboration between relevant stakeholders, to promote cross-boundary landscape scale forest health & watershed restoration efforts
- Identifies funding opportunities, prepares applications & proposals to facilitate wildfire fuel reduction & watershed restoration efforts
- Organizes & manages the activities of Summit County Open Space Advisory Boards (OSAC, BOSAC & ESAP) on all matters related to meeting the Council's objectives in open space and agricultural preservation

The decisions that land managers make effect our lives, our livelihood and our quality of life.



# STRATEGIC INITIATIVES

The Public Lands Department promotes:

- 1) Progressive land stewardship and practical management and project development implementation
- 2) Accurate land and water right ownership information
- 3) Collaborative leadership, guidance, and implementation with respect to habitat, regional land use connectivity, open space acquisition, forest health initiatives and watershed resilience efforts.

The department provides direction and guidance for the identification, protection and management of Summit County open lands to conserve, preserve, and promote the rural mountain character, unique natural areas and superior quality of life for residents and visitors.

The decisions that land managers make effect our lives, our livelihood and our quality of life.



# DISTRIBUTION OF RESPONSIBILITY

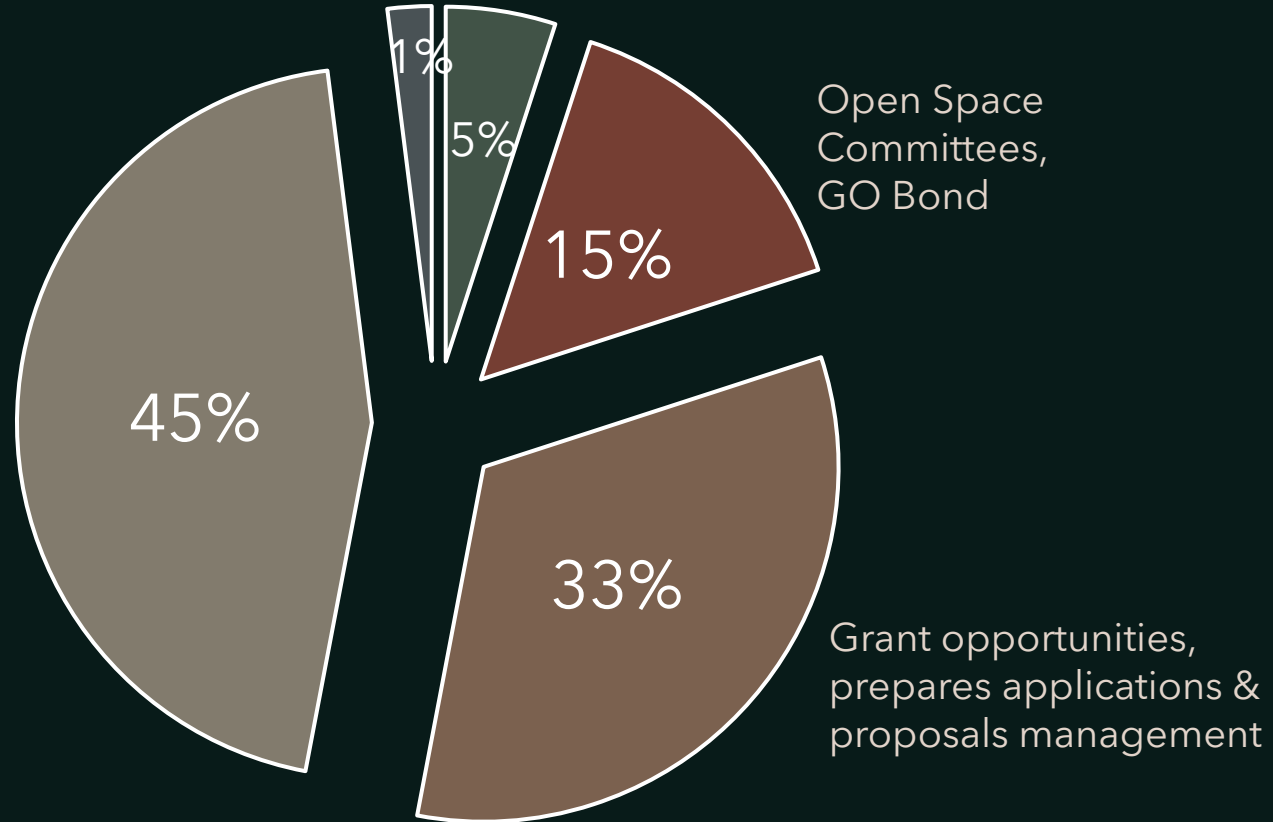


Cross-boundary forest health & watershed restoration efforts

Administrative tasks, website, & transparency

Natural resource agency & regional land liaison

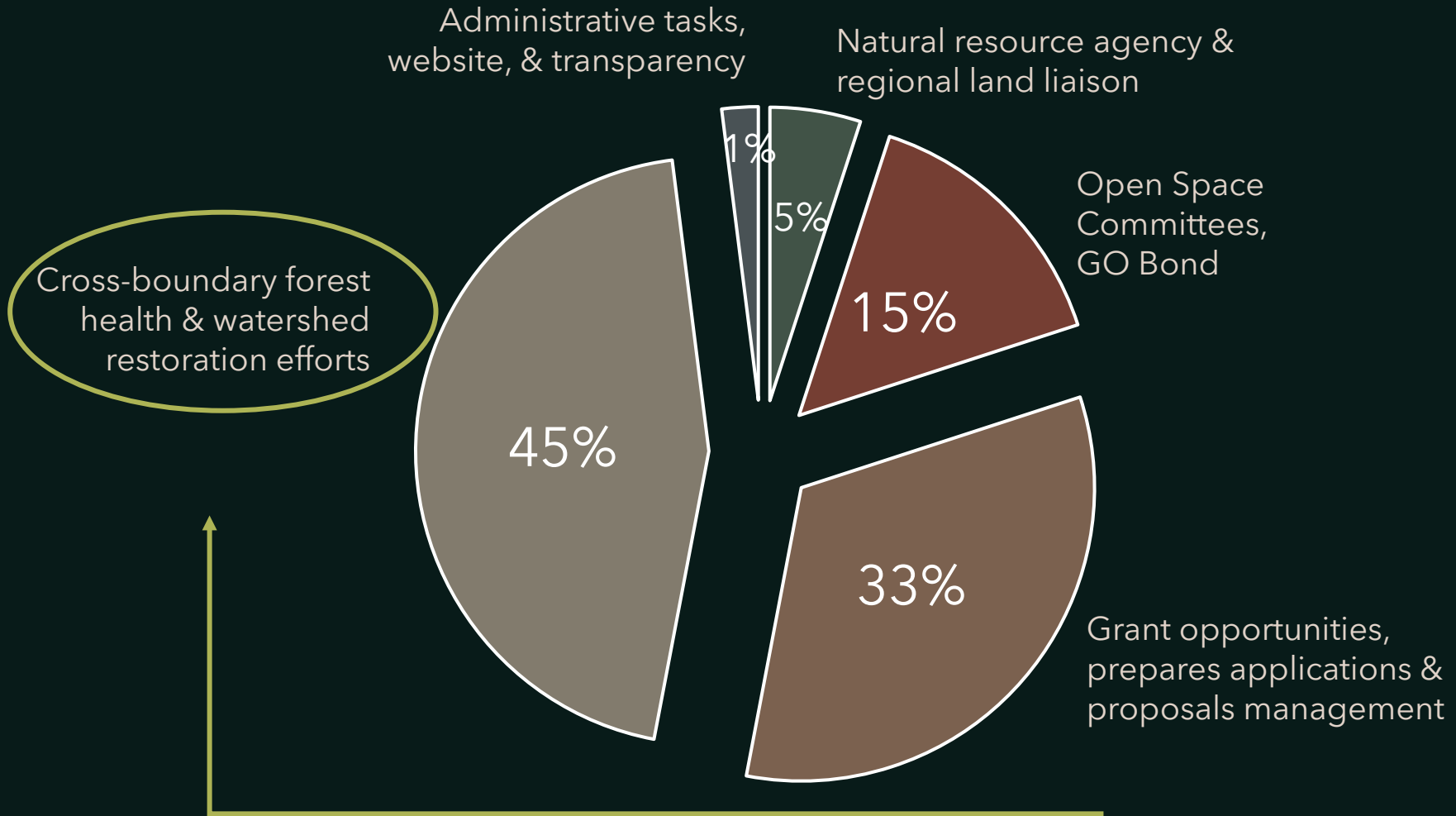
Open Space Committees, GO Bond



The decisions that land managers make effect our lives, our livelihood and our quality of life.



# DISTRIBUTION OF RESPONSIBILITY

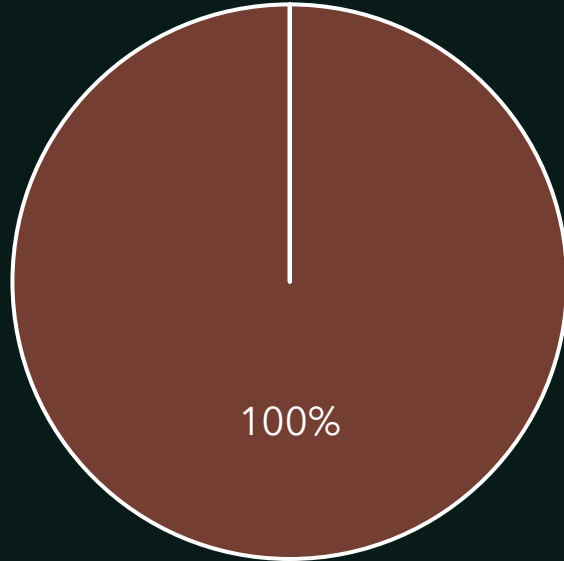


The decisions that land managers make effect our lives, our livelihood and our quality of life.



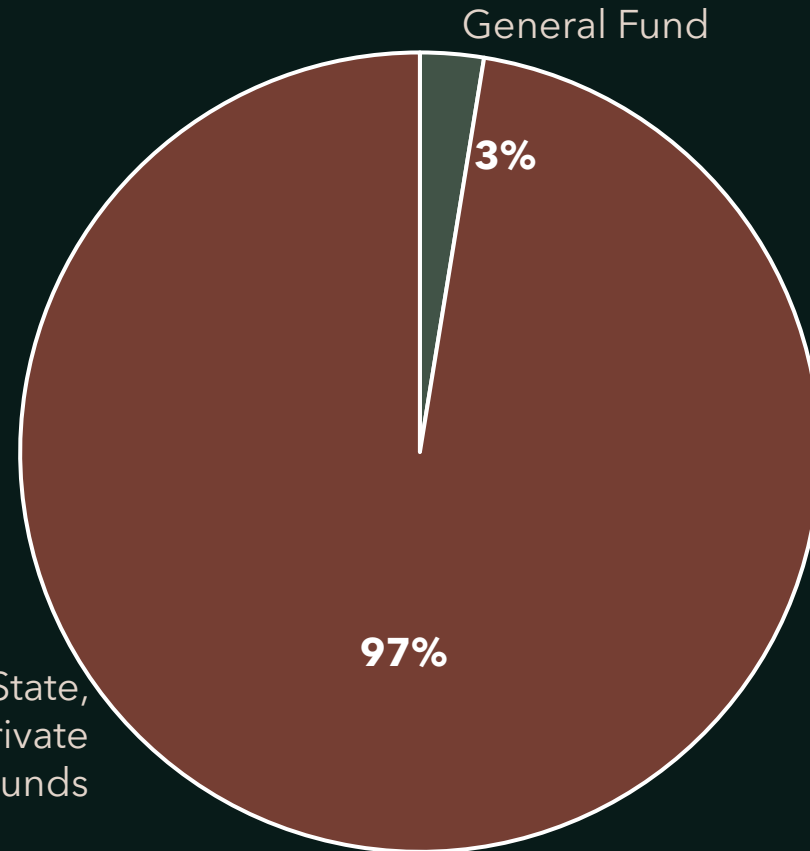
# BUDGET REQUEST

2022



Federal, State,  
and Private  
Grant Funds

2023



Federal, State,  
and Private  
Grant Funds

The decisions that land managers make effect our lives, our livelihood and our quality of life.

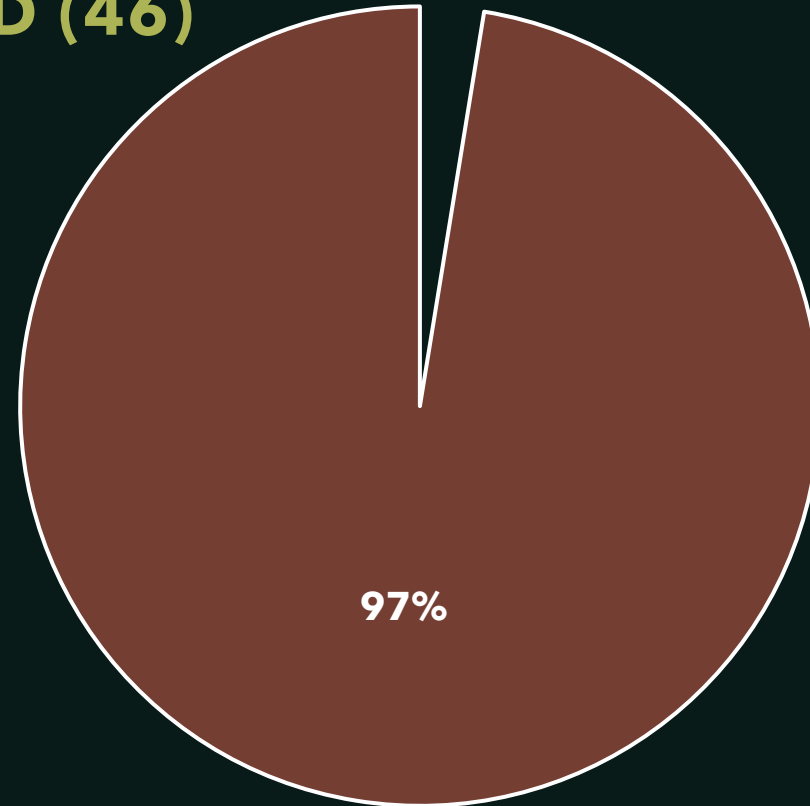


# BUDGET REQUEST 2023

## UNICORNS & FAIRIES FUND (46)

\$3,412,230 (4551)

**100% GRANT  
NO GENERAL FUND \$**



The decisions that land managers make effect our lives, our livelihood and our quality of life.







# BUDGET REQUEST 2023

## #1 Department Need

### Increased Capacity - Unrestricted Staff

- 
- Summit County Lands
    - Partial grant funded
    - 3-year time limited
  - Possible cost share position with NFF or WRI

### Funding will increase capacity by:

- 
- Administrative duties for Open Space Committee's and GO Bond responsibility
  - Land and conservation inventory/mapping
  - Water rights investigation, mapping, & management
  - Website maintenance, public outreach & transparency
  - On the ground project management
  - Grant reporting & management
  - Long-term planning, monitoring & reporting




3%

### GENERAL FUND

\$40,050 (4117)

\$50,000 (4560)



The decisions that land managers make effect our lives, our livelihood and our quality of life.





# BUDGET REQUEST 2023

## UNICORN AND FAIRY FUND (46)

\$3,412,230 (4551)



## GENERAL FUND (10)

\$40,050 (4117)


\$50,000 (4560)



---

## PUBLIC LANDS DEPARTMENT 2023 TOTAL BUDGET REQUEST

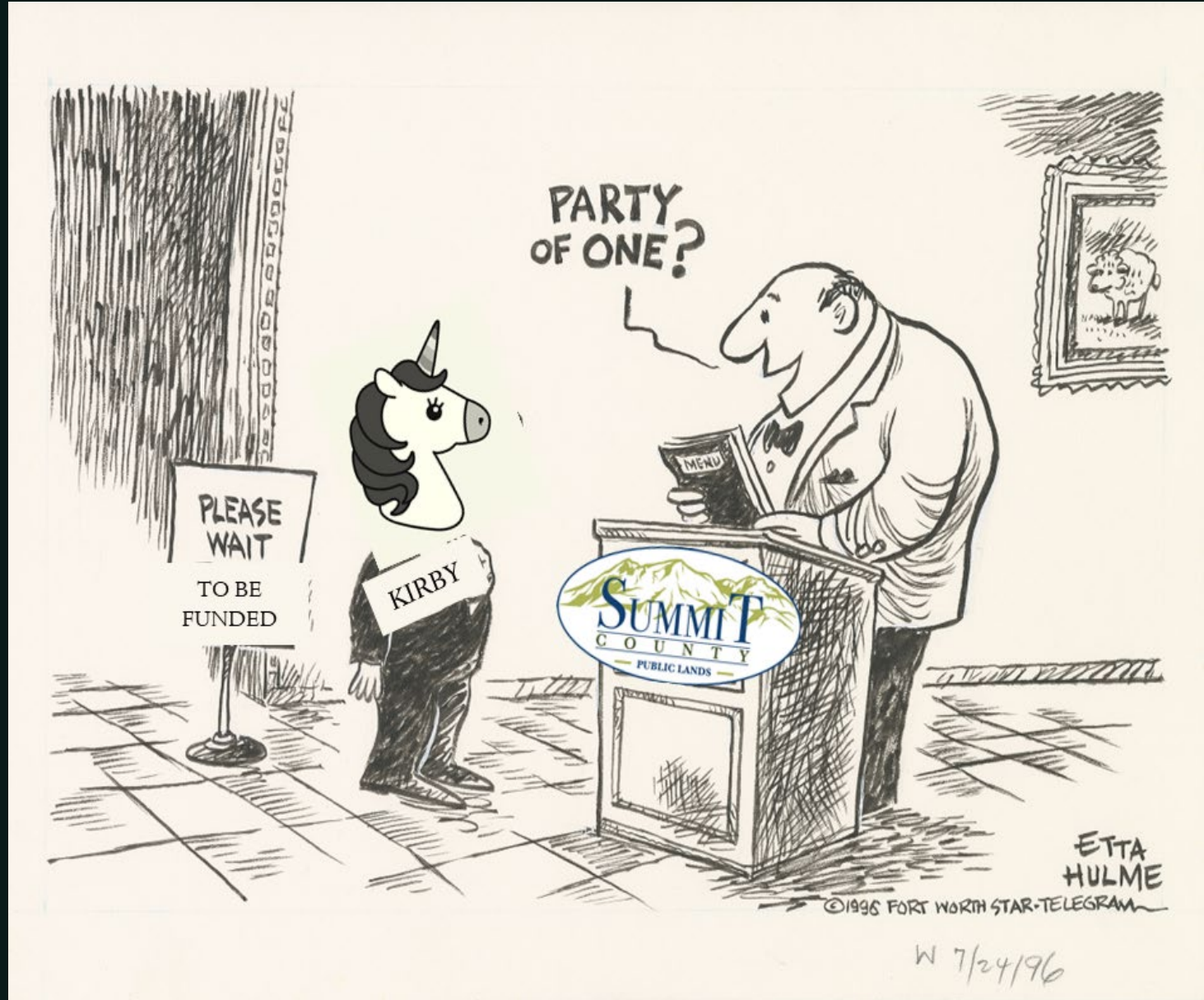
\$3,502,280



The decisions that land managers make effect our lives, our livelihood and our quality of life.



# QUESTIONS?



# Budget Request

---

Facilities Department





**Facilities Request for FTE**



---

# Agenda

# Performance Overview

Staff v Projects Administered – Day to Day

Current Facilities Department Staff:

Director

Office Manager

Housekeeping Supervisor

Housekeepers – 6

Maintenance Supervisor

Maintenance Technicians – 3

- Coalville Area (Includes Courthouse, Library, Health Department, North Summit Seniors, Search & Rescue, USU Extension Office)
- Fair Park (Includes Ledges Event Center, Arenas, Barns, Grounds, Open Space Leases)
- Snyderville Basin Area (Includes Richins Building/grounds, SR224 Islands, Roundabouts)
- Kamas Area (Includes South Summit Services Building, Search & Rescue, Ambulance)
- Public Works Complex (Includes Animal Control, Weed Abatement, Landfills, Outlying Road Sheds)
- Justice Center (Includes Jail, Justice Court, District Court, and Grounds)
- Children's Justice Center
- Quinns Health Department
- Miscellaneous Areas/Duties: Snow plow Wanship, Coalville, and Henefer Fire Stations, as well as Icy Springs Rd, Spring Hollow Rd, River Bend Rd, and all county facilities with car charging stations. Park City Seniors, Marion Park, TV Antenna Facilities

# Performance Overview

**Staff v Projects Administered –  
Additional/Upcoming**

The Facilities Department is requesting a new FTE:

- The Public Works facility has completed construction on their building addition. This requires more building maintenance and housekeeping.
- The Gilmore site is expected to begin construction on its facility in 2023. Once complete, this will require regular maintenance and housekeeping services.
- The County Fair and multiple other special events take time out of Facilities' everyday business. For example, Coalville City used the fair park for large concerts held in July 2021 and 2022 and plan to do so in future years. The Ledges Event Center bookings are steadily increasing for both large and small events. The facility is being used regularly for Council Meetings.
- High Valley Transit became a Special Service District in July 2021. Facilities orders, picks up and delivers supplies to the transit center and maintains the facility. Facilities also helps with snow removal at the bus stop in Kamas.
- Acquired a cabin in a land transaction in 2022 in Silver Creek that is currently being renovated. This will require future maintenance and snow removal as well as management of the open space on the property.

---

**Questions?**



# Staff Report

TO: Summit County Council  
DATE: October 31, 2022  
SUBJECT: Economic Development & Housing Department Budget  
ISSUING DEPARTMENT: Economic Development and Housing

## **SUMMARY:**

### Issue(s):

The Economic Development Office is requesting an additional FTE to support the Department's economic vitality, redevelopment and affordable/workforce housing programs/projects.

## **Background/Existing Conditions:**

### **Summit County Economic Development**

The Summit County Economic Development Director position was created in 2014. The Economic Development office consists of 1 FTE. In 2016-2017, affordable/workforce housing functions were transferred from the Community Development Department to the Office of Economic Development.

In 2020, the Summit County Economic Development Advisory Board was created. The Board is an advisory body to the Summit Council and was created as required by Utah Code to access Rural County Grant funding opportunities.

In September of 2022, the Interim County Manager notified the Economic Development Office that management of the County's Redevelopment arm, (Summit County Community Development and Renewal Agency) were to be staffed by the Summit County Economic Development Office.

### **Economic Development and Housing Functions**

The Economic Development Office often plays a key role as County integrator and connector to small business, nonprofits, service providers, Cities/Townships, Association of Governments and State agencies. Much of

Department's work involves direct staffing or support to numerous boards, commissions, and internal committees.

Economic development functions include the following areas of program focus:

- Business Retention and Attraction (BR&E)
- Entrepreneurship
- New Business Attraction
- Capacity Building

The Economic Development office also staffs the newly created Economic Development Advisory Board and manages the Rural County Grant Program. To date, the office has secured \$496,000 and anticipates securing an additional \$200,000 per year going forward.

The Economic Development Office also provides data affiliate services to small business, nonprofits, service providers, partnership cities/towns and other County offices. These datasets provide access to market, demographic, economic and labor data that are comparable to the resources customarily only available to much larger organizations (Economic Gardening).

### **Affordable/Workforce Services**

Summit County Council have identified affordable/workforce housing as a top priority and primary issue of concern for several years. Since 2010, 883 units of affordable/workforce housing have been entitled.

In concert with the County's Legal and Community Development Departments, the County must also create, implement and evaluate Moderate Income Housing Plans as required by the State of Utah. An annual report must also be filed as part of this process.

Task breakdown structures in support of the County's housing programs including the following components:

- Five (5) Year Affordable/Workforce Housing Needs Assessment
- Nexus – In Lieu fee Assessment
- Consultant Contract Management
- Bear Hollow Buy Back Program
- Moderate Income Housing Plans
  - Annual Report
    - The reporting content for 2023 and beyond must also include the following components:

- A description of each action taken by the jurisdiction during the previous fiscal year to implement the selected strategies;
  - A description of each land use regulation and/or decision made by the jurisdiction during the previous fiscal year to implement the selected strategies, including an explanation of how the regulation and/or decision supports the jurisdiction’s efforts to implement the strategy;
  - A description of any barriers encountered by the jurisdiction in the previous fiscal year in implementing the strategies;
  - Information regarding the number of internal and detached ADUs located within the jurisdiction (i.e. building permits, business licenses to rent);
  - A description of how the market has responded to the selected strategies, including the number of entitled moderate income housing units or similar data; and
  - Any recommendations on how the State can support the jurisdiction in implementing the strategies.
- Project Review
    - Housing Agreements
    - Deed Restrictions
    - Project Monitoring
    - Inclusionary Housing Requirements
    - Unit Pricing/Rents
    - Income Qualification

### **Summit County Community Development and Renewal Agency**

The primary purpose of the Summit County Community Development and Renewal Agency is to redirect, for a fixed period, future increased tax revenues, towards specific areas where the money can help achieve economic development goals such as job creation, increased tax base or enhanced quality of life.

Currently, the County manages one project area, the “Silver Creek Industrial Redevelopment Project Area. The district/project area was to sunset in 2008.

The County's Finance Officer, Economic Development Director and Legal Department are in the process of officially "closing out" the Silver Creek Industrial Redevelopment Project Area and completing the required online GOEO filings as required by [S.B. 56: Community Reinvestment Agency Report Amendments](#).

The dissolution process is outlined in Utah Code § [17C-1-702](#).

On October 12, 2022, the Agency's Board adopted a resolution directing staff to designate a survey area and authorize the preparation of a draft community reinvestment project area plan and budget in support of the Echo Divide Wind Farm project.

**Department Need:**

Funding an additional FTE within the Economic Development Office will advance the County Council's commitment towards economic vitality and diversity; affordable/workforce housing and revitalization efforts that improves public infrastructure and creates a valued sense of place.

For 2023, the Economic Development Office intends to complete the following tasks:

- Complete a new Five (5) year Housing Needs Assessment and associated Nexus – In Lieu Fee Study that would be implemented in 2024.
- File the required Moderate Income Housing Reports as required by State Code.
- Develop an Employee Assisted Housing Program
- Bring the Summit County Community Development and Renewal Agency into compliance with State Code and develop an Administrative and Policy Manual in support of the Agency.
- Submit to County Council a draft Economic Development Strategy for Summit County.
- Reengage entrepreneurial trainings in Summit County.
- Maintain current services

**Differences from Prior Budget Cycles**

This budget includes a new Economic Development and Housing Specialist position and additional funding for consulting services relating to the Five (5) year Housing Needs Assessment and associated Nexus--In Lieu Fee Study. Under the direction of the Economic Development and Housing Director, the

Economic Development Specialist would be tasked to support the efforts outlined above.

**What is the impact if the proposed appeal or recommended budget is not accepted by the Council?**

If unfunded, the Economic Development Office will continue to provide service in support of the efforts listed above. However, the Director does not consider the current workload to be sustainable.

Furthermore, if County Council intends to facilitate the creation of a new housing authority or need specialized project support (economic impact analysis, incentive analysis, etc.), additional reorganization would be required to support those efforts.

**REQUESTED ACTION**

Staff respectfully requests that the Summit County Council support the budget recommendations as outlined by the Interim County Manager.

**ATTACHMENTS**

1. Economic Development Budget Presentation

# Economic Development & Housing Budget Discussion

Jeffrey B. Jones, AICP

Economic Development & Housing Director



# Department Goals/Functions

## Economic Development

**More jobs do not always make for a better community. However, a better community often facilitates and allows for the creation of better jobs.**

### Functions

- Business Expansion & Retention
- Entrepreneurship – Start-ups
- New Business Attraction
- GOEO, edcUTAH, Park City Chamber and Visitors Bureau and partnership cities/towns and AOG coordination



# Economic Strength Rankings

## Micropolitan Statistical Areas (McrSA)

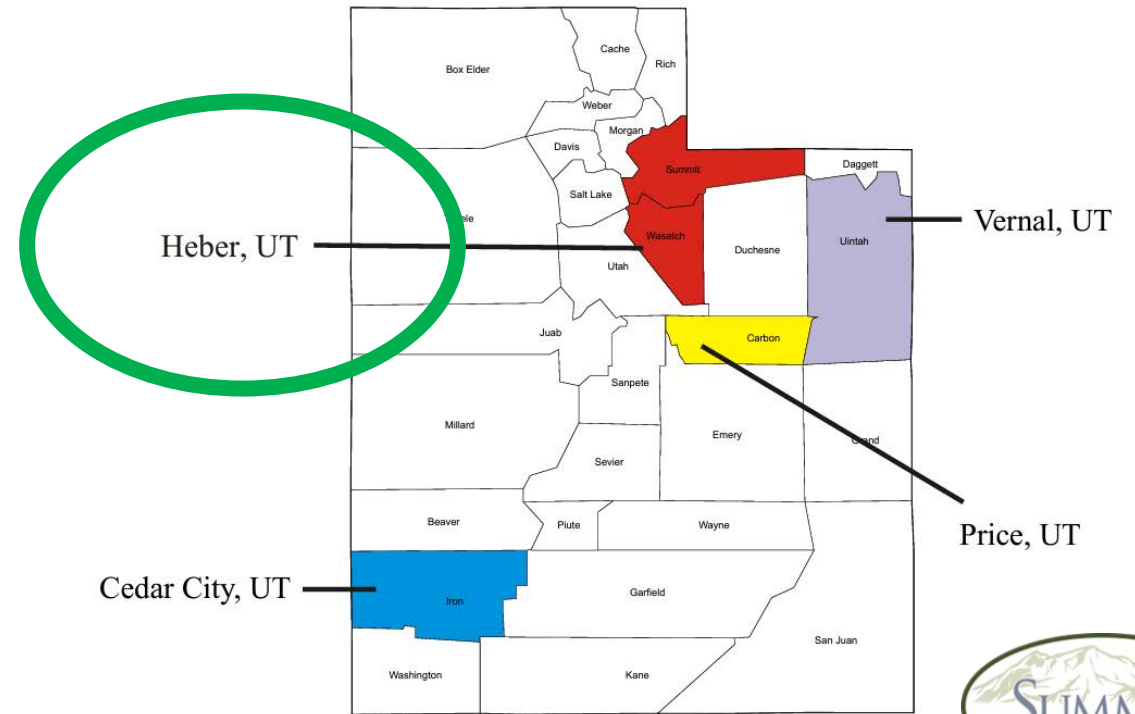
2014	2015	2016	2017	2018	2019	2020	2021	2022
#328	#313	#239	#157	#65	#34	#3	#2	#2

- Micropolitan Statistical Areas (McrSA) areas must have an urbanized area of at least 10,000 population but less than 50,000 population. A McrSA must consist of at least one county.
- The former Summit Park, UT (McrSA) was changed to the Heber, UT (McrSA). It consists of both Wasatch & Summit Counties.

### Utah

Micropolitan Statistical Areas  
*Balance of area will appear on adjoining state map(s).*

**543** Micropolitan Statistical Areas (McrSA) Area annually ranked by [Policom](#).



2019 - 2020 Employment Data



# Department Goals/Functions

## Capacity Building

**Economic development is a sustained community effort to improve both the local economy and the quality of life by building the area's capacity to adapt to economic change.**

### Functions

- Economic Development Advisory Board
  - Grant Funding/Management
  - Economic Development Plan Development
- Special Studies
- Demographic & Economic Data



# The Data “Five Cs”

---

**Clear:** The data points inherently make sense, they’re accurate and easy to explain.

---

**Concise:** The data matter and are directly relevant to the key questions.

---

**Contextual:** The data points can be looked at in a historical context to see if they are better, worse, or the same.

---

**Comparative:** The data are comparable to other markets, sectors, and time periods.

---

**Compassionate:** The data are presented supportively with the intention to help stakeholders succeed.

---



# Department Goals/Functions

## Housing

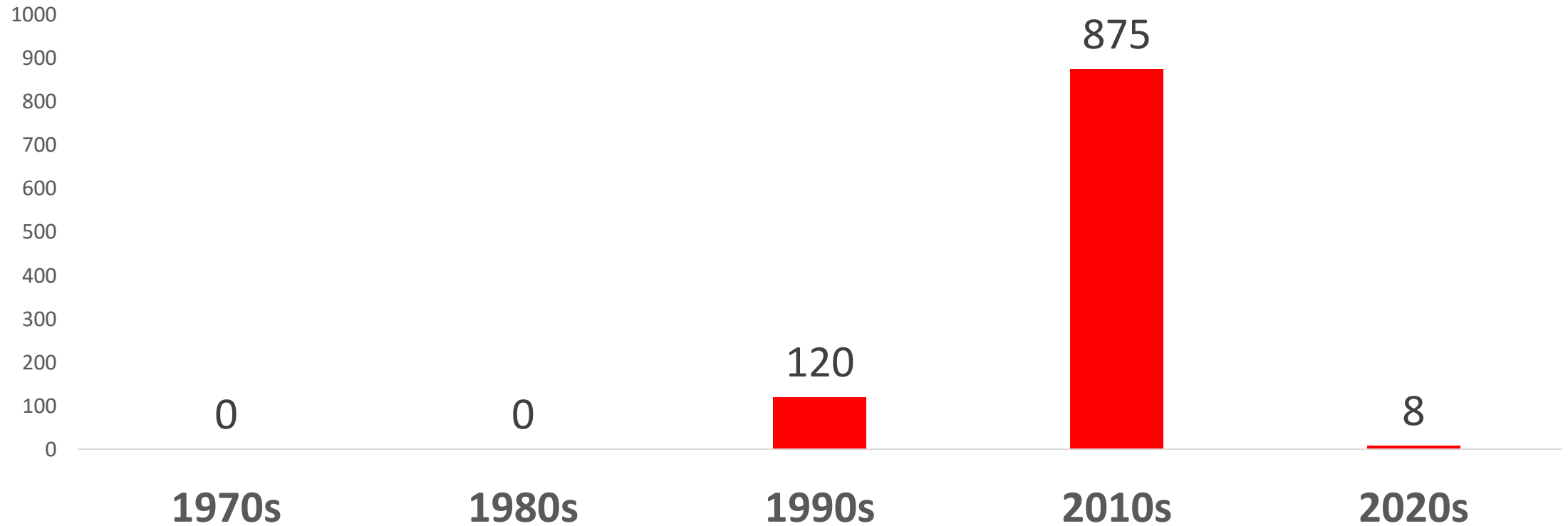
**Affordable/Workforce Housing is the key to reducing income inequality and increasing economic mobility.**

### Functions

- Moderate Income Housing Plan
- Project Review/Entitlements
- Ongoing Project Monitoring
- Bear Hollow Buy Back Program
- Five (5) Year Housing Needs Assessment
- Employee Assisted Housing



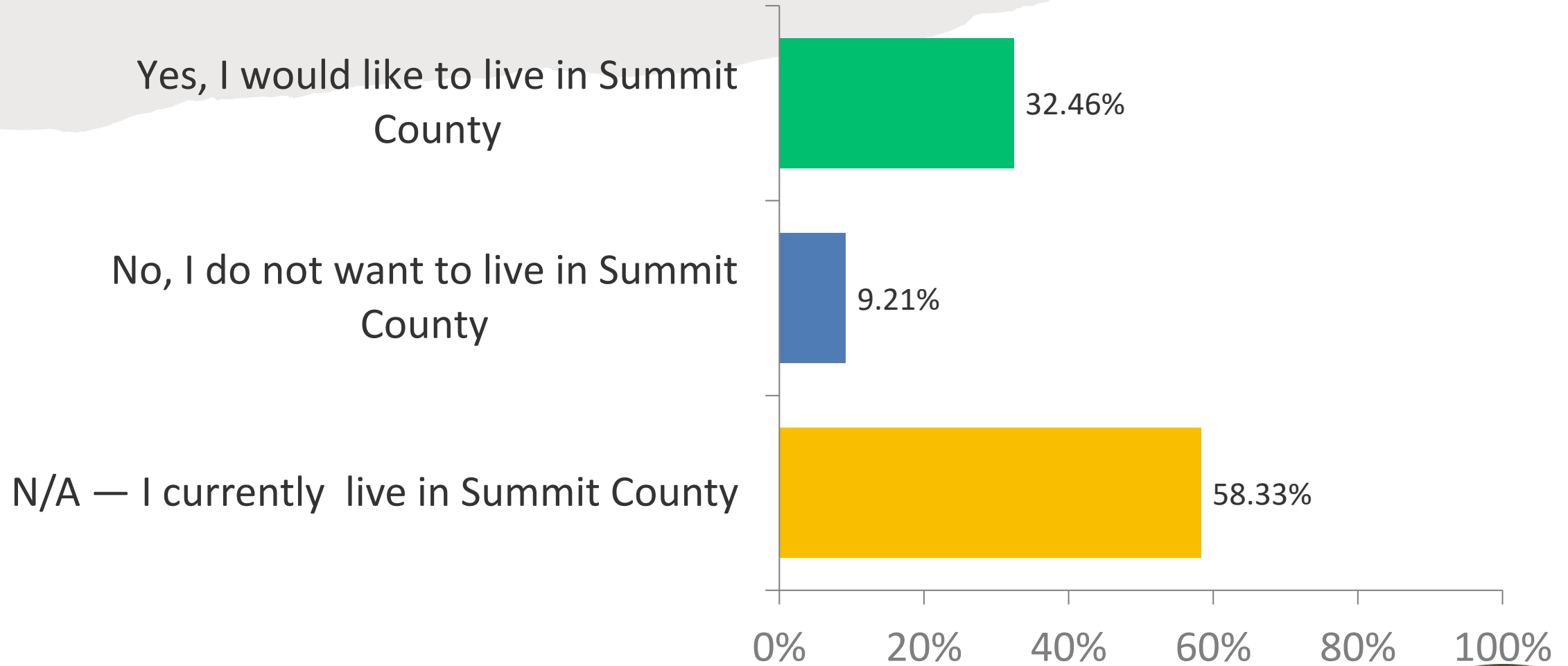
# Affordable/Workforce Housing Entitlements <= 80% AMI



Source: Summit County Economic Development



# Internal Employee Survey (234 Responses)



# Department Goals/Functions

**New!**  
**Redevelopment**

**Invest in revitalization opportunities that improves public infrastructure and creates a valued sense of place.**

## Functions

- Bring existing project areas and the Agency into compliance with State Code.
- Echo Wind Farm Project Area



## 2023 Focus Areas

- **Complete a new Five (5) year Housing Needs Assessment and associated Nexus – In Lieu Fee Study that would be implemented in 2024.**
- **File the required Moderate Income Housing Reports as required by State Code.**
- **Develop an Employee Assisted Housing Program**
- **Bring the Summit County Community Development and Renewal Agency into compliance with State Code and develop an Administrative and Policy Manual in support of the Agency.**
- **Submit to County Council a draft Economic Development Strategy for Summit County.**
- **Reengage entrepreneurial trainings in Summit County.**



# Rules of the Game



1. Do Good Work
2. Listen. Engage. Adapt.
3. Transparency Always
4. Communicate and Connect
5. Build Partnerships



# Today's Request

Staff respectfully requests that the Summit County Council support the budget recommendations as outlined by the Interim County Manager.



**Public Comment Instructions**

**10/31/2022**

If you would like to make public comments, please email [publiccomments@summitcounty.org](mailto:publiccomments@summitcounty.org) by 12:00 p.m. on Wednesday, October 31<sup>st</sup>. Your comments will be made part of the meeting record.

If you are participating via Zoom, and wishing to interact with Council during the public input, please:

1. Go to <https://zoom.us/j/772302472>
2. Enter meeting ID: 772-302-2472
3. Type in your full name, so you are identified correctly.
4. Set up your audio preferences.
5. You will be muted upon entering the meeting.
6. If you would like to comment, press the "Raise Hand" button at the bottom of the chat window.
7. When it is your turn to comment, the moderator will unmute your microphone. You will then be muted again after you are done speaking.