

**UTAH LEAGUE OF CITIES & TOWNS
BOARD OF DIRECTORS MEETING
HILTON GARDEN INN, INDIGO ROOM
1731 S CONVENTION CENTER DR, ST GEORGE, UT 84790
WEDNESDAY, APRIL 5, 2017 @ 12:00 PM
(TIMES ARE APPROXIMATE)**

- 1. Welcome, Introductions, and Lunch – Mayor Steve Hiatt, ULCT President** **12:00 PM**
- 2. Review & Approval of Minutes – Mayor Steve Hiatt, ULCT President** **12:15 PM**

ACTION: Review & Approval of Minutes
HANDOUT: [February 13, 2017 Draft Minutes](#)
- 3. Conflict of Interest Disclosure – Mayor Steve Hiatt, ULCT President** **12:20 PM**

ACTION: Disclosure of any potential conflict of interest with agenda items
HANDOUT: None
- 4. ULCT Board & Commission Reports – Mayor Steve Hiatt, ULCT President** **12:25 PM**

ACTION: Receive reports from ULCT representatives to Boards & Commissions
HANDOUT: [Listing of Board Members/Staff presently representing the ULCT](#)
- 5. FY 2016 External Financial Audit & Financial Statements – Michael Michelsen, Eide Bailly LLP** **12:35 PM**

ACTION: Review & Approval of FY 2016 External Financial Audit & Financial Statements
HANDOUT: [FY 2016 External Financial Audit & Financial Statements](#)
- 6. ULCT Interim Treasurer’s Report – Interim Treasurer Carmen Freeman,** **1:05 PM**

ACTION: Review & Approve Report and Motion of Acceptance
HANDOUT: [March 2017 Treasurer’s Report](#)
- 7. FY 2017 Q2 Financial Report – Interim Treasurer Freeman, Kerri Nakamura, CFO** **1:15 PM**

ACTION: Review & Approval of FY 2017 Q2 Financial Report and Motion of Acceptance
HANDOUT: [FY 2017 Q2 Financial Report](#)
- 8. ULCT Board & Commission Appointments – Roger Tew, Interim Executive Director** **1:25 PM**

ACTION: Adopt a motion ratifying appointments
HANDOUT: [ULCT Board & Commission Appointment information](#)
- 9. ULCT Sponsorship Program – Roger Tew & Kerri Nakamura** **1:40 PM**

ACTION: Adopt a motion supporting the proposed Sponsorship Program
HANDOUT: [ULCT Sponsorship Program information](#)
- 10. Adoption of 2016-2017 Meeting Schedule – Mayor Steve Hiatt, Kerri Nakamura** **1:50 PM**

ACTION: Motion adopting the 2016-2017 Meeting Schedule
HANDOUT: [Draft 2016-2017 Meeting Schedule](#)
- 11. Adoption of 2017-2018 Budget Calendar – Mayor Steve Hiatt, Kerri Nakamura** **1:55 PM**

ACTION: Motion adopting the 2017-2018 Budget Calendar
HANDOUT: [Draft 2017-2018 Budget Calendar](#)

- 12. 2017-2018 Proposed Dues – Roger Tew & Kerri Nakamura** **2:00 PM**
- ACTION: Motion approving 2017-18 dues levels
HANDOUT: [ULCT 2017-18 Proposed Dues listing](#)
- 13. 2017-2018 Budget Preview – Roger Tew & Kerri Nakamura** **2:15 PM**
- ACTION: For Information Only
HANDOUT: [2017-2018 Budget Preview](#)
- 14. Executive Director Hiring Process – Mayor Steve Hiatt** **2:25 PM**
- ACTION: Motion approving the proposed hiring process
HANDOUT: [ULCT Director Search Packet](#)
- 15. Midyear Conference Preview & Conference App – Susan Wood & Nick Jarvis** **3:15 PM**
- ACTION: For Information Only
HANDOUT: [Conference At-a-Glance](#), [App Download Handout](#), [2017 Midyear Update](#)
- 16. 2017 Legislative Session Update – Cameron Diehl, Roger Tew, Brandon Smith** **3:30 PM**
- ACTION: For Information Only
HANDOUT: [2017 Legislative Session one page update](#)
- 17. Closed Session (if needed) As per Utah Code 52-4-205** **3:45 PM**
- ACTION: Vote required to enter closed session (as per Utah Code 52-4-204)
HANDOUT: None
- 18. Status of Utah Municipal Finance Cooperative II Trust and Consideration of Receipt and Release Agreement – David Church, Legal Counsel** **4:00 PM**
- ACTION: Possible adoption of agreement
HANDOUT: Handout available at meeting
- 19. Other Business** **4:15 PM**
- ACTION: For Information Only
HANDOUT: None
- 20. Adjourn**

The ULCT Board of Directors will attend the ULCT/ULGT Family Fun Fair Tailgate and Ice Cream Social from 5:30 – 7:30 p.m.

MINUTES OF THE UTAH LEAGUE OF CITIES & TOWNS
BOARD OF DIRECTORS MEETING
OLMSTEAD ROOM, UTAH STATE CAPITOL, SENATE BUILDING FIRST FLOOR
350 STATE STREET
SALT LAKE CITY, UT 84111
FEBRUARY 13, 2017
10:00 AM

CONDUCTING: ULCT Board of Directors President, Mayor Steve Hiatt, Kaysville.

EXECUTIVE BOARD

Mayor Steve Hiatt, President, Kaysville
Council Member Beth Holbrook, 1st Vice President, Bountiful
Mayor Jon Pike, 2nd Vice President, St. George - EXCUSED
Council Member Lynn Pace, Past President, City of Holladay

BOARD OF DIRECTORS

Mayor Karen Cronin, Perry
Mayor Dean Baker, Naples
Council Member Andy Beerman, Park City
Mayor Mike Caldwell, Ogden City
Mayor Ted Eyre, Murray City
Mayor Carmen Freeman, Herriman – PARTICIPATED VIA TELEPHONE
Council Member Mike Mendenhall, Spanish Fork
Mayor Dave Sakrison, Moab
Council Member Kelleen Potter, Heber
Mayor Bob Stevenson, Layton
Council Member Curtis Ludvigson, Sterling - EXCUSED
Mayor Brent Taylor, North Ogden

EX-OFFICIO MEMBERS

David Church, Legal Counsel
Teresa Harris, Logan City Recorder, UMCA VP

ULCT STAFF

Nick Jarvis, Director of Research and Technology
Roger Tew, Interim Executive Director
Kerri Nakamura, Chief Financial Officer

EX-OFFICIO MEMBERS

David Church, Legal Counsel
Teresa Harris, UMCA VP

1. Welcome and Introductions – Mayor Steve Hiatt, ULCT President

President Steve Hiatt called the meeting to order at 10:00 a.m. and called for introductions.

2. Review and Approval of Minutes - Mayor Steve Hiatt, ULCT President

The Board reviewed the minutes of the January 18, 2017 ULCT Board Meeting. Council Member Holbrook referred to page 4 of the minutes and asked that her correct title be listed as Council Member rather than Mayor.

ACTION: Council Member Beth Holbrook moved to approve the minutes of the January 18, 2017 ULCT Board Meeting as amended. The motion was seconded by Mayor Dean Baker. The motion carried unanimously.

3. Conflict of Interest Disclosure for Board Members – Mayor Steve Hiatt, ULCT President

Mayor Hiatt stated that with conversations both with League staff and Board Members, we want to ensure that any conflicts of interest be identified both with the League staff and Board Members. ULCT Chief Financial Officer Kerri Nakamura has made sure that everyone is in compliance in all of these areas.

Chief Financial Officer Kerri Nakamura said this is the item that Mayor Carmen Freeman asked to be added to the beginning of each Board meeting agenda. As Board Members review the agenda and if conflicts of interest are identified, they can disclose that conflict and a form will be given to the Board Member which they can update.

Mayor Hiatt asked if there were any conflicts from Board Members for today's meeting and none were identified.

Ms. Nakamura noted that all Board Members have submitted updated disclosure statements at this time.

4. ULCT Board Appointments & Reports – Mayor Steve Hiatt, ULCT President

Mayor Hiatt said there are numerous Boards and Commission on which the ULCT has seats by virtue of State Statute of independent agreement. Staff is researching the status of ULCT appointments and within the coming months will bring the Board a list of vacancies that need to be filled. Meanwhile, with the staffing change at the ULCT, they are in need of immediate appointments to the Wasatch Front Regional Council and the Kem C. Gardner Policy Institute. While the ULCT position at the Wasatch Front Regional Council was historically filled by the ULCT's Executive Director, it makes sense for the ULCT to be represented by an elected Board Member. Since Council Member Holbrook will remain on the Board for the next three years and represents a Wasatch Front community, it makes sense to appoint her to fill the ULCT's seat on the Wasatch Front Regional Council. The ULCT position on the Board of the Kem C. Gardner Policy Institute is part of a three-year agreement between the Institute and the ULCT. The Policy Institute is a wonderful partner with the ULCT on municipal policy and finance projects. Since the coordinated projects are managed by staff, they recommended that the Board consider maintaining this ULCT appointment and that ULCT Interim Executive Director Roger Tew serve on the Kem C. Gardner Policy Institute Board of Directors.

Mayor Hiatt suggested that the Board make it common practice that the Board ratify these and other appointments.

Council Member Pace said he raised this issue with David Church who said that appointments are absolutely a Board function or at least subject to Board ratification. His recollection is the Board amended their policy to reflect the fact that there would be a recommendation made by the Executive Director, subject by ratification for all of the different boards. At the time this was discussed, former Executive Director Ken Bullock maintained that it was his unilateral discretion to make those appointments without any Board involvement and that was a point of minor friction. Again, his recollection is the policy regarding these appointments was amended to reflect they are subject to ratification from the Board. As to the recommendation of Roger Tew serving on the Kem C. Gardner Board of Directors, he asked would it be better to have ULCT staff there rather than a Board Member.

Mr. Tew responded that he was involved in organizing the Kem C. Gardner Board of Directors so he is very familiar with this Board.

Council Member Holbrook said it makes sense to her that these appointments go to the Board for consideration and ratification.

Mr. Tew explained the University of Utah set up a Policy Institute with a combination of the Utah Foundation, Public Finance Policy and Local Government Policy from a research standpoint. The League was an original participant and is housed in the former LDS Business College building. This is a broader “think tank” that meets and discusses municipal issues. The ULCT also partners with them on various issues and they help us with some of our research projects.

Mayor Hiatt said the function of the ULCT Board is to be a governing board and there are no feelings that should get hurt in this discussion. From his perspective he feels it’s a good idea to have Roger Tew serve on the Kem C. Gardner Board of Directors. But, if there are any reservations from the Board, he feels that Mr. Tew would not be offended.

Ms. Nakamura said we have a three year commitment to the Kem C. Gardner Policy Institute and pay \$10,000 per year to help them get off the ground.

Mr. Church said some of these board positions have a specific term and should be identified and stated when an appointment is made.

Mayor Mike Caldwell said the term limit on the Wasatch Front Regional Council is two years.

Ms. Nakamura said staff looked at a list of all the boards and commissions where the League has a statutory position and many of the terms have expired. Staff will be distributing the list to the Board Members at the next meeting and with the Board’s recommendation, they will fill those positions.

Council Member Lynn Pace suggested that the Board not “group think” all of those board appointments but to have staff provide recommendations to the Board for their review.

Ms. Nakamura suggested that the names of the proposed board appointments be circulated to the Board Members prior to putting the names on an agenda so Board Members can review the names and determine if there is a concern before the names are submitted during an open, public meeting.

Mayor Karen Cronin said as people serve on boards and represent the League as a whole, she would like to have an update on what's going on with the various boards.

Mayor Hiatt suggested that Board reports be added to the Board of Directors Meeting agenda.

ACTION: Mayor Mike Caldwell moved to appoint Council Member Beth Holbrook to serve out the remaining term on the Wasatch Front Regional Council and Roger Tew to serve out the remaining term on the Kem C. Gardner Policy Institute Board of Directors. The motion was seconded by Mayor Bob Stevenson. The motion carried (Council Member Beth Holbrook recused herself).

5. Recommended Personnel & Accounting Policies – Kerri Nakamura

Ms. Nakamura said at the January 18, 2017 meeting, the Board requested the following changes:

1. The Executive Director's annual conflict of interest disclosure will be provided to the Executive Committee of the Board of Directors.
2. Any outside employment arrangement made by the Executive Director will be approved, in writing, by the Executive Committee of the Board of Directors.
3. The Board President will be notified of all whistle blower allegations submitted within 24-hours or receipt.

Additionally, while the Procurement Policies were not reviewed in detail by the Board, the following additions have been recommended for Part II of Administration Section (c):

1. The ULCT Executive Director may sign contracts for budgeted items/services up to \$25,000.
2. The ULCT Board President may sign contracts for budgeted items/services between \$25,001 and \$50,000.
3. Contracts exceeding \$50,001 for budgeted items/services may be signed by the ULCT Board President after being approved by the ULCT Board.
4. Contracts cannot be entered into for non-budgeted items/services.

Mayor Hiatt said the changes came from a recent discussion regarding a particular contract that was in excess of \$120,000.

Council Member Lynn Pace asked who will review and approve financial expenditures such as credit card statements and requests for reimbursement by the Executive Director.

Ms. Nakamura responded these are approved by the Treasurer and the credit card statements are also reviewed by an external financial consultant so there are two levels of review. She also stated that the Executive Director no longer has a credit card. There is only one staff member that has a credit card and that is Abby Bolic and that statement is reviewed by Ms. Nakamura, the Treasurer, Roger Tew and the external financial consultant. All other credit cards have been closed.

Ms. Nakamura continued and said the Executive Director's time cards are reviewed by the Treasurer. The Executive Director's reimbursements are reviewed by the Treasurer when, the Treasurer is signing the checks.

Council Member Lynn Pace asked about an annual performance evaluation of the Executive Director with the ULCT Board President.

Ms. Nakamura stated that has been changed in policy and will be done.

Council Member Lynn Pace said there was a provision that the Executive Director would meet with the Treasurer at least every other month and he questioned whether they should meet monthly.

Ms. Nakamura responded the language was not changed to be a monthly meeting but have indicated to Mayor Carmen Freeman that it will be a monthly meeting. She feels it would be nice to have some flexibility that it not be a monthly meeting.

Council Member Lynn Pace commented that from the recent ULCT financial review, he gathered that part of the problem was the financial statements were not reviewed in a timely manner so they were in arrears. He feels they should be reviewed and approved monthly.

Ms. Nakamura said the policy does require they be reviewed and approved monthly. Roger Tew, herself and Lorie Dudley who is the external financial consultant review the statements monthly but the policy allows the Treasurer to review them at a minimum of every two months although he/she can review them monthly.

Council Member Lynn Pace asked about taking sick leave and vacation and should the Board look at a paid time off policy.

Ms. Nakamura responded she is working on this at this time along with changing the pay dates which, she would like to implement on July 1, 2017. She also added that the Utah Retirement Systems waived the penalty fee of \$18,000 for late payments.

Ms. Nakamura said the two signatures on the ULCT bank signature are the ULCT Board President and the Treasurer. She said it makes sense to her that the two who can sign checks should be the two who can also sign a contract.

Mr. Church said with electronic signatures and the ease of signing, he feels it's unlikely that someone will be completely unavailable to sign. The question is, will the person be available to review and approve and not actually put their signature on the document. He feels having someone besides the ULCT Board President authorized to sign is a good idea. He is not sure that the Treasurer is the right person to sign a contract but it can be done that way.

Ms. Nakamura said there will be several contracts that will need signing and they will be in the range of \$25,000 to \$50,000.

Council Member Beth Holbrook said we would also have to set up the policy to have more than just the Board President be on the signature card.

ACTION: Mayor Bob Stevenson moved to approve the changes made to the Personnel and Accounting Policies and Procedures as reviewed. The motion was seconded by Mayor Brent Taylor. The motion carried unanimously.

6. ULCT Cell Phone Reimbursement Schedule/Stipend – Kerri Nakamura

Ms. Nakamura recommended the following in regards to Cell Phone Reimbursement and Schedule/Stipend:

Provide a \$15 per pay period (\$30 per month) cell phone reimbursement stipend to each ULCT W-2 employee. At full staffing, the ULCT presently has eight W-2 positions. The recommended \$30/month level represents an approximate 50% reimbursement for an average priced unlimited voice, data and text plan. The total cost of this reimbursement scheduled to the ULCT would be \$240 per month (\$2,880 annually). This amount is more than offset by the recent cancellation of the ULCT's AT&T bill which was \$450 per month (\$5,400 annually).

ACTION: Mayor Bob Stevenson moved to approve the Cell Phone Reimbursement Schedule/Stipend. The motion was seconded by Council Member Lynn Pace with the caveat that the numbers presented will change over time. The motion carried unanimously.

7. Appointment of Records Officer – Mayor Steve Hiatt, Kerri Nakamura, Nick Jarvis

Ms. Nakamura stated that staff is requesting that a person be designated to respond to GRAMA requests that the ULCT receives. In the past, Cameron Diehl was the Records Officer for the ULCT and his schedule at this time does not allow him to continue serving as Records Officer. She proposed that Nick Jarvis, Director of Research and Technology serve as the Records Officer for the ULCT. He will serve in an acting position until he completes certification, then he will become the Records Officer

ACTION: Mayor Dean Baker moved to appointment Nick Jarvis as the Acting Records Officer and, upon Nick's completion of certification, the Records Officer. The motion was seconded by Mayor Ted Eyre. The motion carried unanimously.

Mayor Hiatt reported on Roger Tew serving as the ULCT Interim Executive Director. He stated that Mr. Tew has done a good job representing the League with the recent resignation of Ken Bullock. He said that the ULCT Executive Board have met and said that occasionally there has been some rumbling at the Capital regarding what is the League going to do, who are they going to appoint as Executive Director, etc. Mayor Hiatt said a process will be presented to the entire Board to adopt at the April ULCT Board meeting. He feels the League is on a good trajectory and we don't want to send the message, especially to the membership, that we have a vacancy that we need to fill and that it won't be addressed as soon as possible. The Executive Board is very interested in getting to this process and to make sure it is done right. We also don't want to distract from the mission of the League especially during the legislative session. The primary focus for the ULCT is to represent cities and towns.

Mayor Hiatt said typically the Board meeting is held at the April ULCT Conference in St. George at 4:00 p.m. on the first Wednesday of the conference which is April 5. He suggested that the

Board meet earlier and an email will go out to all Board Member to gather feedback on the best time to meet. At that meeting, the Executive Board will have a recommendation for a long term Treasurer. Mayor Carmen Freeman is the Interim Treasurer at this time. Mayor Hiatt said to contact him with any recommendations for a Treasurer and it is required that the person live within 30 miles of the League office.

Mayor Carmen Freeman suggested in light of the audit, that the ULCT website be updated, taking off the Treasurer's name. He also said the term for a Board Member is two years and he recommended to consider the process of appointing Board Members. He asked is there a propensity for a lot of turnover if the term limits are only two years and he would like to consider changing the process in the future.

8. Closed Session

ACTION: Mayor Bob Stevenson moved to adjourn at 10:45 a.m. and reconvene in a closed session for the purpose of discussing the character, professional competence and mental health of an individual and pending litigation. The motion was seconded by Council Member Lynn Pace. The motion carried by roll call vote.

Mayor Steve Hiatt, President, Kaysville - AYE
Council Member Beth Holbrook, 1st Vice President, Bountiful - AYE
Mayor Jon Pike, 2nd Vice President, St. George - AYE
Council Member Lynn Pace, Past President, City of Holladay - AYE
Mayor Karen Cronin, Perry - AYE
Mayor Dean Baker, Naples - AYE
Council Member Andy Beerman, Park City - AYE
Mayor Mike Caldwell, Ogden City - AYE
Mayor Carmen Freeman, Herriman – AYE – PARTICIPATED VIA TELEPHONE
Council Member Mike Mendenhall, Spanish Fork - AYE
Mayor Dave Sakrison, Moab - AYE
Council Member Kelleen Potter, Heber - AYE
Mayor Bob Stevenson, Layton - AYE
Mayor Brent Taylor, North Ogden – AYE

ULCT STAFF

Nick Jarvis, Director of Research and Technology
Roger Tew, Interim Executive Director
Kerri Nakamura, Chief Financial Officer

EX-OFFICIO MEMBERS

David Church, Legal Counsel
Teresa Harris, Logan City Recorder, UMCA VP

9. Other Business

No further business was discussed by the Board.

10. ADJOURNED TO CLOSED SESSION at 10:47 a.m.

ACTION: Council Member Lynn Pace moved to adjourn and reconvene in a Closed Session the ULCT Board of Directors meeting of February 13, 2017. The motion was seconded by Council Member Beth Holbrook. The motion carried unanimously.

MINUTES APPROVED:

Chairman

Date

Secretary

Date

DRAFT





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OFFICERS

PRESIDENT
STEVE HIATT
MAYOR, KAYSVILLE

1ST VICE PRESIDENT
BETH HOLBROOK
COUNCIL MEMBER, BOUNTIFUL

2ND VICE PRESIDENT
JON PIKE
MAYOR, ST. GEORGE

IMMEDIATE PAST PRESIDENT
LYNN PACE
COUNCIL MEMBER, HOLLADAY

BOARD OF DIRECTORS
DEAN BAKER
MAYOR, NAPLES

ANDY BEERMAN
COUNCIL MEMBER, PARK CITY

MIKE CALDWELL
MAYOR, OGDEN

KAREN CRONIN
MAYOR, PERRY

TED EYRE
MAYOR, MURRAY

CARMEN FREEMAN
MAYOR, HERRIMAN

CURTIS LUDVIGSON
COUNCIL MEMBER, STERLING

MIKE MENDENHALL
COUNCIL MEMBER, SPANISH FORK

KELLEEN POTTER
COUNCIL MEMBER, HEBER

DAVE SAKRISON
MAYOR, MOAB

BOB STEVENSON
MAYOR, LAYTON

BRENT TAYLOR
MAYOR, NORTH OGDEN

EX-OFFICIO MEMBERS

MATTHEW J. DIXON, SOUTH OGDEN
UTAH CITY MANAGEMENT ASSOC.
PRESIDENT

LEIGH ANN WARNOCK, EPHRAIM
UTAH MUNICIPAL CLERKS ASSOC.
PRESIDENT

TREASURER

JOANN B. SEGHINI
MAYOR, MIDVALE

EXECUTIVE DIRECTOR
KENNETH H. BULLOCK

SERVING UTAH'S
MUNICIPALITIES
SINCE 1907

MEMBER
NATIONAL LEAGUE OF CITIES

ULCT Representative Reports of Board & Commission Meetings

Jon Pike - Joint Highway Committee

Cameron Diehl - Joint Highway Committee

Roger Tew - Kem Gardner Policy Institute

Beth Holbrook - Utility Facility Review Board

Beth Holbrook - Wasatch Front Regional Council (Primary Member)



April 5, 2017

To the Board of Directors
Utah League of Cities and Towns
Salt Lake City, Utah

We have audited the financial statements of the Utah League of Cities and Towns (the League) for the year ended June 30, 2016. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated November 1, 2016. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the League are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2016. We noted no transactions entered into by the League during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Originally, we were engaged to audit the financial statements of the Utah League of Cities and Towns. During the course of our audit, we determined that the Utah Municipal Finance Cooperative No. II Trust (the Trust) qualifies to be reported in the financial statements of the League as a discretely presented component unit in accordance with Governmental Accounting Standards Board Statement No. 14, *The Financial Reporting Entity* and Statement No. 39, *Determining Whether Certain Organizations are Component Units*. Because of the lack of availability of information related to the Trust, we did not perform any audit procedures on the Trust's financial data. Accordingly, we provided an adverse auditor's opinion on the separate opinion unit of the Trust related to its exclusion from the financial statements. This did not affect our unmodified auditor's opinion on the opinion unit of the Utah League of Cities and Towns.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. Management's estimate of the allowance for doubtful accounts is based on historical collection rates. We evaluated the key factors and assumptions used to develop the allowance for doubtful accounts in determining that it is reasonable in relation to the financial statements taken as a whole.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management identified a material error in the prior period financial statements that resulted in a restatement of net position and revenue for the year ended June 30, 2015. This correction is discussed in Note 7 of the financial statements.

In addition, the following summarizes the effect of the reversal of prior year uncorrected misstatements, misstatements of the financial statements, for which management has determined that their effects are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

Overstatement of gain on PTIF	\$2,013
Understatement of expenses	(6,000)

The effect of these uncorrected misstatements, is an understatement of change in net position of \$3,987, and understatement of net position of \$3,987, as of and for the year ended June 30, 2016.

Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated April 5, 2017.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the governmental unit's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as Utah League of Cities and Towns auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

We applied certain limited procedures to the following: Management's Discussion and Analysis, Schedule of Proportionate Share of the Net Pension Liability, Schedule of Contributions, and the Notes to Required Supplementary Information, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were engaged to report on the Supplemental Schedule to the Statement of Revenues, Expenses, and Changes in Net Position – Compared with Budget, which accompanies the financial statements but is not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

Government Auditing Standards requires us to communicate any instances of fraud that come our attention. Prior to our engagement as auditors, management disclosed the credit card fraud that had been discovered by the League, and the related investigation of the Utah Office of the State Auditor. We planned our procedures related to our audit of the year ended June 30, 2016 accordingly. We also considered the results of the report issued by the Utah Office of the State Auditor in developing our audit procedures.

This information is intended solely for the use of management of Utah League of Cities and Towns and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

Salt Lake City, Utah

Financial Statements
June 30, 2016

Utah League of Cities and Towns

Draft

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Independent Auditor's Report

Board of Directors
Utah League of Cities and Towns
Salt Lake City, Utah

Report on the Financial Statements

We have audited the accompanying statement of net position of the Utah League of Cities and Towns (the Organization) as of June 30, 2016, and the related statements of revenues, expenses and changes in net position and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Basis for Adverse Opinion on the Discretely Presented Component Unit

The financial statements do not include the financial data for the Organization's legally separate component unit. Accounting principles generally accepted in the United States of America require the financial data for that component unit to be reported with the financial data of the Organization's primary government, unless the Organization also issues financial statements for the financial reporting entity that include the financial data for its component unit. The Organization has not issued such reporting entity financial statements. Because of this departure from accounting principles generally accepted in the United States of America, the assets, liabilities, net position, revenues, and expenses of the legally separate component unit are not discretely presented in the accompanying financial statements. The effect of this departure has not been determined.

Adverse Opinion

In our opinion, because of the significance of the matter discussed in the “Basis for Adverse Opinion on the Discretely Presented Component Unit” paragraph, the financial statements referred to above do not present fairly, the financial position of the discretely presented component unit of the Organization as of June 30, 2016, or the changes in financial position thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Unmodified Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Utah League of Cities and Towns at June 30, 2016 and the respective changes in net position and cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Correction of Error

As discussed in Note 8 to the financial statements, certain errors resulting in understatements of miscellaneous receivables, revenue and net position, were discovered by management of the Organization during the current year. Accordingly, an adjustment has been made to net position as of June 30, 2015, to correct the error. Our opinion is not modified with respect to that matter.

Other Matters*Required Supplementary Information*

Accounting principles generally accepted in the United States of America require that the management’s discussion and analysis, the schedule of the proportionate share of the net pension liability, and the schedule of pension contributions, as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquires of management about the methods of preparing the information and comparing the information for consistency with management’s responses to our inquires, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Organization’s financial statements. The Supplemental Schedule to Statement of Revenues and Expenses – Compared with Budget is presented for purposes of additional analysis and is not a required part of the financial statements.

The Supplemental Schedule to Statement of Revenues and Expenses – Compared with Budget is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the Supplemental Schedule to Statement of Revenues and Expenses – Compared with Budget is fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated April 5, 2017 on our consideration of the Organization's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control over financial reporting and compliance.

EB Signature

Salt Lake City, Utah
April 5, 2017

Draft

Management's Discussion and Analysis
June 30, 2016 and 2015

Utah League of Cities and Towns

Draft

As Management of the Utah League of Cities & Towns (the League), an Interlocal Cooperative, we offer readers of the League's financial statements this narrative overview and analysis of the financial activities of the League for the fiscal year ended June 30, 2016. We encourage readers to consider the information presented here in conjunction with the financial statements and accompanying notes to enhance their understanding of the League's financial activities.

OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an introduction to the League's basic financial statements. The financial statements are designed to provide readers with a broad overview of the League's finances, in a manner similar to a private-sector business.

The statement of net position presents information on all of the League's assets, deferred outflows, liabilities, and deferred inflows, with the difference being reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the League is improving or deteriorating.

The statement of revenues, expenses, and changes in net position presents information showing how the League's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows.

The statement of cash flows presents changes in cash and cash equivalents, resulting from operating, non-capital financing, capital and related financing, and investing activities. In other words, it provides information regarding where the cash came from and how it was used, and the change in cash balance during the reporting period.

The League maintains one type of proprietary fund, an enterprise fund. A fund is a grouping of related accounts that are used to maintain control over resources that have been segregated for specific activities or objectives.

The notes to the financial statements provide additional information that is essential to a full understanding of the data provided in the financial statements.

In addition to the basic financial statements and accompanying notes, this report also presents certain supplementary information concerning the League's budget and actual amounts.

FINANCIAL HIGHLIGHTS

The League's total assets at June 30, 2016 were \$1,077,469, which is an increase of \$242,720 from the prior year, resulting primarily from an increase in the League's cash balances by \$516,840. This increase was offset by a decrease in accounts receivable of \$229,839.

The League ended the 2016 fiscal year with \$1,442,349 in total liabilities, which is an increase of \$764,273 from the prior year, resulting from 1) an increase in net pension liability of \$528,183, 2) an increase in membership dues received in advance of \$155,759, and 3) an increase in accounts payable and accrued liabilities by \$90,760. Net position decreased by \$331,777. The decrease in net position is more than budgeted for during the year, primarily due to an increase in the net pension liability of \$324,477.

In 2015, the League also implemented the provisions of GASB Statement No. 68, which now requires the League to report its net pension assets and liabilities, as well as deferred inflows and deferred outflows, in connection with its participation in the Utah Retirement Systems. The following table describes the Utah League of Cities and Town's net position as of June 30, 2016 and 2015:

	2016	2015 (as restated)
Current and Other Assets	\$ 1,001,168	\$ 732,166
Capital Assets, Net	76,301	102,583
Total assets	1,077,469	834,749
Total Deferred Outflows of Resources	312,983	42,636
Other Liabilities	681,161	445,071
Long-Term Liabilities	761,188	233,005
Total liabilities	1,442,349	678,076
Total Deferred Inflows of Resources	43,336	51,765
Net Position		
Net investment in capital assets	76,301	102,583
Unrestricted	(171,534)	133,961
Total net position	\$ (95,233)	\$ 236,544

Revenues

Total operating revenues increased by approximately 8.3% overall. There was less revenue from operating grants and donations in the current year. Dues assessed by the League help to finance the organization's day-to-day operations and represent the majority of the League's revenue. The League's other significant revenue sources come from registration at conferences, donations and advertising, and the sale of publications. Additionally, in the current fiscal year, the League received \$30,000 from the State Department of Commerce in connection with a land use training project, which is classified as non-operating revenues. Dues revenue increased approximately 7% in the current fiscal year. The dues are calculated using a formula based upon sales tax revenue, assessed valuation and population. Registration related revenue increased approximately \$16,600 (3.6%).

Expenses

Operating expenses increased by approximately \$488,000 (20%). Significant factors contributing to the overall increase include an increase in the pension expense of \$324,477 associated with the net pension liability calculated at June 30, 2016. In addition, special projects expense increased by approximately \$170,000. Special

Utah League of Cities and Towns
Management's Discussion and Analysis
Fiscal Year Ended June 30, 2016

Projects expense includes grants awarded to three cities to participate in a wellness project funded by Intermountain Healthcare. Bad debt expense decreased approximately \$35,000 (77%) in 2016 compared to 2015.

The elements of the increase in net position for the fiscal years ended June 30, 2016 and 2015 are as follows:

	2016	2015 (as restated)
Revenues		
Operating revenues	\$ 2,571,234	\$ 2,373,552
Nonoperating revenues	32,942	73,075
Total revenues	2,604,176	2,446,627
Expenses		
Payroll and related benefits	1,152,018	815,660
Other expenses	1,783,935	1,632,433
Total expenses	2,935,953	2,448,093
Change in Net Position	(331,777)	(1,466)
Net Position - Beginning of the Year	236,544	238,010
Net Position - End of the Year	\$ (95,233)	\$ 236,544

Capital Assets

There were no capital assets purchased in 2016. Capital asset activity for the fiscal year ended June 30, 2015 included approximately \$27,000 in computer and office equipment purchases. Current year depreciation for the fiscal year ended June 30, 2016 was \$26,281, compared to \$18,982 for fiscal year ended June 30, 2015.

Requests for Information

This report is designed to provide a general overview of the League's finances for all those with an interest. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Utah League of Cities and Towns, 50 South 600 East, Suite 150, Salt Lake City, UT 84102.

Utah League of Cities and Towns
Statement of Net Position
June 30, 2016

Assets	
Current Assets	
Cash and cash equivalents	\$ 940,844
Accounts receivable, net	32,914
Prepaid expenses	<u>27,410</u>
Total current assets	1,001,168
Capital assets, net	<u>76,301</u>
Total assets	1,077,469
Deferred Outflows of Resources	
Pensions	312,983
Liabilities	
Current Liabilities	
Accounts payable	167,636
Accrued liabilities	62,119
Deferred revenues:	
Membership dues	394,801
Grants and contracts	<u>56,605</u>
Total current liabilities	681,161
Net pension liability	<u>761,188</u>
Total liabilities	1,442,349
Deferred Inflows of Resources	
Pensions	<u>43,336</u>
Net Position	
Net investment in capital assets	76,301
Unrestricted	<u>(171,534)</u>
Total net position	<u><u>\$ (95,233)</u></u>

Utah League of Cities and Towns
Statement of Revenues, Expenses, and Changes in Net Position
Years Ended June 30, 2016

	2016
Operating Revenues	
Membership dues	\$ 1,488,132
Contracts and grants	350,928
Registration fees	474,093
Donations, advertising and exhibit space	229,844
Publication sales	10,237
Rental income	18,000
Total operating revenues	2,571,234
Operating Expenses	
Speaker fees and honorariums	178,665
Food and beverage	532,420
Entertainment	83,976
Facility rent and setup	64,449
Printing/Copying	110,477
Employee benefits and payroll taxes	209,201
Salaries	618,340
Pension expense	324,477
Repairs and maintenance	13,976
Bad debt expense	10,377
Depreciation	26,281
Special equipment- rental	69,446
Special projects	331,747
Travel and lodging	56,112
Professional services	45,370
Computer consulting	28,386
Contract labor	99,000
Other expenses	133,253
Total operating expenses	2,935,953
Operating Loss	(364,719)
Non-Operating Revenue	
Government grants and contracts	30,000
Interest income	2,942
Change in Net Position	(331,777)
Net Position - Beginning of Year, as restated	236,544
Net Position, End of Year	\$ (95,233)

Utah League of Cities and Towns
Statement of Cash Flows
Years Ended June 30, 2016

	2016
Cash Flows from Operating Activities	
Receipts from members	\$ 1,633,514
Receipts from customers	1,062,672
Receipts from grants and contracts	340,499
Payments to suppliers	(1,591,118)
Payments to employees	(882,054)
Net cash provided by operating activities	563,513
Cash Flows from Non-Capital Financing Activities	
Checks drawn in excess of cash balances	(79,615)
Government grants and contracts received	30,000
Net cash provided by non-capital financing activities	(49,615)
Cash Flows from Capital and Related Financing Activities	-
Cash Flows from Investing Activities	
Interest received	2,942
Net cash provided by investing activities	2,942
Net Change in Cash and Cash Equivalents	516,840
Cash and Cash Equivalents, Beginning of Year	424,004
Cash and Cash Equivalents, End of Year	\$ 940,844
Cash Flows from Operating Activities	
Operating loss	\$ (364,719)
Adjustments to reconcile operating loss to net cash provided by operating activities	
Depreciation	26,281
Net pension adjustment	249,407
Changes in operating assets and liabilities	
Accounts receivable	330,498
Prepaid expenses	6,341
Accounts payable	149,818
Accrued liabilities	20,557
Deferred revenues - membership dues	155,759
Deferred revenues - grants and contracts	(10,429)
Net cash provided by operating activities	\$ 563,513

Notes to the Financial Statements

Draft

Note 1 - Reporting Entity and Summary of Significant Accounting Policies

The Utah League of Cities and Towns (the League) is a governmental agency created pursuant to the Utah Interlocal Cooperation Act, and is exempt from income taxation. The League represents municipal government interests with a strong, unified voice at the state and federal levels and provides information, training and technical assistance to local officials on municipal issues in order to create a greater public awareness and understanding of municipal responsibilities, governance and administration. The League is not a component unit of another governmental entity and is governed by a Board of Directors selected from the elected officials of the cities and towns the League represents.

Reporting Entity

For financial reporting purposes, the League has considered all potential component units for which it is financially accountable and other organizations for which the nature and significance of their relationship with the League are such that the exclusion would cause the League's financial situation to be misleading or incomplete. The Governmental Accounting Standards Board (GASB) in its Statement No. 14, *The Financial Reporting Entity* and Statement No. 39, *Determining Whether Certain Organizations are Component Units* has established criteria to be considered in determining financial accountability. These criteria include appointing a voting majority of an organization's governing body and (1) the ability of the League to impose its will on that organization or (2) the potential for the organization to provide specific benefits to or impose specific financial burdens on the League.

Discretely Presented Component Unit

Utah Municipal Finance Cooperative No. II Trust (the Trust) was created in 1993 to receive certain property to be administered for the benefit of the League. The Trust is governed by four trustees who have the authority to determine the timing and amount of distributions to or on behalf of the League. Under the terms of the Trust agreement, it was to have terminated December 31, 2012, and distributed the remaining assets to the League. The League has considered whether the Trust qualifies as a component unit using the guidance of GASB statements No. 14 and 39. The Trust meets the criteria established in GASB 39 paragraph 5 warranting inclusion as a component unit in the League's financial statements due to the nature and significance the Trust's ongoing financial support to the League.

The League has determined further that the financial data of the Trust is required to be reported in the League's financial statements as a discretely presented component unit, in a separate column from the activity of the League as the primary government. Because of the lack of availability of financial data for the Trust, it is not practicable to include the financial data of the Trust in the accompanying financial statements, as required by accounting principles generally accepted in the United States of America.

Measurement Focus, Basis of Accounting, and Financial Statement Presentation

The League's operations are accounted for within a proprietary fund. The financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Proprietary funds distinguish *operating* revenues and expenses from *non-operating* items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the League are member dues, registration fees, various donations and government contracts, and other charges to members and customers for goods and services rendered. Operating expenses for proprietary funds include the cost of sales and services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

When both restricted and unrestricted resources are available for use, it is the League's policy to use restricted resources first, then unrestricted resources as they are needed.

Membership Dues

Membership dues are recognized as revenue in the applicable membership period, which coincides with the League's fiscal year.

Capital Assets

Property and equipment acquisitions in excess of \$2,000 are capitalized and recorded at cost. Depreciation is provided using the straight-line method based on the estimated useful lives of the assets over three to thirty years.

Deferred Revenues

Dues and other revenues collected in advance are deferred and recognized as revenue in the period earned.

Cash and Investments (Cash Equivalents)

For purposes of the statement of cash flows, the League considers all investments with an original maturity of three months or less to be cash equivalents. The Public Treasurer's Investment Fund is considered a cash equivalent since it is readily accessible by the League.

The League's investments in the Public Treasurer's Investment Fund (an external investment pool) are recorded at fair value in accordance with GASB Statement No. 72, *Fair Value Measurement and Application*. Accordingly, the change in fair value of investments is recognized as an increase or decrease to investment assets and investment income. See Note 2 for further discussion regarding the League's policies regarding cash deposits and investments.

Accounts Receivable

Accounts receivable primarily consist of amounts due from members for dues and grants receivable. Management provides for probable uncollectible amounts through an allowance for doubtful accounts. Additions to the allowance for doubtful accounts are based on management's judgment, considering historical write-offs, review of specific past-due accounts, collections and credit conditions. Balances which remain outstanding after management has used reasonable collection efforts are written off through a charge to the allowance for doubtful accounts and a credit to the applicable accounts receivable. Payments received on accounts receivable subsequent to being written off are considered a bad debt recovery. As of June 30, 2016, the allowance for doubtful accounts totaled \$16,696.

Vacation and Sick Leave

Employees are allowed to convert up to 40 hours of accrued vacation leave to cash at their current pay rate once per year. An employee may accumulate up to 240 hours of vacation, which can be carried forward each fiscal year. Under extenuating circumstances, employees may accumulate more than 240 hours of vacation. All accrued vacation leave is payable at the time of termination.

Once each year, employees may convert up to 32 hours of sick leave to cash at their current pay rate. However, the employee must retain a minimum of 240 hours of sick leave after conversion.

Pensions

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of Utah Retirement Systems Pension Plan (URS) and additions to/deductions from URS's fiduciary net position have been determined on the same basis as they are reported by URS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

Deferred Outflows of Resources and Deferred Inflows of Resources

In addition to assets, financial statements will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position that applies to a future period(s) and will not be recognized as an outflow of resources (expense) until then. In addition to liabilities, the financial statements will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position that applies to a future period(s) and will not be recognized as an inflow of resources (revenue) until that time.

Use of Estimates

The preparation of the financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting period. Actual results could differ from those estimates.

Recently Released Accounting Pronouncements

In June 2015, the GASB issued Statement No. 73: *Accounting and Financial Reporting for Pensions and Related Assets that are not within the Scope of GASB Statement 68, and Amendments to Certain Provisions of GASB Statements 67 and 68*. The requirements of this statement extend the approach to accounting and financial reporting established in Statement No. 68 to all pensions, with modifications as necessary to reflect that for accounting and financial reporting purposes, any assets accumulated for pensions that are provided through pension plans that are not administered through trusts that meet the criteria specified in Statement No. 68 should not be considered pension plan assets. It also requires that information similar to that required by Statement No. 68 be included in notes to financial statements and required supplementary information by all similarly situated employers and nonemployer contributing entities. This statement also clarifies the application of certain provisions of Statements Nos. 67 and 68 with regard to the information that is required to be presented as notes to the 10-year schedules of required supplementary information and other matters. For the Utah League of Cities and

Towns, the provisions in this statement addressing accounting and financial reporting for pensions that are not within the scope of Statement No. 68 will be effective for the League's June 30, 2017 financial statements. The League is currently evaluating what effect, if any, this new guidance will have on its financial statements. The provisions of this statement that clarify the applications of certain provisions of Statements Nos. 67 and 68 were adopted in the League's June 30, 2016 financial statements.

Note 2 - Cash and Investments (Cash Equivalents)

Cash Deposits – At year end, the carrying amount of the League's book cash balance was \$940,834. No deposits are collateralized.

Deposit Custodial Credit Risk – Custodial credit risk is the risk that in the event of a bank failure, the government's deposits may not be returned to it. The League's policy for managing custodial credit risk is to deposit funds in financial institutions whose deposits are insured by the federal government. At times, the League's deposit balance may exceed federally insured limits. The State of Utah does not require collateral on deposits.

Investments – The League's deposits and investment policy follows the requirements of the Utah Money Management Act (the Act) (Utah Code Annotated 1953, Chapter 7) in handling its depository and temporary investing transactions. This law requires the depositing of Leagues funds in a "qualified depository." The Act defines a "qualified depository" as any financial institution whose deposits are insured by an agency of the Federal Government and which has been certified by the Commissioner of Financial Institutions as meeting the requirements of the Act and adhering to the rules of the Utah Money Management Council.

The Money Management Act defines the types of securities authorized as appropriate investments for the League's funds and the conditions for making investment transactions. Investment transactions may be conducted only through qualified depositories, certified dealers, or directly with issuers of the investment securities. The Act authorizes the League to invest in the following types of instruments:

1. Negotiable or nonnegotiable deposits of qualified depositories and permitted negotiable depositories,
2. Repurchase and reverse repurchase agreements,
3. Commercial paper that is classified as "first tier" by two nationally recognized statistical rating organizations,
4. Bankers' acceptances that are eligible for discount at a federal reserve bank and which have a remaining term of 180 days or less,
5. Obligations of the United States Treasury, including bills, notes and bonds,
6. Obligations, other than mortgage derivative products, issued by U.S. government sponsored enterprises (U.S. Agencies) such as the Federal Home Loan Bank System, Federal Home Loan Mortgage Corporation (Freddie Mac), and Federal National Mortgage Association (Fannie Mae),
7. Bonds, notes, and other evidence of indebtedness of political subdivisions of the State,
8. Fixed rate corporate obligations and variable rate securities rated "A" or higher, or the equivalent of "A" or higher, by two nationally recognized statistical rating organizations,
9. Shares or certificates in a money market mutual fund as defined in the Money Management Act, and
10. Utah State Public Treasurers' Investment Fund.

The League has invested the majority of its temporarily idle funds with the Utah Public Treasurer’s Investment Fund (PTIF). The Utah State Treasurer’s Office operates the PTIF. The PTIF is available for investment of funds administered by any Utah public treasurer and is not registered with the SEC as an investment company. The PTIF is authorized and regulated by the Money Management Act (*Utah Code*, Title 51, Chapter 7). The Act established the Money Management Council which oversees the activities of the State Treasurer and the PTIF and details the types of authorized investments. Deposits in the PTIF are not insured or otherwise guaranteed by the State of Utah, and participants share proportionally in any realized gains or losses on investments. Parties interested in learning what specific investments comprise the State Treasurer’s Fund may contact the Utah State Treasurer’s Office.

The PTIF operates and reports to participants on an amortized cost basis. The income, gains, and losses of the PTIF, net of administration fees, are allocated based upon the participant’s average daily balance. The fair value of the PTIF investment pool is approximately equal to the value of the pool shares.

Fair Value of Investments – The League measures and records its investments using fair value measurement guidelines established by generally accepted accounting principles. These guidelines recognize a three-tiered fair value hierarchy, as follows:

- *Level 1:* Quoted prices for identical investments in active markets;
- *Level 2:* Observable inputs other than quoted market prices; and,
- *Level 3:* Unobservable inputs.

At June 30, 2016, the League had \$326,410 in the Utah State Public Treasurers’ Investment Fund. These investments were valued by applying the June 30, 2016 fair value factor, as calculated by the Utah State Treasurer, to the League’s average daily balance in the Fund. Such valuation is considered a *Level 2* valuation for GASB 72 purposes.

Summary – The above described cash deposits and investments are summarized and presented in the financial statements at fair value in accordance with the following analysis:

	Bank Balances	Book Balances
Cash on hand	\$ -	\$ 10
Cash on deposit	1,098,172	940,834
Total	\$ 1,098,172	\$ 940,844

Interest Rate Risk – Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. The League does not have a formal investment policy that limits investment maturities as a means of managing its exposure to increasing interest rates. Section 51-7-11 of the Money Management Act requires that the remaining term to maturity of investments may not exceed the period of availability of the funds to be invested. The Act further limits the remaining term to maturity on all investments in commercial paper, bankers’ acceptances, fixed rate negotiable deposits, and fixed rate corporate obligations to 270 days - 15 months or less. The Act further limits the remaining term to maturity on all investments in obligations of the United States Treasury; obligations issued by U.S. government sponsored enterprises; and bonds, notes, and other evidence of indebtedness of political subdivisions of the State to 5 years. In addition, variable rate negotiable deposits and variable rate securities may not have a remaining term to final maturity exceeding two years. The League’s investments in the PTIF can be withdrawn at any time.

Credit Risk – Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. The League’s policy for reducing its exposure to credit risk is to comply with the State’s Money management Act as previously discussed. As of June 30, 2016, the League’s investments in the State of Utah Public Treasurer’s Investment Fund were unrated.

Concentration of Credit Risk – Concentration of credit risk is the risk of loss attributed to the magnitude of a government’s investment in a single issuer. The League’s policy for reducing the risk of loss is to comply with the rules of the Money Management Council. Rule 17 of the Money Management Council limits investments in a single issuer of commercial paper and corporate obligations to 5% to 10%, depending upon the total dollar amount held in the portfolio.

Custodial Credit Risk – For an investment, custodial credit risk is the risk that, in the event of the failure of the counterparty, the League will not be able to recover the value of its investment or collateral securities that are in the possession of an outside party. The League does not have a formal policy for custodial credit risk.

Note 3 - Capital Assets

The following tables summarize the changes in capital assets during the year ended June 30, 2016:

	Balance June 30, 2015	Additions	Transfers or Deletions	Balance June 30, 2016
Capital assets being depreciated				
Buildings and improvements	\$ 344,512	\$ -	\$ -	\$ 344,512
Furniture, fixtures and equipment	171,989	-	-	171,989
Total capital assets being depreciated	<u>516,501</u>	<u>-</u>	<u>-</u>	<u>516,501</u>
Less accumulated depreciation				
Buildings and improvements	(277,082)	(11,066)	-	(288,148)
Furniture, fixtures and equipment	(136,837)	(15,215)	-	(152,052)
Total accumulated depreciation	<u>(413,919)</u>	<u>(26,281)</u>	<u>-</u>	<u>(440,200)</u>
Net capital assets being depreciated	<u>102,582</u>	<u>(26,281)</u>	<u>-</u>	<u>76,301</u>
Capital assets, net	<u>\$ 102,582</u>	<u>\$ (26,281)</u>	<u>\$ -</u>	<u>\$ 76,301</u>

Note 4 - Contingencies

The League is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; and natural disasters for which the League carries commercial insurance. The League carries a Workers' Compensation policy for which the premiums are based on past experience.

During the year ended June 30, 2016, management determined that some employees of the League were using the League's credit cards for personal use. As the result of subsequent investigations, the League's former Director of Administrative Services (CFO) and Executive Director resigned in August 2016 and February 2017, respectively. The investigations determined that the CFO and former Executive Director incurred personal expenses on League credit cards that had not been reimbursed totaling \$21,656 and \$11,659, respectively. Upon the resignation of the former executive director, the League withheld the \$11,659 from the final paycheck. Management is determining whether to begin civil legal proceedings to collect the balance due from the former CFO. Because of the uncertainty of collectability, no receivable has been recorded for amounts due from the former CFO. Should any amounts be recovered in the future, they will be recognized as other revenue in the periods collected.

Note 5 - Pension Plan

Defined Benefit Plans – General Information and Contributions

Plan description: Eligible plan participants are provided with pensions through the Utah Retirement Systems. The Utah Retirement Systems are comprised of the following pension trust funds:

- Public Employees Contributory Retirement System (Contributory System); is a multiple employer, cost sharing, public employee retirement system.
- Tier 2 Public Employees Contributory Retirement System (Tier 2 Public Employees System); is a multiple employer, cost sharing, public employee retirement system.

The Tier 2 Public Employees System became effective July 1, 2011. All eligible employees beginning on or after July 1, 2011, who have no previous service credit with any of the Utah Retirement Systems, are members of the Tier 2 Retirement System. The Utah Retirement Systems (Systems) are established and governed by the respective sections of Title 49 of the Utah Code Annotated 1953, as amended. The Systems' defined benefit plans are amended statutorily by the State Legislature. The Utah State Retirement Office Act in Title 49 provides for the administration of the Systems under the direction of the URS Board, whose members are appointed by the Governor. The Systems are fiduciary funds defined as pension (and other employee benefit) trust funds. URS is a component unit of the State of Utah. Title 49 of the Utah Code grants the authority to establish and amend the benefit terms. URS issues a publicly available financial report that can be obtained by writing Utah Retirement Systems, 560 E. 200 S, Salt Lake City, Utah 84102 or visiting the website: www.urs.org.

Benefits provided: URS provides retirement, disability, and death benefits. Retirement benefits are as follows:

System	Final Average Salary	Years of Service required and/or age eligible for benefit	Benefit percent per year services	COLA**
Contributory System	Highest 5 years	30 years any age 25 years any age* 20 years age 60* 10 years age 62* 4 years age 65	1.25% per year to June 1975; 2.00% per year July 1975 to present	Up to 4%
Tier 2 Public Employees System	Highest 5 years	35 years any age 20 years age 60* 10 years age 62* 4 years age 65	1.50% per year all years	Up to 2.5%

* with actuarial reductions

** All post-retirement cost of living adjustments are non-compounding and are based on the original benefit except for Judges, which is a compounding benefit. The cost-of-living adjustments are also limited to the actual Consumer Price Index (CPI) increase for the year, although unused CPI increases not met may be carried forward to subsequent years.

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Contributions: As a condition of participation in the Systems, employers and/or employees are required to contribute certain percentages of salary and wages as authorized by statute and specified by the URS Board. Contributions are actuarially determined as an amount that, when combined with employee contributions (where applicable) is expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded actuarial accrued liability. Contribution rates are as follows:

	Employee Paid	Paid by Employer for Employee	Employer Contribution Rates	Employer Rate for 401(k) Plan
Contributory System				
11 Local Governmental Division Tier 1	6.000%	N/A	14.46%	N/A
111 Local Governmental Division Tier 2	N/A	N/A	16.67%	1.78%
Tier 2 DC Only				
211 Local Government	N/A	N/A	8.45%	10.00

Tier 2 rates include a statutory required contribution to finance the unfunded actuarial accrued liability of the Tier 1 plans.

For the fiscal year ended June 30, 2016, the employer and employee contributions to the Systems were as follows:

	Employer Contributions	Employee Contributions
Contributory System	\$ 54,793	\$ -
Tier 2 Public Employees System	8,307	-
Tier 2 DC Only System	12,028	N/A
Total Contributions	\$ 75,128	-

Contributions reported are the URS Board approved required contributions by the System. Contributions in the Tier 2 Systems are used to finance the unfunded liabilities in the Tier 1 Systems.

Defined Benefit Plans – Pension Assets, Liabilities, Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources

At June 30, 2016, the League reported a net pension asset of \$0 and a net pension liability of \$761,188, which is summarized as follows:

	Proportionate Share	Net Pension Asset	Net Pension Liability
Contributory System	1.0829946%	\$ -	\$ 761,188
Tier 2 Public Employees System	0.0025496%	-	-
		\$ -	\$ 761,188

The net pension asset and liability was measured as of December 31, 2015, and the total pension liability used to calculate the net pension asset and liability was determined by an actuarial valuation as of January 1, 2015 and rolled-forward using generally accepted actuarial procedures. The proportion of the net pension asset and liability is equal to the ratio of the League's actual contributions to the Systems during the plan year over the total of all employer contributions to the Systems during the plan year.

For the year ended June 30, 2016 the League recognized pension expense of \$324,477.

At June 30, 2016, the League reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ -	\$ 39,311
Changes in assumptions	-	4,025
Net difference between projected and actual earnings on pension plan investments	226,375	-
Changes in proportion and differences between contributions and proportionate share of contributions	47,892	-
Contributions subsequent to the measurement date	38,716	-
	\$ 312,983	\$ 43,336

\$38,716 was included in deferred outflows of resources related to pensions—this results from contributions made by the League prior to our fiscal year end, but subsequent to the measurement date of December 31, 2015.

These contributions will be recognized as a reduction of the net pension liability in the upcoming fiscal year. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Year ended December 31,	Net Deferred Outflows (Inflows) of Resources
2016	\$ 60,196
2017	59,455
2018	57,497
2019	53,841
2020	(11)
Thereafter	(47)

Actuarial assumptions: The total pension liability in the December 31, 2015 measurement was determined using the following actuarial assumptions, applied to all periods included in the measurement:

- Inflation 2.75 percent
- Salary increases 3.50 - 10.50 percent, average, including inflation
- Investment rate of return 7.50 percent, net of pension plan investment expense, including inflation

Mortality rates were developed from actual experience and mortality tables, based on gender, occupation and age, as appropriate, with adjustments for future improvement in mortality based on Scale AA, a model developed by the Society of Actuaries.

The actuarial assumptions used in the January 1, 2015, valuation were based on the results of an actuarial experience study for the five year period ended December 31, 2013.

The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class and is applied consistently to each defined benefit pension plan. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of arithmetic real rates of return for each major asset class are summarized in the following table:

Asset Class	Expected Return Arithmetic Basis		
	Target Asset Allocation	Real Return Arithmetic Basis	Long-Term Expected Portfolio Real Rate of Return
Equity securities	40%	7.06%	2.82%
Debt securities	20%	0.80%	0.16%
Real assets	13%	5.10%	0.66%
Private equity	9%	11.30%	1.02%
Absolute return	18%	3.15%	0.57%
Cash and cash equivalents	0%	0.00%	0.00%
Totals	100%		5.23%
Inflation			2.75%
Expected arithmetic nominal return			7.98%

The 7.50% assumed investment rate of return is comprised of an inflation rate of 2.75%, a real return of 4.75% that is net of investment expense.

Discount rate: The discount rate used to measure the total pension liability was 7.50 percent. The projection of cash flows used to determine the discount rate assumed that employee contributions will be made at the current contribution rate and that contributions from all participating employers will be made at contractually required rates that are actuarially determined and certified by the URS Board. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees.

Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability. The discount rate does not use the Municipal Bond Index Rate. There was no change in the discount rate from the prior measurement date.

Sensitivity of the proportionate share of the net pension asset and liability to changes in the discount rate: The following presents the proportionate share of the net pension liability calculated using the discount rate of 7.50 percent, as well as what the proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1-percentage-point lower (6.50 percent) or 1-percentage-point higher (8.50 percent) than the current rate:

	1% Decrease (6.50%)	Discount Rate (7.50%)	1% Increase (8.50%)
Contributory System	\$ 1,340,523	\$ 761,188	\$ 274,808
Tier 2 Public Employees System	1,021	(6)	(783)
Total	\$ 1,341,544	\$ 761,182	\$ 274,025

Pension plan fiduciary net position: Detailed information about the pension plan's fiduciary net position is available in the separately issued URS financial report.

Defined Contribution Savings Plans

The Defined Contribution Savings Plans are administered by the Utah Retirement Systems Board and are generally supplemental plans to the basic retirement benefits of the Retirement Systems, but may also be used as a primary retirement plan. These plans are voluntary tax-advantage retirement savings programs authorized under sections 401(k), 457(b) and 408 of the internal Revenue code. Detailed information regarding plan provisions is available in the separately issued URS financial report.

Utah League Cities and Towns participates in the following Defined Contribution Savings Plans with Utah Retirement Systems. Employee and employer contributions to the Utah Retirement Defined Contribution Savings Plans for fiscal year ended June 30, were as follows:

Defined Contribution Plans

	2016	2015	2014
401(k) Plan:			
Employer contributions	\$ 15,122	\$ 13,236	\$ 12,101
Employee contributions	\$ -	\$ -	\$ -

Note 6 - Leases

The League leases to other tenants unused office space in its building on a month-to-month lease. Rental income for the year ended June 30, 2016 was \$18,000.

Note 7 - Employee Benefits

The League and its employees also participate in a separate defined contribution retirement plan (the Plan) pursuant to Internal Revenue Code 401(k). All employees who are 18 years of age or older are eligible to participate in the Plan. Participants are 100 percent vested in the employer's contribution after three years of service. The Plan is funded by voluntary employee contributions, employer profit sharing contributions and discretionary matching employer contributions of 3.35 percent of the employee's first 1.65 percent of which they contribute to the plan. For the years ended June 30, 2016 and 2015, the League contributed \$16,333 and \$12,448, respectively, to the Plan.

Note 8 - Restatement of Net Position

During the year, management discovered that grant revenue totaling \$89,000 received during the year ended June 30, 2016 should have been accrued as a receivable at June 30, 2015, and recognized as revenue during the year then ended. A prior period adjustment was made to appropriately recognize the revenue during the year ended June 30, 2015.

Additionally, as described in Note 4, a prior period adjustment was made to record amounts receivable from the League's former executive director.

As a result, the following adjustments to beginning net position have been made:

Net position - beginning of year	\$ 135,885
Adjustment to record receivable for improper use of credit card by former executive director	11,659
Adjustment to recognize fiscal year 2015 revenue during fiscal year 2015	<u>89,000</u>
Net position - beginning of year, as restated	<u><u>\$ 236,544</u></u>

Required Supplementary Information
June 30, 2016 and 2015

Utah League of Cities and Towns

Draft

Utah League of Cities and Towns
Schedule of the Proportionate Share of the Net Pension Liability
June 30, 2016
Last 10 Fiscal Years*

	As of and for the year ended June 30,	Proportion of the net pension liability (asset)	Proportionate share of the net pension liability (asset)	Covered employee payroll	Proportionate share of the net pension liability (asset) as a percentage of its covered employee payroll	Plan fiduciary net position as a percentage of its covered employee payroll
Contributory						
System	2015	0.8078009%	\$ 233,005	\$ 362,189	64.30%	94.00%
	2016	1.0829946%	\$ 761,188	\$ 370,373	205.52%	85.70%
Tier 2 Public						
Employees	2015	0.0000000%	\$ -	\$ -	0.00%	0.00%
Systems	2016	0.0025496%	\$ (6)	\$ 16,500	-0.04%	100.20%

* GASB 68 requires ten years of information be presented in this table. However, the schedule above is only for fiscal years ending in 2015 and after. The League will build the 10-year schedule prospectively.

Utah League of Cities and Towns
Schedule of Contributions
June 30, 2016
Last 10 Fiscal Years*

	For the year ended June 30,	Actuarially determined contributions	Contributions in relation to the contractually required contribution	Contribution deficiency (excess)	Covered employee payroll	Contributions as a percentage of covered employee payroll**
Contributory System	2014	\$ 48,993	\$ 48,993	\$ -	\$ 368,921	13.28%
	2015	51,739	51,739	-	357,805	14.46%
	2016	54,793	54,793	-	378,928	14.46%
Tier 2 Public Employees System***	2014	\$ -	\$ -	\$ -	\$ -	0.00%
	2015	-	-	-	-	0.00%
	2016	8,307	8,307	-	49,833	16.67%
Tier 2 Public Employees DC Only***	2014	\$ 8,882	\$ 8,882	\$ -	\$ 121,009	7.34%
	2015	11,224	11,224	-	132,356	8.48%
	2016	12,028	12,028	-	142,345	8.45%

* GASB 68 requires ten years of information be presented in this table. However, the schedule above is only for fiscal years ending in 2014 and after. The League will build the 10-year schedule prospectively.

** Contributions as a percentage of covered-employee payroll may be different than the board certified rate due to rounding or other administrative issues.

*** Contributions in Tier 2 include an amortization rate to help fund the unfunded liabilities in the Tier 1 systems. Tier 2 systems were created effective July 1, 2011.

Changes of Assumptions

The following assumption changes were adopted from the most recent actuarial experience study. There was a decrease in the wage inflation assumption for all employee groups from 3.75% to 3.50%. Also there was a modification to the rate of salary increases for most groups. The payroll growth assumption was decreased from 3.5% to 3.25%. There was an improvement in the post retirement mortality assumption for female educators and minor adjustments to the pre-retirement mortality assumption.

There were additional changes to certain demographic assumptions that generally resulted in: (1) more members are anticipated to terminate employment prior to retirement, (2) slightly fewer members are expected to become disabled, and (3) members are expected to retire at a slightly later age.

Other information that is not required as part of RSI

This information below is not required as part of GASB Statement No. 68 but is provided for informational purposes. The schedule below is a summary of the Defined Contribution Savings Plans for pay periods July 1, 2014 through June 30, 2016.

Defined Contribution Plans

	2016	2015	2014
401(k) Plan:			
Employer contributions	\$ 15,122	\$ 13,236	\$ 12,101
Employee contributions	\$ -	\$ -	\$ -

* The employer paid 401(k) contributions include the totals paid for employees enrolled in the Tier 2 Defined Contribution 401(k) Plan.

Supplementary Information
June 30, 2016 and 2015

Utah League of Cities and Towns

Draft

Utah League of Cities and Towns
Supplemental Schedule to the Statement of Revenues, Expenses
and Changes in Net Position - Compared with Budget
For the Year Ended June 30, 2016

	Annual Budget	Actual	Variance with Budget
Operating Revenues			
Membership dues	\$ 1,487,083	\$ 1,488,132	\$ 1,049
Contracts and grants	216,000	350,928	134,928
Registration fees	490,000	474,093	(15,907)
Donations, advertising and exhibit space	378,500	229,844	(148,656)
Publication sales	15,000	10,237	(4,763)
Rental income	18,000	18,000	-
Other income	250	-	(250)
	<u>2,604,833</u>	<u>2,571,234</u>	<u>(33,599)</u>
Operating Expenses			
Speaker fees and honorariums	170,000	178,665	8,665
Food and beverage	535,186	532,420	(2,766)
Entertainment	90,000	83,976	(6,024)
Facility rent and setup	66,500	64,449	(2,051)
Printing/Copying	96,000	110,477	14,477
Employee benefits and payroll taxes	276,974	209,201	(67,773)
Salaries	596,398	618,340	21,942
Pension expense	-	324,477	324,477
Repairs and maintenance	10,000	13,976	3,976
Bad debt expense	-	10,377	10,377
Depreciation	-	26,281	26,281
Special equipment- rental	50,000	69,446	19,446
Special projects	324,000	331,747	7,747
Travel and lodging	52,000	56,112	4,112
Professional services	52,000	45,370	(6,630)
Computer consulting	24,000	28,386	4,386
Contract labor	90,000	99,000	9,000
Other expenses	175,275	133,253	(42,022)
	<u>2,608,333</u>	<u>2,935,953</u>	<u>327,620</u>
Operating Loss	<u>(3,500)</u>	<u>(364,719)</u>	<u>(361,219)</u>
Non-Operating Revenue			
Government grants and contracts	-	30,000	30,000
Interest income	3,500	2,942	(558)
	<u>3,500</u>	<u>2,942</u>	<u>(558)</u>
Change in Net Position	<u>\$ -</u>	<u>\$ (331,777)</u>	<u>\$ (331,777)</u>

Compliance and Internal Control
June 30, 2016 and 2015

Utah League of Cities and Towns

Draft

**Independent Auditor’s Report on Internal Control over Financial Reporting and on Compliance
and Other Matters Based on an Audit of Financial Statements Performed in Accordance
with *Government Auditing Standards***

The Board of Directors
Utah League of Cities and Towns
Salt Lake City, Utah

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of Utah League of Cities and Towns as of and for the year ended June 30, 2016, and the related notes to the financial statements, which collectively comprise the Utah League of Cities and Towns basic financial statements, and have issued our report thereon dated April 5, 2017.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Utah League of Cities and Towns’ internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Utah League of Cities and Towns’ internal control. Accordingly, we do not express an opinion on the effectiveness of the Utah League of Cities and Towns’ internal control.

Our consideration of internal control over financial reporting was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control over financial reporting that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. However, as described in the accompanying schedule of findings and responses, we identified certain deficiencies in internal control that we consider to be material weaknesses and significant deficiencies.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity’s financial statements will not be prevented, or detected and corrected on a timely basis. We consider the deficiencies described in the accompanying schedule of findings and responses as items 2016-A through 2016-C to be material weaknesses.

A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance. We consider the deficiency described in the accompanying schedule of findings and responses as item 2016-D to be a significant deficiency.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Utah League of Cities and Towns' financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Utah League of Cities and Towns' Response to Findings

The Utah League of Cities and Towns' responses to the findings identified in our audit are described in the accompanying schedule of findings and responses. Utah League of Cities and Towns' responses were not subjected to the auditing procedures applied in the audit of the financial statements, and accordingly, we express no opinion on them.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control over compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

EB Signature

Salt Lake City, Utah
April 5, 2017

Draft

Independent Auditor's Report on Compliance with General State Compliance Requirements and Internal Control Over Compliance as Required by the *State Compliance Audit Guide*

To The Board of Directors
Utah League of Cities and Towns
Salt Lake City, Utah

Report on Compliance with General State Compliance Requirements

We have audited the Utah League of Cities and Towns' compliance with the applicable general state compliance requirements described in the *State Compliance Audit Guide*, issued by the Office of the Utah State Auditor, that could have a direct and material effect on the Utah League of Cities and Towns for the year ended June 30, 2016.

General state compliance requirements were tested for the year ended June 30, 2016 in the following areas:

Budgetary Compliance
Fund Balance Limitation
Utah Retirement Systems
Open and Public Meetings Act
Treasurer's Bond
Cash Management

Management's Responsibility

Management is responsible for compliance with the general state requirements referred to above.

Auditor's Responsibility

Our responsibility is to express an opinion on the Utah League of Cities and Towns' compliance based on our audit of the compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the *State Compliance Audit Guide*. Those standards and the *State Compliance Audit Guide* require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the compliance requirements referred to above that could have a direct and material effect on the Utah League of Cities and Towns occurred. An audit includes examining, on a test basis, evidence about the Utah League of Cities and Towns' compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance with general state compliance requirements. However, our audit does not provide a legal determination of the Utah League of Cities and Towns' compliance.

Basis for Qualified Opinion on Budgetary Compliance, Open and Public Meetings Act, and Treasurer's Bond

As described in the accompanying schedule of findings and recommendations, Utah League of Cities and Towns did not comply with requirements regarding the following:

- Budgetary Compliance—Utah League of Cities and Towns did not prepare quarterly financial statements for the review of the Board of Directors. See item 2016-E in the attached schedule of findings and recommendations.
- Open and Public Meetings Act—Utah League of Cities and Towns did not give notice of public meetings at least 24 hours prior by posting the notice on the Utah Public Notice Website. See item 2016-F in the attached schedule of findings and recommendations.
- Open and Public Meetings Act—Utah League of Cities and Towns did not provide the required notice of a budget hearing by publishing it in one issue of a newspaper of general circulation, at least seven days before the meeting. See item 2016-G in the attached schedule of findings and recommendations.
- Treasurer's Bond—Utah League of Cities and Towns did not have the Treasurer's Bond required by the Utah Money Management Council during the year. See item 2016-H in the attached schedule of findings and recommendations.

Compliance with such requirements is necessary, in our opinion, for the Utah League of Cities and Towns to comply with the requirements applicable to the general compliance requirements listed above.

Qualified Opinion on Budgetary Compliance and Open and Public Meetings Act

In our opinion, except for the noncompliance described in the Basis for Qualified Opinion paragraph, Utah League of Cities and Towns complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on Budgetary Compliance and Open and Public Meetings Act for the year ended June 30, 2016.

Unmodified Opinion on Each of the Other General Compliance Areas

In our opinion, the Utah League of Cities and Towns complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its other General Compliance Areas for the year ended June 30, 2016.

Other Matters

The results of our auditing procedures disclosed instances of noncompliance, which are required to be reported in accordance with the *State Compliance Audit Guide* and which are described in the accompanying schedule of findings and recommendations as items 2016-I and 2016-J. Our opinion on compliance is not modified with respect to these matters.

The views of responsible officials of the League of Cities and Towns to the noncompliance findings identified in our audit are described in the accompanying schedule of findings and recommendations. Utah League of Cities and Towns' responses were not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on them.

Report on Internal Control over Compliance

Management of the Utah League of Cities and Towns is responsible for establishing and maintaining effective internal control over compliance with the compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Utah League of Cities and Towns' internal control over compliance with the compliance requirements that could have a direct and material effect on the Utah League of Cities and Towns to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance with general state compliance requirements and to test and report on internal control over compliance in accordance with the State Compliance Audit Guide, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of Utah League of Cities and Towns' internal control over compliance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies, and therefore, material weaknesses or significant deficiencies may exist that were not identified. However, as discussed below, we identified certain deficiencies in internal control over compliance that we consider to be material weaknesses or significant deficiencies.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a general state compliance requirement on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a general state compliance requirement will not be prevented, or detected and corrected, on a timely basis. We consider the deficiencies in internal control over compliance described in the accompanying schedule of findings and recommendations as items 2015-E to 2015-H to be material weaknesses.

A significant deficiency in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a general state compliance requirement that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance. We consider the deficiency in internal control over compliance described in the accompanying schedule of findings and recommendations as item 2016-I to be a significant deficiency.

The views of responsible officials of the Utah League and Cities and Towns to the internal control over compliance findings identified in our audit are described in the accompanying schedule of findings and responses. The responses of the League of Cities and Towns were not subjected to the auditing procedures applied in the audit of compliance, and accordingly, we express no opinion on them.

Purpose of Report

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control and compliance and the results of that testing based on the requirements of the *State Compliance Audit Guide*. Accordingly, this report is not suitable for any other purpose.

EB Signature

Salt Lake City, Utah
April 5, 2017

Current Year Findings – Financial Statements

**2016-A Lack of Written Policies Related to Credit Cards
Material Weakness**

Criteria: When an organization uses credit cards as part of its acquisition of goods and services, a formal written policy should exist to govern the use of credit cards.

Condition: Certain of the Leagues' credit cards were used inappropriately for personal expenses by the employee holding the card.

Cause: During the year ended June 30, 2016, the League did not have a written policy governing the use of League credit cards. The League's culture allowed credit cards to be used for personal purchases, provided the employee reimbursed the League for amounts of personal purchases.

Effect: Certain credit cards were used for personal purchases that were not reimbursed on a timely basis. Since the League took action related to the personal use of credit cards, reimbursement has been received for personal purchases that were identified during the year ended June 30, 2016.

Recommendations: We recommend the Board of Directors and management review the credit cards and their use to determine whether a business purpose exists to continue to use credit cards. If so, a formal policy governing the use of credit cards should be prepared and communicated to the employees using League credit cards.

Views of Responsible Officials: The ULCT Board adopted a Credit Card Policy on December 9, 2016. The number of credit cards issued to ULCT employees for League business has been reduced. Additionally, the Board adopted Business Expense, Business Meal Expense, and Travel Reimbursement policies and procedures to ensure proper authorization is documented and required receipts and support materials are maintained.

**2016-B Billing and Accounts Receivable
Material Weakness**

Criteria: Management of the League and those charged with governance are responsible for establishing controls to ensure that billing and collection is performed on a timely basis, and that reconciliation of this process is completed timely and accurately.

Condition: We noted during our audit that the billing, collection, and reconciliation of event registrations, sponsorships and donations were not always being performed on a timely basis.

Cause: During the fiscal year ended June 30 2015, the staff changed billing procedures to divide some of the accounting duties. There were several issues with billing as a result of the changes.

Effect: The receivables of the League have fluctuated significantly during the past several fiscal years, and a certain degree of uncertainty exists surrounding the collectability of receivables, some of which are significantly aged. Additionally, we noted a 2015 grant totaling \$89,000 that was recorded as revenue during 2016. A prior period adjustment was made to reflect the revenue in the correct period.

Recommendations: We recommend that controls be established to ensure that the billing, collection, and reconciliation of registration fees are performed on a timely basis. We also recommend that promised donations and sponsorships be well documented to substantiate pledged revenues.

Views of Responsible Officials: In August of 2016 the ULCT's Director of Administration retired. Additionally, the Executive Assistant resigned effective July 1, 2016. In October, 2016 the ULCT hired a Chief Financial Officer and entered into a contract with a Certified Public Accountant. On December 9, 2016 the ULCT Board adopted Accounting Policies and Procedures to establish controls over billing, collection and reconciliation.

2016-C

GAAP Departure for Exclusion of Discretely Presented Component Unit Material Weakness

Criteria: Governmental Accounting Standards Board (GASB) Statement No. 14, *The Financial Reporting Entity* and Statement No. 39, *Determining Whether Certain Organizations are Component Units* require that certain component units that meet certain criteria to be considered in determining financial accountability for primary governments, and include guidance about the inclusion of component units in the financial statements of primary governments.

Condition: Utah Municipal Finance Cooperative No. II Trust (the Trust) meets the criteria established in GASB 39 paragraph 5 warranting inclusion in the Leagues financial statements as a discretely presented component unit due to the nature and significance the Trust's ongoing financial support to the League.

Cause: Subsequent to June 30, 2016, current management and the Board reviewed its relationship with the Trust. Considering the guidance of GASB statements No. 14 and 39 the League determined the Trust meets the criteria established in GASB 39 paragraph 5 warranting inclusion as a component unit in the League's financial statements due to the nature and significance the Trust's ongoing financial support to the League. The League has determined further that the financial data of the Trust is required to be reported in the League's financial statements as a discretely presented component unit, in a separate column from the activity of the League as the primary government.

Because of the lack of availability of financial data for the Trust, management determined that it is not practicable to include the financial data of the Trust in the accompanying financial statements, as required by accounting principles generally accepted in the United States of America.

Effect: The financial statements of the League do not comply with accounting principles generally accepted in the United States of America. Because the Trust is a legally separate entity and qualifies as a discretely presented component unit, for purposes of the audit the League and the Trust are considered separate opinion units, and each receives a separate auditor's opinion. In the accompanying auditor's report on the financial statements, the League, as the primary government entity received an unmodified opinion; however, the exclusion of the Trust, as the discretely presented component unit, received an adverse opinion.

Recommendations: We recommend that management and the Board of the League continue their review and consideration of the League's relationship with the Trust to resolve outstanding issues, including the availability of financial data for the Trust.

Views of Responsible Officials: Records for the Trust for the year ended June 30, 2016 are not available to the League at this time.

2016-D

**Financial Statement Preparation
Significant Deficiency**

Criteria: Management of the League and those charged with governance are responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America.

Condition: The League does not have an internal control system designed to provide for the preparation of the financial statements being audited.

Cause: As auditors, we were requested to draft the financial statements and accompanying notes to the financial statements.

Effect: Although this circumstance is not unusual for an organization of your size, the absence of controls over the preparation of financial statements increases the possibility that a misstatement of the financial statements could occur and not be prevented, or detected and corrected, by the entity's internal control. It is the responsibility of management and those charged with governance to make the decision whether to accept the degree of risk associated with the condition because of cost or other considerations.

Recommendations: We recommend management and those charged with governance improve the control system to allow for the preparation of financial statements in accordance with accounting principles generally accepted in the United States, and the related footnotes, or at least annually evaluate the decision whether to accept the degree of risk associated with the condition because of cost or other considerations.

Views of Responsible Officials: The League's Management produces financial statements which are designed to aid the League in its operations and to provide management and the Board of Directors budget reports during the year. Due to the size of the League staff and due to the cost associated with preparing the draft audited financial statements and related footnotes, the League has, in the past, relied on the external audit firm to prepare the audited financial statements.

The League has recently contracted with a Certified Public Accountant and hired a Chief Financial Officer. The League believes that with the change in personnel, qualified personnel will be available to fulfill management's responsibility associated with preparation of the audited financial statements and footnotes by either drafting or detail reviewing the audited financial statements and footnotes prepared by the external audit firm.

Current Year Findings – State Compliance:

**2016-E Budgetary Compliance
Material Weakness**

Criteria: Utah League of Cities and Towns (the League) should have policies and procedures established to ensure that quarterly financial statements are prepared for review and approval by the Board of Directors.

Condition: Not all quarterly financial statements were prepared and reviewed by the Board of Directors during the year ended June 30, 2016.

Cause: Controls were not in place to ensure that financial statements were reviewed and approved quarterly.

Effect: For the year ended June 30, 2016, the League was not compliant with the above criteria.

Recommendations: We recommend that the League develop policies and controls to prepare financial statements on a quarterly basis, and to have those financial statements reviewed by the Board of Directors.

Views of Responsible Officials: In August of 2016 the ULCT's Director of Administration retired. In October, 2016, the ULCT hired a Chief Financial Officer and entered into a contract with a Certified Public Accountant. On December 9, 2016 the ULCT Board adopted Accounting Policies and Procedures to establish controls budget and quarterly financial reporting.

**2016-F Open and Public Meetings Act
Material Weakness**

Criteria: UCA 52-4-202 requires the League to give notice of public meetings at least 24 hours prior by posting the notice on the Utah Public Notice Website.

Condition: During the year ended June 30, 2016, the League did not post the required notices to the Utah Public Notice Website.

Cause: Per inquiry of management, there was ambiguity regarding the assignment of responsibility for compliance with the Open and Public Meetings Act.

Effect: For the year ended June 30, 2016, the League was not compliant with the above criteria.

Recommendations: We recommend that the League develop policies and controls to give notice of public meetings at least 24 hours prior by posting the notice on the Utah Public Notice Website.

Views of Responsible Officials: The responsibility for compliance with the Open and Public Meetings Act has been clearly assigned. Documentation of timely posting will be maintained by the designated Records Manager.

**2016-G Open and Public Meetings Act
Material Weakness**

Criteria: UCA 11-13-509 requires that the League provide notice of a meeting at which a tentative budget is to be adopted by publishing the notice in one issue of newspaper of general circulation, at least seven days before the meeting.

Condition: The League did not provide the required notice at by publishing it in one issue of a newspaper of general circulation, at least seven days before the meeting.

Cause: Per inquiry of management, there was ambiguity regarding the assignment of responsibility for compliance with the Open and Public Meetings Act.

Effect: For the year ended June 30, 2016, the League was not compliant with the above criteria.

Recommendations: We recommend that the League develop policies and controls to provide notice of a meeting at which a tentative budget is to be adopted by publishing the notice in one issue of newspaper of general circulation, at least seven days before the meeting.

Views of Responsible Officials: The responsibility for compliance with the Open and Public Meetings Act has been clearly assigned. The ULCT Budget process will include a budget calendar that clearly delineates public notice requirements. Documentation of timely posting will be maintained by the designated Records Manager.

**2016-H Treasurer's Bond
Material Weakness**

Criteria: UCA 51-7-15 requires that public treasurers be properly bonded in accordance with the Administrative Code R628-4-4 for the Money Management Council.

Condition: During the year ending June 30, 2016, the League did not maintain the required treasurer's bond.

Cause: Per inquiry of management, management believed that the errors and omissions policy maintained by the ULCT included a Treasurer's Bond.

Effect: For the year ended June 30, 2016, the League was not compliant with the above criteria.

Recommendations: We recommend that the League the Treasurer's bond required by the Money Management Council.

Views of Responsible Officials: The Public Officials Errors and Omissions coverage maintained by the ULCT is a liability policy and does not include a Treasurer's bond. However, the new Government Crime policy, effective May 1, 2016, does provide coverage for employee theft and faithful performance and is endorsed to include treasurers in accordance with the terms and conditions of the policy. Management will review the coverage with legal counsel to ensure that the ULCT is fully compliant with the Treasurer's Bond requirement.

2016-I **Cash Management**
Significant Deficiency in Internal Control

Criteria: The League is required to file the "Deposit and Investment Report Form" with the Utah Money Management Council by January 31 and July 31 each year.

Condition: The reports due January 31, 2016 and July 31, 2016 were not filed.

Cause: Controls were not in place to ensure that the "Deposit and Investment Report Form" were prepared and filed with the Utah Money Management Council by January 31, 2016 and July 31, 2016.

Effect: For the year ended June 30, 2016, the League was not compliant with the above criteria.

Recommendations: We recommend that the League develop policies and controls to prepare the "Deposit and Investment Report Form" and file it with the Utah Money Management Council by January 31 and July 31 each year.

Views of Responsible Officials: In August of 2016 the ULCT's Director of Administration retired. In October, 2016, the ULCT hired a Chief Financial Officer and entered into a contract with a Certified Public Accountant. On December 9, 2016 the ULCT Board adopted Accounting Policies and Procedures to ensure compliance with Utah Transparency and other State reporting requirements.

2016-J **Net Position**
Immaterial Instance of Non-Compliance

Criteria: The League is required to maintain a positive net position.

Condition: As of June 30, 2016, the League reported a negative unrestricted net position.

Cause: The League recognized a net loss for the year ended June 30 2016 that exceeded the beginning of the year net position.

Effect: For the year ended June 30, 2016, the League was not compliant with the above criteria.

Recommendations: We recommend that the League develop policies and controls to review net position, and budget for a positive net position.

Views of Responsible Officials: The negative net position at June 30, 2016 is a direct result of a net pension expense of approximately \$324,000 that the ULCT was required to expense in relation to the defined benefit pension plan administered by Utah Retirement Systems and a non cash depreciation expense of approximately \$26,000. The information for the required defined benefit plan disclosures and financial statement disclosures, including journal entries, are received after fiscal year end. Therefore, it is difficult to prepare a budget in advance to ensure that the net pension liability from year to year is properly stated. If not for the pension and depreciation entries, the net position at June 30, 2016 would be a positive net position.

Draft

Prior Year Findings – State Compliance:

2015-1 Preparation of Financial Statements

Initial Year Finding Occurred: Year ended June 30, 2009

Finding Summary: The League has not currently designed controls over the preparation of the year-end financial statements sufficient to identify all required disclosures and to identify new pronouncements from the Government Accounting Standards Board. The League relies on the financial statement audit procedures to identify certain necessary adjustments, accruals and reversals, reclassifications, and disclosures to produce financial statements in compliance with generally accepted accounting principles.

Status: This is a finding in the current year. See item 2016-C.

2015-2 Billing and Accounts Receivable

Initial Year Finding Occurred: Year ended June 30, 2015

Finding Summary: Billing, collection, and reconciliation of event registrations and sponsorships and donations were not always being performed on a timely basis. Consequently, the receivables of the League have increased significantly as compared to the prior year, and a certain degree of uncertainty exists surrounding the collectability of receivables, some of which are significantly aged. Additionally, donations that were recognized during the year from various sponsors and other donors were not always well documented. Although many of these donations are recurring in nature, all donations should be sufficiently documented before being recognized as revenue in order to verify a donor's intent to continue making contributions to the League.

Status: This is a finding in the current year. See item 2016-B.

2015-3 Open and Public Meetings Act

Initial Year Finding Occurred: Year ended June 30, 2014

Finding Summary: Minutes for the League's board meetings have not been posted to the Utah Public Notice Website (pnn.utah.gov). Utah Code requires that entities post minutes to the Website within three days of the meetings being approved. We recommend that the League implement procedures to post approved minutes to the Utah Public Notice Website as required.

Additionally, the League has not historically posted public notice of its budget meetings and board meetings, and public hearings have not been held in connection with the approval of the League's budget. Utah Code Section 11-13-509 requires that Interlocal Cooperative entities hold a public hearing and provide 7 day advance notice of the hearing on the Utah Public Notice website in connection with the adoption of its budget.

Status: This is a finding in the current year. See items 2016-E and 2016-F.



TO: ULCT Board of Directors

FROM: Mayor Carmen Freeman, Interim ULCT Treasurer

DATE: March 27, 2017

SUBJECT: ULCT Interim Treasurer's Report

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 MAYOR, MIDVALE

EXECUTIVE DIRECTOR
 KENNETH H. BULLOCK

Background

I assumed the role as Interim ULCT Treasurer effective Wednesday, January 18, 2017. Since that time, as required by policy I have met with ULCT staff to:

- Review the roles and responsibilities of the Treasurer
- Review, approve documentation, and sign checks (twice each month)
- Review and approve payroll, including contractor payments (twice each month)
- Review monthly ULCT balance sheet reports (Feb. 23 and March 23)
- Review the Q2 Budget to Actual financial report prepared by staff and presented to the Board at its April 5 Board meeting

Discussion

Overall, I am pleased and confident with the management of the ULCT budget and finances. The Board and ULCT Membership can be assured that the ULCT remains in a strong fiscal position.

As outlined in the FY 2015-16 Financial Statements, the ULCT has some fiduciary and organizational challenges that require attention. I am happy to report that nearly all of the issues identified in the FY 2015-16 Financial Statements have been resolved in 2016-17. Specifically, the following items have been addressed since October:

- ULCT has fully transitioned its payroll function to a third-party vendor
- The July – October accounting backlog is caught up and ULCT staff is issuing timely monthly reports to the Treasurer and quarterly reports to the Board
- The FY 2016 Financial Statements are completed
- All invoices for the Annual Conference have been sent and the majority of revenue has been received (\$45,000 outstanding in October)
- All invoices for ULCT Sponsorships (\$256,800) have been sent and \$209,300 has been received to date. The remaining \$47,500 is pledged and will be received before June 30



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- The financial policies have been updated and an employee handbook has been created
- Contract signing authority levels have been implemented (\$25,000 for Executive Director, \$50,000 for Board president, Board review of all others)
- A credit card use policy was implemented (we are reviewing 2017 HB431 to ensure compliance)
- Business expense, business meal expense, and travel expense reimbursement forms have been created and are in regular use
- A whistleblower policy is in place
- ULCT is compliant with Open and Public Meetings requirements
- ULCT is compliant with budget and compensation postings on the Utah Transparency website
- ULCT is compliant with Money Management Council reporting requirements

From my review of the ULCT's monthly balance sheets, I feel confident that the ULCT is in a strong budgetary and financial position. In most instances, revenue is ahead of the same periods last year, while expenses are at or below last year's levels.

While, certainly, audit requirements that necessitate booking of pension liabilities (\$324,000 in 2015-16) impact the ULCT's financial statement and final total net position at the end of 2015-16, the adherence to hold down the expenditure budget for 2016-17 and the ULCT staff's aggressive approach to recognizing budgeted revenue in 2016-17 should help offset the booked deficit in net position. (The Board will recall that a full \$166,000 in planned sponsorship revenue for 2015-16 was not invoiced or received. Receipt of these funds would have made an enormous difference for the ULCT's net position at 2015-16 year end.)

Conclusion

In addition to my other responsibilities as Interim Treasurer, I will continue to monitor the ULCT's balance sheet monthly. I will also work with staff to provide quarterly reports to the Board. The Q3 report will be emailed to the Board by April 28 and will be included on the May Board meeting agenda for review and approval. Meanwhile, I will alert the Executive Committee if anything in the monthly reviews is troubling to me.

Looking ahead, I am excited for the Q3 report as Midyear attendance and exhibit numbers exceed historic averages and 2016, while conference expenses have been well managed.

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TO: ULCT Board of Directors

**FROM: Mayor Carmen Freeman, Interim ULCT Treasurer
Kerri Nakamura, Chief Financial Officer**

DATE: March 24, 2017

SUBJECT: FY 16-17 Q2 Budget Report (July – December)

Attached please find a ULCT Q2 unaudited 2016-17 actual income and expenses compared to budget report. This report covers the period July 1 – December 31, 2016. Please note that the ULCT finances and accounting are now caught up and quarterly budget reports should be available within 30 days of quarter close. Additionally, per ULCT policy, Interim Treasurer Freeman, Interim Director Roger Tew, CFO Kerri Nakamura, and Financial Consultant Lorie Dudley met and reviewed ULCT monthly financial reports on February 23 and March 23.

Where appropriate, this report details information from Q3 (closing March 31) that is important for the Board to understand. The Q3 report will be provided to the Board at its May Board meeting.

Revenue

Overall, by the end of Q2, the ULCT collected 62% of all revenue budgeted for the year. Fifty percent of ULCT annual budgeted revenue derives from **Membership Dues**. Membership dues were 99% collected by the end of Q2. The fact that dues revenue is not 100% collected is largely the result of one community opting not to participate in the ULCT.

The ULCT's budgeted revenue for **Registration Fees** is 16% of total revenue budgeted. By the end of Q2, the ULCT received 47% of the registration fee revenue budgeted. The Board should note that the revenue for registration fees was decreased by ~\$4,000 from the Q1 report. This decrease is the result of transferring certain planned income to bad debt. During Q2, the ULCT staff billed all open invoices, but certain invoices from the Annual Convention will not be paid largely because the registrations were cancelled. Impacting the Registration Fees revenue category, the ULCT has one large event in Q3 (Local Officials Day) and two large events in Q4 (Midyear and Road School), so staff is not concerned about overall revenue collection in this category. The actual registration revenue for Local Officials Day 2017 exceeded 2016 by \$10,000. This will be reflected in the Q3 report. Additionally, as of the date of this report, the number of paid registrants for Midyear is 409 as compared to the 406 who attended in 2016.

Donation and Advertising revenue accounts for 9% of annual budgeted revenue. The budgeted amount (\$275,000) appears unreasonably high based on an analysis of prior year receipts and it is likely the ULCT will not collect 100% of budgeted revenue in this category by year end. The shortfall will continue despite the fact that staff brought in \$27,500 in new sponsorship revenue for 2017. The actual revenue in this category is 43% of projection at the end of Q2 and will likely fall short by \$5,000 - \$15,000 for the year.

Exhibit Space revenue at the end of Q2 is 16% of budget. The Q2 report does not reflect the robust Midyear exhibit sales. Exhibit booth revenue for Midyear 2017 exceeds Midyear 2016 revenue by ~\$10,000. Road School exhibit space sales are brisk and we expect to meet or exceed 2016 revenue for Road School as well. 2015-16 Exhibit revenue totals for each show were: Annual \$25,500; Midyear \$24,000; Road School \$77,000. So far in 2016-17, exhibit space revenue totals are: Annual \$18,960 (\$7,000 less than 2015-16); Midyear ~\$34,000 (\$10,000 more than 2015-16); Road School – not yet determined.

Grants and Special Projects revenue accounts for 21% of budgeted ULCT revenue. While revenue has not yet been received, ULCT staff is not overly concerned because expenditures against most special projects have not been made. The exceptions are the Deseret News project, the “Why I Like My Community” Essay Contest, the Intermountain Wellness Grant program, and the Land Use Academy. The Board is aware that the funder of the Deseret News project was intended to be the Co-Op. The \$120,000 in revenue pledged to fund the contract with the Deseret News has not been received by the ULCT. As of the date of this report, the ULCT has expended \$20,000 in payments to Deseret Digital Media (\$40,000 was paid directly by the Co-Op.) An additional \$40,000 will be expended by fiscal year end (\$10,000 per month.) The ULCT has also spent ~\$9,000 in project expenditures and expects to spend an additional \$18,000 through fiscal year end. Absent the budgeted revenue, the expenditures for this project will be funded by savings in other programs and/or increased revenue from other sources. Additionally, the ULCT’s title sponsor of the “Why I Like My Community” essay contest (\$10,000) chose not to renew for 2016-17. Staff is in the process of attempting to sell sponsorship of this popular program. Budgeted revenue for the Intermountain Wellness Grant program for 2016-17 has not been received. The funds expended in 2016-17 are expended against revenue received in 2015-16. Now that the grantees are meeting the requirements of the grant, the ULCT will bill Intermountain for the 2016-17 appropriation. Finally, the Board should note that as of the end of Q2, the ULCT is now fully compliant with transparency requirements and in early Q3 the State of Utah released its hold on funding for the State Grant for the Land Use Academy.

Expenditures

Overall, actual ULCT FY2017 expenditures at the end of Q2 are 46% of budget for the year. Included in total expenditures to date is \$11,600 of depreciation expense and \$11,600 of bad debt, both noncash expenses.

Personnel Services

Expenditures for Personnel Services account for 30% of overall ULCT spending. Q2 expenditures in this category are 49% of budget. The Board should be aware that during Q2, three employees “sold” one week each of vacation time per ULCT policy. The ULCT has changed the policy so

that similar expenditures will not be realized in the future. Beginning in Q3, the ULCT will see a savings in personnel services through year end due to the resignation of the ULCT's Executive Director in January. However, the personnel savings will be somewhat offset by an increase in contract labor as the ULCT Board retained the services of Roger Tew (current contractor) to serve as an Interim Executive Director.

Charges for Services

Charges for Services is 86% expended by the end of Q2. Spending in this category will exceed budgeted levels largely due to unplanned expenditures for accounting fees. Later in the fiscal year, staff will propose a budget amendment to ensure that expenditures in this category do not exceed budget for the year. As the Board has been notified previously, staff is watching FY 2017 expenditures very closely so that savings can be found within the budget to offset unplanned expenditures for accounting expenses.

Contract labor is also exceeding budgeted levels. This is largely a result of the change in personnel and the decision of the CFO and Financial Consultant to account for contracted expenses in this category rather than in special project categories within the budget. For example, contractual expenses associated with the Municipal Funding Project, which are actually contracted lobbyist expenses, will now be captured in contract labor rather than in the Municipal Funding project.

The Board should also be aware that contract labor expenses will exceed budget for 2017 as, beginning in Q3, the Board retained a contractor to fill the spot of Interim Executive Director. Increased expenses will be more than offset by savings in personnel services.

Operating & Program Expenses

Actual expenditures for Q2 in this category are 49% of budget for the year. In particular, Convention Entertainment was 99% expended in Q1. To better manage this budget, staff has taken a different approach to planning Midyear and Road School for 2017. Specifically, the staff has developed a budget for each event based on planned revenue and sponsorship support and has made every effort to offer the conferences within the planned budgets. Over expenditure in the convention entertainment line item should be offset by under expenditure in the Speakers Fees/Honorariums line item. The facility rent/setup budget exceeded budget at the end of Q2 and the over expenditure will be more pronounced at the end of the fiscal year as expenses from Local Officials' Day are recorded in Q3 and expenses for Midyear and Road School come due in Q4. The realization that the Annual conference set up completely depleted the annual budget for facility rent/setup led the staff to the more strategic approach for conference planning. Staff will continue to refine this approach in the years to come.

Grants and Special Projects

As outlined in the Grants and Special Projects revenue section, expenditures in this category are quite low, presently only 23% of budget. In general, ULCT staff will not spend on special projects without commitments that the revenue to support the project has been received. The notable exceptions are the LUAU project where staff knew the funds would be available as soon as transparency requirements were met and the Deseret News Project where expenditures have been

made and resolution of revenue is expected. Additionally, the essay contest process begins in October and culminates in September at the Annual Conference. Until recently, staff believed the title sponsor would continue. In future years, staff will better align the invoice for this project with the project's initiation for the year. Finally, the Board should be aware that FY 2016-17 checks for the Intermountain Wellness Program sub grantees (\$155,000) will be paid with revenue received from Intermountain in 2015-16. This total, combined with the \$132,500 expended to sub grantees in 2016-17 left \$12,500 for the ULCT's administrative costs for the program. ULCT staff will now prepare a 2016-17 \$300,000 invoice for Intermountain.

Materials and Supplies

The ULCT budget includes \$12,000 for office supplies. At the end of Q2, the ULCT has expensed 27% of allocated budget for office supplies. Staff will continue to monitor this budget with a special eye to managing expenses and looking for savings to offset expenditures in other areas of the budget.

Miscellaneous

The ULCT's Miscellaneous line item is budgeted at \$1,500. In Q2, the ULCT overspent this category, largely as a result of credit card charges, late fees and penalties (~\$4,000). Following the staff transition, all but one of the ULCT credit card accounts have been closed. Presently, the ULCT's Operations Coordinator (Abby Bolic) holds the remaining ULCT credit card. Managing one credit card and related statement will ensure that payments are timely and excess credit card charges, late fees and penalties are avoided. In addition to the credit card charges, late fees, and penalties, this category is over expended due to budgeting the expense of ~\$11,600 in bad debt (open invoices dating back to 2014 that are not likely to be paid, including certain invoices from the 2016 Annual convention as described above); and budgeting expense of \$11,600 in depreciation. Neither of these are cash disbursements.

Capital Outlay

None of the \$5,000 budgeted for capital outlay and capital improvements was expended in Q2.

Conclusion

While the ULCT budget is sound and stable, ULCT staff needs to remain vigilant in managing expenses so that we can more easily absorb the unanticipated accounting expenditures and expenditures related to the Deseret News project should revenue to support the project not materialize prior to year-end. The staff continues to be proactive regarding collection of general and program-specific donations and sponsorships. Additionally, staff will continue to monitor expenditures so that savings can be shifted, through formal budget amendment, to areas of over expenditure.

UTAH LEAGUE OF CITIES AND TOWNS

FY 2017 Q2 Report

REVENUES	<i>2016-2017 ADOPTED BUDGET</i>	<i>Q2 July - December YTD Actual</i>	<i>Difference 2017 Budget TO Actual</i>	<i>% Collected</i>
General Revenue				
Membership Dues	\$1,572,324	\$1,560,709	(\$11,614)	99%
Registration Fees	\$490,000	\$227,890	(\$262,110)	47%
Donations & Advertising	\$275,000	\$119,600	(\$155,400)	43%
Exhibit Space	\$115,000	\$18,960	(\$96,040)	16%
Interest	\$3,500	\$0	(\$3,500)	0%
Publications	\$15,000	\$3,436	(\$11,564)	23%
Miscellaneous Income	\$250	\$245	(\$5)	98%
Rental Income	\$18,000	\$10,500	(\$7,500)	58%
General Revenue	\$2,489,074	\$1,941,340	\$547,733	78%
Grants & Special Projects				
Essay Contest Donations	\$10,000	\$0	(\$10,000)	0%
Grant for Deseret News Project	\$120,000	\$0	(\$120,000)	0%
Grant for Research Assistant	\$24,000	\$0	(\$24,000)	0%
Transfer-Making Life Better	\$50,000	\$0	(\$50,000)	0%
Transfer for Budget Amendments	\$0	\$0	\$0	0%
Grants-IHC Wellness	\$300,000	\$0	(\$300,000)	0%
Grants-LUAU	\$100,000	\$0	(\$100,000)	0%
Grant-UTOPIA	\$24,000	\$0	(\$24,000)	0%
Benchmarking	\$20,000	\$0	(\$20,000)	0%
Grants & Special Projects	\$648,000	\$0	(\$648,000)	-100%
TOTAL REVENUE	\$3,137,074	\$1,941,340	\$1,195,733	62%

EXPENDITURES	2016-2017 PROPOSED BUDGET	Q2 July - December YTD Actual	Difference 2017 Budget TO Actual	Difference %
Personnel Services				
Employee Benefits	\$291,471	\$138,357	\$153,113	47%
Staff Salaries	\$636,614	\$318,038	\$318,576	50%
Personnel Services Subtotal	\$928,085	\$ 456,395	\$471,690	49%
Charges for Services				
Database Maintenance	\$24,000	\$0	\$24,000	0%
Accounting Expenses	\$18,000	\$22,478	(\$4,478)	125%
Contract Labor	\$90,000	\$105,657	(\$15,657)	117%
Building Utilities	\$4,000	\$1,569	\$2,431	39%
Computer Services	\$24,000	\$25,483	(\$1,483)	106%
Legal Expense	\$34,000	\$10,878	\$23,123	32%
Charges for Services Subtotal	\$194,000	\$166,064	\$21,639	86%
Operating & Program Expenses				
Car Expense	\$12,776	\$4,311	\$8,465	34%
Building Repairs	\$19,000	\$9,587	\$9,413	50%
Dues and Subscriptions	\$22,000	\$7,893	\$14,107	36%
Convention Entertainment	\$94,000	\$81,188	\$12,812	86%
Food & Beverage	\$546,687	\$232,997	\$313,690	43%
Facility Rent/Setup	\$68,526	\$78,805	(\$10,279)	115%
League Relations	\$24,000	\$13,467	\$10,533	56%
Library	\$1,500	\$0	\$1,500	0%
Insurance	\$8,500	\$6,281	\$2,219	74%
Speakers Fee/Honorariums	\$170,000	\$81,950	\$88,050	48%
Printing Expense	\$96,000	\$27,741	\$68,259	29%
Postage and Freight	\$6,500	\$196	\$6,304	3%
Equipment Purchases	\$1,000	\$959	\$41	96%
Staff Training & Tuition Aid	\$2,500	\$722	\$1,778	29%
Equipment Repairs and Maint.	\$10,000	\$6,463	\$3,537	65%
Spec. Equip. Rental	\$65,000	\$20,497	\$44,503	32%
Telephone Expense	\$15,000	\$7,614	\$7,386	51%
Travel and Lodging	\$55,000	\$18,366	\$36,634	33%
Board Expenses	\$11,000	\$3,258	\$7,742	30%
Operating & Program Exp. Subtotal	\$1,228,989	\$602,297	\$626,693	49%
Grants & Special Projects				
Special Project-UTOPIA	\$24,000	\$0	\$24,000	0%
Salary Survey	\$12,000	\$0	\$12,000	0%
Special Project-ULCTv	\$35,000	\$344	\$34,656	1%
Special Project-LUAU	\$100,000	\$19,234	\$80,766	19%
Special Project-Making Life Better	\$50,000	\$0	\$50,000	0%
Special Projects-IHC Wellness	\$300,000	\$155,000	\$145,000	52%

Deseret News Project	\$120,000	\$0	\$120,000	0%
Tax Education Program	\$26,500	\$0	\$26,500	0%
Municipal Funding Project	\$55,000	\$0	\$55,000	0%
University of Utah Policy Institute	\$10,000	\$0	\$10,000	0%
Essay Contest Expenses	\$10,000	\$0	\$10,000	0%
Benchmarking	\$20,000	\$49	\$19,951	0%
Grants & Special Projects Subtotal	\$762,500	\$174,627	\$436,451	23%
Materials and Supplies				
Office Supplies	\$12,000	\$3,222	\$8,778	27%
Materials & Supplies Subtotal	\$12,000	\$3,222	\$8,778	
Miscellaneous				
Miscellaneous	\$1,500	\$27,483	(\$25,983)	1832%
Contingency Reserve	\$5,000	\$0	\$5,000	0%
Miscellaneous Subtotal	\$6,500	\$27,483	(\$20,983)	423%
Capital				
Capital Outlay	\$5,000	\$0	\$5,000	0%
Capital Improvements	\$0	\$0	\$0	0%
Capital Subtotal	\$5,000	\$0	\$5,000	0%
TOTAL EXPENSES	\$3,137,074	\$1,430,088	\$1,706,986	46%
TOTAL ALL REVENUES	\$3,137,074	\$1,941,340	\$1,195,734	62%
REVENUES (Under) Over EXPENSES	\$0	\$511,253		



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SINCE 1907

MEMBER
NATIONAL LEAGUE OF CITIES

TO: ULCT Board of Directors

FROM: Roger Tew, Interim Executive Director

DATE: March 29, 2017

SUBJECT: ULCT Board and Commission Appointments

Background

The Utah League of Cities and Towns has historically been responsible for various Board and Commission membership seats. In some cases, this responsibility was created by legislation. In others membership arose through practice or requests from the organizations themselves.

At its meeting on Monday, February 13, 2017, the ULCT Board (“the Board”) made clear its intention to exercise an advice and consent role on all Board and Commission appointments within the ULCT’s jurisdiction. Specifically, the Board indicated that the ULCT’s Executive Director should make recommendations to the Board for these appointments. The Board would then review the recommendations.

The Board also requested that ULCT staff catalog all Board and Commission appointments so that the Board can give advice and consent regarding current ULCT representatives serving. The Board also wanted to be aware of existing vacancies that need to be filled.

Discussion

There are currently 32 active Boards and Commissions for which the ULCT has been granted statutory or historical membership. The 32 Boards and Commissions include 57 individual seats. Attached to this report is a comprehensive listing of the Boards and Commissions, current appointees, term expirations, appointment authority etc. In general, the Boards and the number of membership seats granted to the ULCT include:

- Air Quality Commission (1)
- Autonomous Vehicle Task Force (1)*
- Emergency Management Administration Council (2)**
- Free Market Protection and Privatization Board (1)****
- Governor’s Rural Partnership Board (1)**
- *Great Salt Lake Advisory Council (1)§*
- Joint Highway Committee (16)**
- Kem C. Gardner Policy Institute (1)
- Land Use and Eminent Domain Advisory Board (1)
- Line of Duty Trust Fund (1)

- Lt. Governor Affordable Housing Task Force (unspecified)
- Point of the Mountain Development Commission (2)
- Private Activity Bond Review Board (3)
- Procurement Policy Board (1)
- Quality Growth Commission (3){**}{***}{****}
- Single Sign-On Database – consultation only
- State Records Committee (1)
- Statewide Homeless Coordinating Commission (unspecified)***
- Towing Advisory Board (2)*
- Transportation Governance and Funding Task Force (1)*
- Uniform Building Code Commission (1)**
- Utah Commission on Aging (1)***
- Utah Communications Authority Board (2)*
- Utah Indigent Defense Commission (2)
- Utah Interlocal Entity for Alternative Fuel Vehicles & Facilities (1)**
- Utah Outdoor Recreation Grant Advisory Committee (1)*
- Utah Retirement System Membership Board (1)****
- *Utah Seismic Safety Commission (1)§*
- Utah Substance Use & Mental Health Advisory Council (1)***
- Utility Facility Review Board (1)
- Wasatch Front Regional Council – Primary (1)
- Wasatch Front Regional Council – Alternate (1)**
- *Wasatch Front Regional Council Regional Growth Committee (1)§*

*new board/seats in 2017

**vacancy

***expired

****expires in 2017

§The individual serving no longer meets the eligibility requirements of the position

Next Steps

ULCT staff will begin working to fill ULCT vacancies on Boards and Commissions according to the ULCT Board’s policy. The Executive Director will develop an internal staffing responsibility to monitor future appointments and a process for seeking input and nominations on future appointments. The goal is present this process to the ULCT Board at its May meeting.

Recommended Board Action

Staff recommends that the Board, by motion, ratify the existing ULCT appointees to Boards and Commissions with the exception of current appointees to the Great Salt Lake Advisory Council, Utah Seismic Safety Commission, and Wasatch Front Regional Council Regional Growth Committee as the current appointees no longer meet eligibility requirements. Moving forward, these three positions will be treated as vacancies.

		LEGEND:		Black Strip = No longer active, or no longer exists		Highlight = Past due for replacement									
Board	# Seats	Currently Filled by	City/Town	Duration	Seat Opens	Recommended by	Nomination by	Confirmed by	Appointed by	Consent of the Senate	Designated by	Selected by	Code	Note	Cam notes
Air Quality Board	See Note	Erin Mendenhall	Salt Lake City	4 years	3/1/2019				Governor	Yes			19-2-103	Governor is to appoint two government representatives who do not represent the federal government.	
Autonomous Vehicles Task Force	1	NEW SEAT		4 months	5/8/2017				ULCT Board of Directors				HB 257 (2017)	Bill's effective date opens the seat 5/8/2017. Report due by November 30, 2017, and bill is repealed November 30, 2017.	
Emergency Management Administration Council	2	Dustin Lewis	South Jordan	Unspecified	N/A				ULCT Board of Directors				53-2a-105	"Two representatives with expertise in emergency management appointed by the Utah League of Cities and Towns."	
Emergency Management Administration Council	2	VACANT		Unspecified	OPEN				ULCT Board of Directors				53-2a-105	"Two representatives with expertise in emergency management appointed by the Utah League of Cities and Towns."	Will be emailing Roger shortly with a request to fill vacancy.
Free Market Protection And Privatization Board	1	Steven Fairbanks	Sandy	2 years	6/30/2017	ULCT Board of Directors			Governor				631-4a-202	Governor appoints from a list of recommended names	
Governor's Rural Partnership Board	1	VACANT		4 years	OPEN				ULCT Board of Directors				63C-10-102	Must be a rural member of ULCT's Board of Directors. 4 year term unless adjusted by Governor.	
Great Salt Lake Advisory Council	1	Thomas Ward	Sandy	4 years	9/21/2020				Governor	Yes			73-30-201	One representative who is an elected official from municipal government, or the elected official's designee.	Tom was at SLC when we appointed him, but he now works for Sandy.
Joint Highway Committee	16	Gary Uresk	Woods Cross	Unspecified	N/A				ULCT Board of Directors				By Laws	Region 1	
Joint Highway Committee	16	Gary Hill	Bountiful	Unspecified	N/A				ULCT Board of Directors				By Laws	Region 1	
Joint Highway Committee	16	Jeffrey L. Snelling	Salt Lake City	Unspecified	N/A				ULCT Board of Directors				By Laws	Region 2	
Joint Highway Committee	16	Trae Stokes	Murray	Unspecified	N/A				ULCT Board of Directors				By Laws	Region 2	
Joint Highway Committee	16	Ken Bassett	Vernal	Unspecified	N/A				ULCT Board of Directors				By Laws	Region 3 (Ken is retiring this year)	
Joint Highway Committee	16	David Graves	Provo	Unspecified	N/A				ULCT Board of Directors				By Laws	Region 3	
Joint Highway Committee	16	Jon Pike	St. George	Unspecified	N/A				ULCT Board of Directors				By Laws	Region 4 South West	Lone elected official on JHC
Joint Highway Committee	16	VACANT		Unspecified	N/A				ULCT Board of Directors				By Laws	Region 4 South West	Rick Holman, now retired Cedar City Manager, had this spot
Joint Highway Committee	16	Miles Nelson	Price	Unspecified	N/A				ULCT Board of Directors				By Laws	Region 4 South East	
Joint Highway Committee	16	Jeremy Redd	Blanding	Unspecified	N/A				ULCT Board of Directors				By Laws	Region 4 South East	
Joint Highway Committee	16	Mike Langston	Richfield	Unspecified	N/A				ULCT Board of Directors				By Laws	Region 4 Central	
Joint Highway Committee	16	Joe Decker	Kanab	Unspecified	N/A				ULCT Board of Directors				By Laws	Region 4 Central	
Joint Highway Committee	16	Jamie Davidson	Orem	Unspecified	N/A				ULCT Board of Directors				By Laws	At Large	
Joint Highway Committee	16	Paul Hansen	Tooele	Unspecified	N/A				ULCT Board of Directors				By Laws	At Large	
Joint Highway Committee	16	Russ Willardson	West Valley	Unspecified	N/A				ULCT Board of Directors				By Laws	At Large	
Joint Highway Committee	16	Cameron Diehl	ULCT	Unspecified	N/A				ULCT Board of Directors				By Laws	Ex Officio Member(s)	
Kem Gardner Policy Institute	1	Roger Tew	ULCT	Continual	N/A										
Land Use And Eminent Domain Advisory Board	1	Clint Drake	Bountiful	4 years	8/30/2020		ULCT Board of Directors		Governor				13-43-202		Staff
Line of Duty Trust Fund	1	Gary Hill	Bountiful	Unspecified	N/A						ULCT Board of Directors		53-17-402		Staff
Local Government Comprehensive Planning Project Steering Committee (INACTIVE)	1	N/A	N/A	4 years	N/A				Governor				No Code	Inactive. Not funded since 2000	
Lt. Governor Affordable Housing Task Force (ad hoc)	N/A	Nicole Cottle	West Valley	N/A	N/A							Lt. Governor	LG's Creation	Jonathan Hardy and LG have staffed the "Task Force." It is the LG's ad hoc committee, so he makes the calls of who is on the task force, and how it operates.	
Point of the Mountain Development Commission	2	Jim Miller	Saratoga Springs	Unspecified	N/A	Until someone else is appointed			ULCT Board of Directors				63C-17-103	Mayors in or near the point of the mountain project area. Shall serve until a successor is appointed and qualified.	2016 bill; appointed so Mark Christensen could be involved
Point of the Mountain Development Commission	2	Troy Walker	Draper	Unspecified	N/A	Until someone else is appointed			ULCT Board of Directors				63C-17-103	Mayors in or near the point of the mountain project area. Shall serve until a successor is appointed and qualified.	2016 bill
Private Activity Bond Review Board	3	James Davidson	Orem	4 years	4/30/2018		ULCT Board of Directors		Governor	Yes			63N-5-103	Elected or Appointed Municipal Officials	All staff
Private Activity Bond Review Board	3	Wayne Parker	Provo	4 years	4/30/2018		ULCT Board of Directors		Governor	Yes			63N-5-103	Elected or Appointed Municipal Officials	All staff
Private Activity Bond Review Board	3	Scott Bond	Sandy	4 years	4/30/2019		ULCT Board of Directors		Governor	Yes			63N-5-103	Elected or Appointed Municipal Officials	All staff
Procurement Policy Board	1	Bryan Hemsley	Salt Lake City	Unspecified	N/A		ULCT Board of Directors						63G-6a-202	Not clear who Recommends/Nominates/Appoints	Don't know him
Quality Growth Commission	3	VACANT		4 years	OPEN		ULCT Board of Directors		Governor	Yes			11-38-201	Governor Confirms 3 out of a list of 6 nominees	Steven Pruden, Tooele
Quality Growth Commission	3	Jack Thomas	Park City	4 years	9/30/2016		ULCT Board of Directors		Governor	Yes			11-38-201	Governor Confirms 3 out of a list of 6 nominees	Wants to continue
Quality Growth Commission	3	Erin Mendenhall	Salt Lake	4 years	4/15/2017		ULCT Board of Directors		Governor	Yes			11-38-201	Governor Confirms 3 out of a list of 6 nominees	
Single Sign On Database	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	63F-3-103	Department of Technology Services (DTS) will consult with the League. There are no appointments made. The League is free to determine who interacts with DTS on this matter.	2016 bill
State Records Committee	1	Cindi Mansell	Salt Lake	4 years	9/30/2019		ULCT Board of Directors		Governor	Yes			63G-2-501	4 year term, unless the Governor adjusts the length of service to ensure approximately half the committee is appointed every 2 years.	Staff
Statewide Homeless Coordinating Committee	See Note	JoAnn Seghini	Midvale	4 years	Expired (Gov's office looking at making many replacements)				Governor				35A-8-601	"The governor may appoint as members of the committee: representatives of local governments..." (Appointed by the Governor)	Elected
Towing Advisory Board	2	NEW SEAT		4 years	7/1/2017				ULCT Board of Directors				72-9-606	Initial 2 year term for 1 member	2017 bill
Towing Advisory Board	2	NEW SEAT		4 years	7/1/2017				ULCT Board of Directors				72-9-606	Initial 2 year term for 1 member	2017 bill
Traffic Management Committee (REPEALED)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	72-6-115	Rob Clayton 801-887-3707 office 7:30 - 8:00 am	
Transportation Governance and Funding Task Force	1	NEW SEAT		10 months, or until someone else is appointed	5/8/2017						ULCT Board of Directors		72-14-101	Reports to Interim committee by December 1, 2017. Section 72-14-101 is repealed 3/31/2018	2017 bill; Salt Lake requested membership
Uniform Building Code Commission	1	VACANT		4 years	OPEN		ULCT Board of Directors (See Note)	Governor (See Note)					15a-1-203	List of nominated candidates submitted by the ULCT Board of Directors to the Executive Director (UAC does the same). The Executive Director chooses one name total from the combined pool and submits the name to the Governor. The Governor then confirms or rejects the name submitted. The name is then appointed by Executive Director after Governor confirms the name. And Governor has not officially responded. There has been no action on the code.	Seeking someone by April 3 and their meeting is at the end of April. cinglesby@utah.gov
Utah Commission On Aging	1	Ron Bigelow	West Valley	2 years	1/1/2015				Governor				63M-11-201	This board is repealed by 631-1-263 on July 1, 2017.	Elected
Utah Communications Authority Board	2	NEW SEAT		4 years	7/1/2017		ULCT Board of Directors		Governor	Yes			63H-7a-203		2017 bill
Utah Communications Authority Board	2	NEW SEAT		4 years	7/1/2017		ULCT Board of Directors		Governor	Yes			63H-7a-203		2017 bill
Utah Indigent Defense Commission	2	Ryan Loose	South Jordan	4 years	6/15/2020		ULCT Board of Directors		Governor	Yes			77-32-802	Within the Commission on Criminal and Juvenile Justice. Chosen from membership	Staff
Utah Indigent Defense Commission	2	Nicole Cottle	West Valley	4 years	6/15/2020		ULCT Board of Directors		Governor	Yes			77-32-802	Within the Commission on Criminal and Juvenile Justice. Chosen from membership	Staff
Utah Interlocal Entity for Alternative Fuel Vehicles and Facilities	1	VACANT		Unspecified	OPEN				Speaker of the House				11-13-224		
Utah Outdoor Recreation Grant Advisory Committee	1	NEW SEAT		4 years	1/1/2018		ULCT Board of Directors		Executive Director of the Outdoor Recreation Office				63N-9-204		2017 bill; Cameron Diehl served on the Grant Committee during the 2016 pilot program
Utah Retirement System Membership Board (Retirement Board Membership Council)	1	Thomas Hardy		4 years	7/30/2017						ULCT Board of Directors		49-11-202	One council member shall be a municipal officer or employee selected by the governing board of the association representative of majority of the municipalities who participate in a system administered by the board.	May 5th meeting; former city manager serving on board
Utah Seismic Safety Commission	1	Roger Evans	Sunrise Engineering (formerly Park City)	Continual	N/A						ULCT Director		63C-6-101	The position is the Executive Director's, or his/her designee	Former city employee on board
Utah Substance Use and Mental Health Advisory Council	1	JoAnn Seghini	Midvale	4 years	7/1/2014				ULCT Board of Directors				63M-7-301	Previously the Utah Substance Abuse Advisory Council	Mayor Seghini is retiring
Utility Facility Review Board	1	Beth Holbrook	Bountiful	4 years	5/11/2019		ULCT Board of Directors		Governor				54-14-301	Governor appoints from a list of nominees from ULCT; may be appointed for one succeeding term; may be removed for cause by the Governor	
Wasatch Front Regional Council (Primary Member)	1	Beth Holbrook	Bountiful	Yearly	January 1. Can functionally be replaced as needed.						ULCT Board of Directors		WFRC Documents	Yearly appointments renew on 4th Thursday in January for ratification. Can functionally change our appointee at any time. This seat allow for 1 alternate appointee.	Cameron Diehl has previously attended WFRC meetings
Wasatch Front Regional Council (Alternate Member)	1	VACANT		Yearly	January 1. Can functionally be replaced as needed.						ULCT Board of Directors		WFRC Documents	Yearly appointments renew on 4th Thursday in January for ratification. Can functionally change our appointee at any time. This seat allow for 1 alternate appointee.	
Wasatch Front Regional Council Regional Growth Committee	1	Gary Uresk (Position is for a ULCT staff member)		Yearly	January 1. Can functionally be replaced as needed.								WFRC Documents	Yearly appointments renew on 4th Thursday in January for ratification. Can functionally change our appointee at any time. This seat is to be a ULCT staff representative. No official alternate listed, but functionally okay to have one, and encouraged since this committee position is a non-voting position.	



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TO: ULCT Board of Directors

**FROM: Roger Tew, Interim Executive Director
Kerri Nakamura, Chief Financial Officer**

DATE: March 24, 2017

SUBJECT: ULCT Sponsorship Program

Background

As the Board is aware, the ULCT staff solicits and receives sponsorship support to help defray the cost of ULCT programs. These sponsorships allow the ULCT Board to hold ULCT annual dues and conference registrations to a minimum. The ULCT would simply not be able to offer the programs at conferences and other ULCT events without sponsor support.

Many sponsor organizations asked staff what they receive for their sponsorship. The ULCT has historically provided exhibit space at conferences, representation on promotional materials, registrations and reserved seats ULCT events, program and meal sponsorship, and presentation opportunities to sponsors. However, the sponsorship program has not been formalized and while the value of sponsorship was negotiated one-on-one with each sponsor, the agreement was not formalized.

At the request of several ULCT current and prospective sponsors, the ULCT staff developed a draft sponsorship program for the Board's consideration. The 2016-17 sponsors helped provide feedback as the draft was developed.

ULCT staff would like to discuss the draft program with the Board and have the Board signal general support for the program. If the Board concurs with the proposed program, staff will develop a more professional ULCT Sponsorship guide for use when meeting with sponsors.

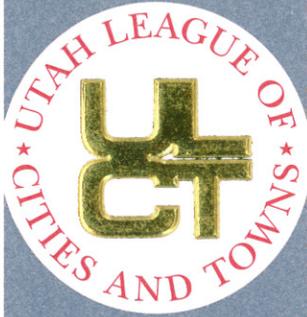
Requested Action

Motion of support for the proposed sponsorship program.

ULCT Sponsorship	\$7,500 Sponsors	\$10,000 Sponsors	\$25,000 Sponsors	\$50,000+ Partners
Included in Brandview on the Deseret News website	X	X	X	X
Member Letter Recognition	X	X	X	X
Represented in Promotional Materials- Logo	SMALL	SMALL	MEDIUM	LARGE
Invitation for Attendees at All ULCT Events	2	3	5	5
2 Seats at Tables at ULCT Dinners Lunch	RESERVED	RESERVED	HEAD	HEAD
Sponsor Zone Booths at ULCT Conferences	SINGLE	SINGLE+2ND AT ZONE 1 RATE	PRIME ZONE SINGLE/DOUBLE	PARTNER ZONE SINGLE/DOUBLE
Opportunity to Present and Host Educational Session at ULCT Annual or Mid-Year	Road School AND Midyear OR Annual	Road School AND Midyear OR Annual	All	All
Speak as a Sponsor at Sponsored Lunches/Dinners			X	X
Title Sponsor (Including Address of General Membership) of a ULCT Lunch at Annual and/or Mid-Year and/or Local Official's Day			X	X
Title Sponsor of ULCT Project		X	X	X
Invitation to Address the entire ULCT Membership at General Sessions at Annual and/or Mid-Year				X
Invitation to Speak as a Partner at Lunches/Breakfasts the League hosts				X
Introduced at All Events as a ULCT Partner				X
Green Room Invitations for Speakers/Entertainers			X	X
Electronic List of Conference attendees	X	X	X	X

Draft





ULCT Board of Directors Meeting Schedule 2017

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SERVING UTAH'S
MUNICIPALITIES
SINCE 1907

MEMBER
NATIONAL LEAGUE OF CITIES

Wednesday, January 18, 2017

Monday, February 13, 2017

Wednesday, April 5, 2017 – St. George, Utah
in conjunction with the ULCT Midyear Convention

Monday, May 15, 2017

Monday, June 19, 2017

Monday, August 21, 2017

Tuesday, September 12, 2017

Monday, October 16, 2017

Monday, November 20, 2017

Monday, December 11, 2017





ULCT Board of Directors 2017-18 Budget Adoption Calendar

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FAX 801-531-1872
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Wednesday, April 5, 2017 - Establish Dues for 2017-18
(Board action in Board meeting)

Monday, May 15, 2017 – Adopt tentative budget, set budget public hearing date
(Board action in Board meeting)

Sunday, June 11, 2017 – Advertise budget public hearing
(Staff)

Monday, June 19, 2017 – Conduct public budget hearing & adopt budget
(Board action in Board meeting)

Friday, June 23, 2017 – File 2017-18 budget with the State Auditor's Office
(Staff)



**MAKING Life
BETTER**



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TO: ULCT Board of Directors
FROM: Roger Tew, Interim Executive Director
Kerri Nakamura, Chief Financial Officer
DATE: March 27, 2017
SUBJECT: 2017-18 Dues Calculation

Background

The ULCT has historically calculated dues based on a long-standing formula adopted by the Board that includes property valuation, population, and sales tax receipts. Each source of data is derived from the Utah State Tax Commission. If the rates are held constant, the dues formula generates modest annual growth to help fund the ongoing portions of the ULCT budget. When the Board makes a policy decision to increase dues (which has not been done for several years) the rates applied to the different portions are adjusted.

For 2016-17, the rates applied to each portion of the formula were as follows:

Property Valuation	0.0000038
Population	0.22
Sales Tax receipts	0.00095

These rates generated \$1,572,286 in dues revenue. The ULCT received over 99% of the revenue expected.

Applying these rates for 2017-18 will result in total expected dues revenue of \$1,669,004. This is a 6.15% increase above the 2016-17 level. It should be noted, however, that ~\$37,700 of the increase results from the addition of three new communities to the dues formula. Namely, for 2017-18 the ULCT will add Millcreek City, Interlaken, and Dutch John. Absent the addition of new communities, the increase in dues revenue would be ~\$60,000 or 3.66%.

Requested Action

Adopt a motion supporting the dues formula for 2017-18, keeping the rates at the same levels as 2016-17.

###



Utah League of Cities and Towns FY 2018 Proposed Dues

County	Name	Property Value Factor 0.0000038	Population Factor 0.22	Sales Tax Factor 0.00095	FY 2018 Dues	FY 2017 Dues	% Change	\$ Difference
Utah	Alpine City	\$ 3,073	\$ 2,252	\$ 1,044	\$ 6,368	\$ 6,034	5.53%	\$ 333.85
Salt Lake	Town of Alta	\$ 1,054	\$ 86	\$ 292	\$ 1,433	\$ 1,433	-0.03%	\$ (0.37)
Duchesne	Town of Altamont	\$ 39	\$ 58	\$ 75	\$ 171	\$ 184	-6.63%	\$ (12.17)
Kane	Alton Town	\$ 25	\$ 26	\$ 14	\$ 65	\$ 64	1.24%	\$ 0.80
Cache	Town of Amalga	\$ 107	\$ 113	\$ 63	\$ 282	\$ 274	2.97%	\$ 8.15
Utah	American Fork City	\$ 6,448	\$ 6,232	\$ 6,527	\$ 19,207	\$ 18,469	4.00%	\$ 737.87
Sevier	Annabella Town	\$ 110	\$ 176	\$ 77	\$ 363	\$ 360	0.72%	\$ 2.60
Garfield	Town of Antimony	\$ 30	\$ 26	\$ 19	\$ 76	\$ 72	5.28%	\$ 3.79
Washington	Apple Valley	\$ 150	\$ 158	\$ 75	\$ 383	\$ 371	3.13%	\$ 11.63
Sevier	Aurora	\$ 120	\$ 226	\$ 124	\$ 470	\$ 461	1.90%	\$ 8.79
Uintah	Ballard Town	\$ 281	\$ 243	\$ 306	\$ 830	\$ 783	6.00%	\$ 46.99
Box Elder	Bear River City	\$ 107	\$ 187	\$ 84	\$ 378	\$ 372	1.68%	\$ 6.25
Beaver	Beaver City	\$ 514	\$ 662	\$ 517	\$ 1,693	\$ 1,689	0.26%	\$ 4.42
Wayne	Bicknell Town	\$ 72	\$ 72	\$ 52	\$ 196	\$ 183	7.09%	\$ 13.00
Kane	Big Water Municipal Govt.	\$ 121	\$ 103	\$ 142	\$ 365	\$ 369	-1.09%	\$ (4.02)
San Juan	Blanding City	\$ 326	\$ 833	\$ 499	\$ 1,658	\$ 1,629	1.74%	\$ 28.32
Salt Lake	Bluffdale City	\$ 2,814	\$ 2,405	\$ 1,253	\$ 6,472	\$ 5,771	12.14%	\$ 700.91
Garfield	Boulder Town	\$ 80	\$ 49	\$ 39	\$ 168	\$ 167	0.55%	\$ 0.93
Davis	City of Bountiful	\$ 9,126	\$ 9,632	\$ 6,508	\$ 25,266	\$ 24,911	1.43%	\$ 355.66
Iron	Town of Brian Head	\$ 900	\$ 19	\$ 123	\$ 1,043	\$ 930	12.09%	\$ 112.48
Box Elder	Brigham City	\$ 2,423	\$ 4,125	\$ 2,758	\$ 9,306	\$ 9,049	2.84%	\$ 256.62
Garfield	Bryce Canyon	\$ 167	\$ 49	\$ 202	\$ 418	\$ 412	1.56%	\$ 6.43
Garfield	Cannonville Town	\$ 29	\$ 37	\$ 24	\$ 90	\$ 88	2.71%	\$ 2.39
Emery	Castle Dale City	\$ 175	\$ 341	\$ 255	\$ 771	\$ 762	1.12%	\$ 8.53
Grand	Castle Valley	\$ 235	\$ 75	\$ 42	\$ 352	\$ 351	0.41%	\$ 1.45
Iron	Cedar City	\$ 5,270	\$ 6,640	\$ 5,525	\$ 17,436	\$ 16,511	5.60%	\$ 925.34
Utah	Cedar Fort Town	\$ 70	\$ 84	\$ 46	\$ 201	\$ 195	3.20%	\$ 6.23
Utah	Town of Cedar Hills	\$ 1,678	\$ 2,258	\$ 1,182	\$ 5,119	\$ 4,962	3.15%	\$ 156.30
Sanpete	Centerfield Town	\$ 145	\$ 305	\$ 154	\$ 604	\$ 613	-1.47%	\$ (8.99)
Davis	Centerville City	\$ 3,774	\$ 3,713	\$ 3,428	\$ 10,915	\$ 10,654	2.45%	\$ 260.79
Sevier	Central Valley	\$ 83	\$ 122	\$ 52	\$ 257	\$ 253	1.85%	\$ 4.68
Wasatch	Charleston Town	\$ 209	\$ 103	\$ 107	\$ 418	\$ 396	5.74%	\$ 22.70
Piute	Town of Circleville	\$ 87	\$ 115	\$ 57	\$ 259	\$ 255	1.44%	\$ 3.67

County	Name	Property Value Factor 0.0000038	Population Factor 0.22	Sales Tax Factor 0.00095	FY 2018 Dues	FY 2017 Dues	% Change	\$ Difference
Cache	Clarkston Town	\$ 80	\$ 153	\$ 63	\$ 296	\$ 288	2.80%	\$ 8.07
Emery	Town of Clawson	\$ 17	\$ 42	\$ 18	\$ 78	\$ 78	-0.66%	\$ (0.51)
Davis	Clearfield City	\$ 4,371	\$ 6,744	\$ 3,737	\$ 14,852	\$ 14,683	1.15%	\$ 169.04
Emery	Cleveland Town	\$ 49	\$ 99	\$ 56	\$ 203	\$ 201	0.90%	\$ 1.81
Davis	Clinton City	\$ 2,898	\$ 4,708	\$ 2,908	\$ 10,514	\$ 10,309	1.98%	\$ 204.40
Summit	Coalville City	\$ 245	\$ 315	\$ 220	\$ 781	\$ 769	1.53%	\$ 11.76
Box Elder	Corinne City	\$ 275	\$ 153	\$ 166	\$ 593	\$ 562	5.57%	\$ 31.28
Cache	Cornish Town	\$ 40	\$ 69	\$ 29	\$ 138	\$ 134	2.62%	\$ 3.52
Salt Lake	Cottonwood Heights	\$ 11,000	\$ 7,555	\$ 5,285	\$ 23,840	\$ 22,743	4.83%	\$ 1,097.38
Wasatch	Daniel	\$ 216	\$ 233	\$ 100	\$ 548	\$ 538	1.84%	\$ 9.89
Millard	Delta City	\$ 394	\$ 766	\$ 663	\$ 1,822	\$ 1,778	2.48%	\$ 44.03
Box Elder	Deweyville Town	\$ 53	\$ 73	\$ 38	\$ 164	\$ 160	2.70%	\$ 4.32
Salt Lake	City of Draper	\$ 15,552	\$ 10,290	\$ 9,946	\$ 35,788	\$ 33,992	5.28%	\$ 1,795.97
Duchesne	Town of Duchense	\$ 249	\$ 412	\$ 291	\$ 951	\$ 990	-3.91%	\$ (38.71)
Daggett	Dutch John	\$ 564	\$ 32	\$ 19	\$ 615	\$ -		\$ 614.76
Utah	Eagle Mountain	\$ 3,479	\$ 6,013	\$ 2,562	\$ 12,054	\$ 11,063	8.95%	\$ 990.12
Carbon	East Carbon City	\$ 254	\$ 345	\$ 176	\$ 775	\$ 816	-5.02%	\$ (40.91)
Utah	Elk Ridge Town	\$ 536	\$ 700	\$ 293	\$ 1,529	\$ 1,414	8.15%	\$ 115.23
Emery	Elmo Town	\$ 30	\$ 91	\$ 39	\$ 160	\$ 162	-1.12%	\$ (1.82)
Sevier	Elsinore Town	\$ 89	\$ 189	\$ 96	\$ 373	\$ 366	2.02%	\$ 7.38
Box Elder	Elwood Town	\$ 174	\$ 235	\$ 118	\$ 527	\$ 508	3.79%	\$ 19.26
Emery	Emery City	\$ 28	\$ 60	\$ 32	\$ 120	\$ 122	-1.28%	\$ (1.56)
Iron	Enoch City	\$ 619	\$ 1,378	\$ 581	\$ 2,578	\$ 2,482	3.86%	\$ 95.90
Washington	City of Enterprise	\$ 223	\$ 396	\$ 207	\$ 826	\$ 803	2.76%	\$ 22.18
Sanpete	Ephraim City	\$ 561	\$ 1,509	\$ 1,023	\$ 3,092	\$ 2,988	3.49%	\$ 104.37
Garfield	Escalante City	\$ 158	\$ 174	\$ 116	\$ 447	\$ 444	0.78%	\$ 3.48
Juab	Eureka City	\$ 55	\$ 147	\$ 69	\$ 270	\$ 263	2.82%	\$ 7.41
Utah	Fairfield	\$ 46	\$ 29	\$ 15	\$ 90	\$ 99	-9.43%	\$ (9.34)
Sanpete	Fairview City	\$ 169	\$ 277	\$ 175	\$ 622	\$ 616	0.96%	\$ 5.92
Davis	Farmington City	\$ 5,190	\$ 4,965	\$ 3,605	\$ 13,759	\$ 13,214	4.13%	\$ 545.30
Weber	Farr West City	\$ 1,445	\$ 1,456	\$ 990	\$ 3,890	\$ 3,692	5.37%	\$ 198.22
Sanpete	Town of Fayette	\$ 32	\$ 54	\$ 25	\$ 111	\$ 111	0.23%	\$ 0.26
Emery	Ferron City	\$ 148	\$ 344	\$ 165	\$ 656	\$ 673	-2.47%	\$ (16.64)
Box Elder	Fielding Town	\$ 45	\$ 99	\$ 46	\$ 190	\$ 186	2.36%	\$ 4.38
Millard	Fillmore City	\$ 431	\$ 548	\$ 419	\$ 1,397	\$ 1,388	0.68%	\$ 9.41

County	Name	Property Value Factor 0.0000038	Population Factor 0.22	Sales Tax Factor 0.00095	FY 2018 Dues	FY 2017 Dues	% Change	\$ Difference
Sanpete	Fountain Green City	\$ 131	\$ 238	\$ 106	\$ 475	\$ 472	0.63%	\$ 2.96
Summit	Francis Town	\$ 271	\$ 277	\$ 142	\$ 689	\$ 616	11.80%	\$ 72.72
Davis	Fruit Heights City	\$ 1,301	\$ 1,336	\$ 584	\$ 3,222	\$ 3,092	4.20%	\$ 129.75
Rich	Town of Garden City	\$ 1,180	\$ 128	\$ 158	\$ 1,465	\$ 1,452	0.95%	\$ 13.78
Box Elder	Garland City	\$ 235	\$ 539	\$ 249	\$ 1,023	\$ 997	2.66%	\$ 26.52
Utah	Town of Genola	\$ 206	\$ 312	\$ 149	\$ 667	\$ 654	1.98%	\$ 12.93
Kane	Glendale Town	\$ 73	\$ 80	\$ 39	\$ 192	\$ 190	1.22%	\$ 2.31
Sevier	Glenwood Town	\$ 62	\$ 103	\$ 45	\$ 210	\$ 207	1.40%	\$ 2.90
Utah	Town of Goshen	\$ 87	\$ 208	\$ 88	\$ 383	\$ 377	1.57%	\$ 5.90
Tooele	Grantsville City	\$ 1,730	\$ 2,206	\$ 1,145	\$ 5,081	\$ 4,625	9.86%	\$ 456.21
Emery	City of Green River	\$ 135	\$ 211	\$ 219	\$ 565	\$ 563	0.42%	\$ 2.39
Sanpete	Gunnison City	\$ 247	\$ 712	\$ 424	\$ 1,383	\$ 1,383	0.00%	\$ (0.01)
Wayne	Hanksville	\$ 23	\$ 47	\$ 39	\$ 109	\$ 107	1.03%	\$ 1.11
Weber	City of Harrisville	\$ 946	\$ 1,369	\$ 1,194	\$ 3,509	\$ 3,395	3.36%	\$ 113.96
Garfield	Town of Hatch	\$ 45	\$ 31	\$ 22	\$ 99	\$ 98	1.07%	\$ 1.05
Wasatch	Heber City	\$ 3,301	\$ 3,146	\$ 2,618	\$ 9,066	\$ 8,427	7.58%	\$ 638.79
Carbon	The City of Helper	\$ 247	\$ 465	\$ 277	\$ 989	\$ 989	-0.02%	\$ (0.16)
Summit	Henefer Town	\$ 125	\$ 190	\$ 86	\$ 400	\$ 389	2.88%	\$ 11.21
Garfield	Henrieville Town	\$ 22	\$ 48	\$ 21	\$ 91	\$ 90	0.78%	\$ 0.70
Salt Lake	Herriman	\$ 5,747	\$ 6,784	\$ 3,117	\$ 15,649	\$ 14,278	9.60%	\$ 1,370.51
Wasatch	Hideout	\$ 222	\$ 158	\$ 67	\$ 448	\$ 401	11.61%	\$ 46.57
Utah	Highland City	\$ 4,381	\$ 3,958	\$ 1,918	\$ 10,257	\$ 9,619	6.63%	\$ 637.89
Washington	Hildale Town	\$ 131	\$ 644	\$ 330	\$ 1,105	\$ 1,095	0.92%	\$ 10.03
Millard	Hinckley Town	\$ 60	\$ 153	\$ 66	\$ 279	\$ 279	-0.10%	\$ (0.28)
Millard	Holden	\$ 46	\$ 82	\$ 39	\$ 166	\$ 166	0.08%	\$ 0.14
Salt Lake	Holladay	\$ 11,296	\$ 6,790	\$ 3,767	\$ 21,853	\$ 20,324	7.53%	\$ 1,529.56
Box Elder	City of Honeyville	\$ 230	\$ 320	\$ 156	\$ 705	\$ 690	2.29%	\$ 15.80
Weber	Hooper	\$ 1,338	\$ 1,807	\$ 810	\$ 3,954	\$ 3,768	4.93%	\$ 185.69
Box Elder	Howell Town	\$ 29	\$ 55	\$ 23	\$ 107	\$ 106	1.32%	\$ 1.40
Emery	Huntington City	\$ 201	\$ 441	\$ 343	\$ 986	\$ 975	1.05%	\$ 10.22
Weber	Huntsville City	\$ 198	\$ 137	\$ 85	\$ 420	\$ 410	2.31%	\$ 9.48
Washington	Hurricane City	\$ 3,799	\$ 3,410	\$ 2,457	\$ 9,666	\$ 9,124	5.94%	\$ 542.11
Cache	Hyde Park City	\$ 932	\$ 963	\$ 630	\$ 2,525	\$ 2,426	4.06%	\$ 98.59
Cache	Hyrum City	\$ 906	\$ 1,752	\$ 936	\$ 3,594	\$ 3,508	2.45%	\$ 85.81
Wasatch	Independence	\$ 68	\$ 37	\$ 31	\$ 136	\$ 149	-8.68%	\$ (12.95)

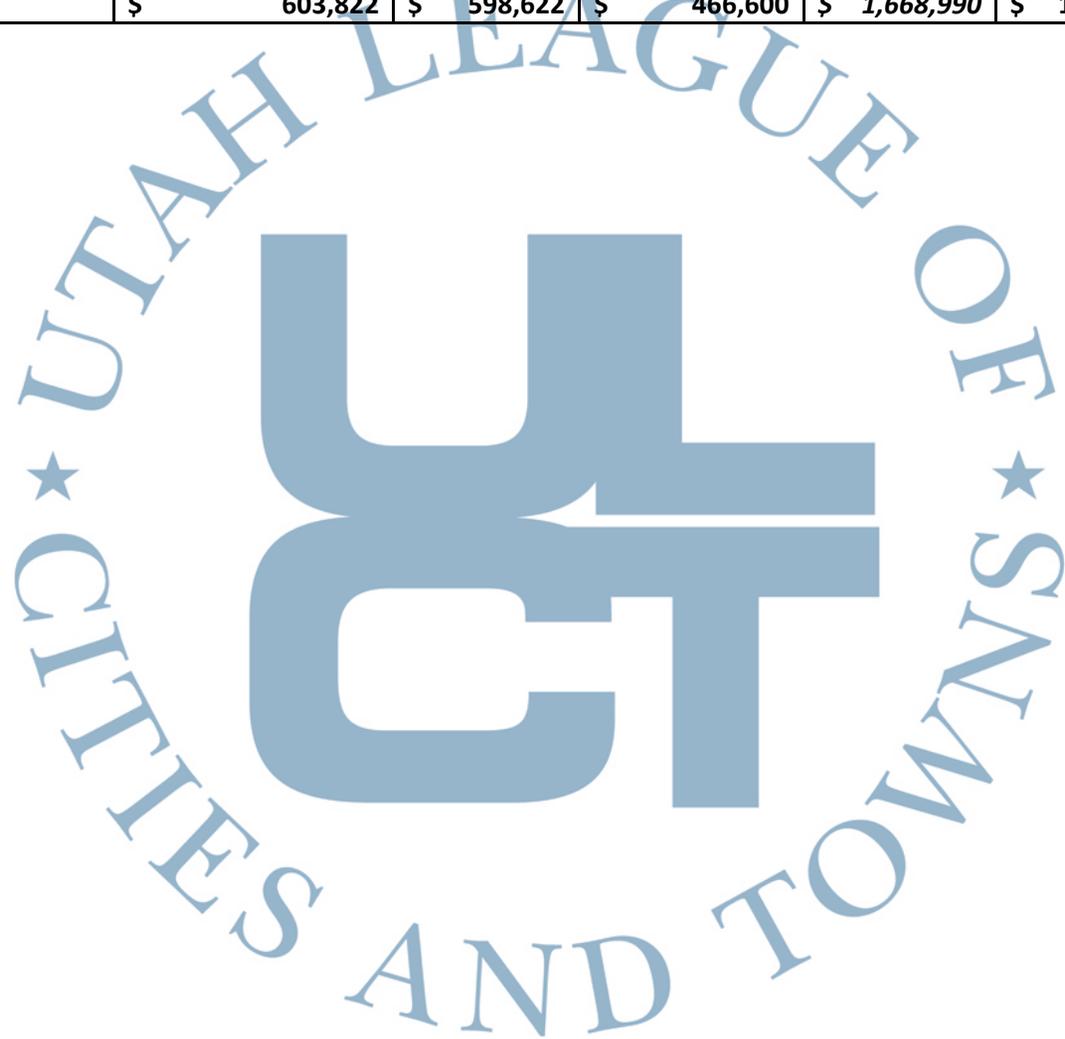
County	Name	Property Value Factor 0.0000038	Population Factor 0.22	Sales Tax Factor 0.00095	FY 2018 Dues	FY 2017 Dues	% Change	\$ Difference
Wasatch	Interlaken		\$ 39	\$ 15				\$ -
Washington	Town of Ivins	\$ 2,839	\$ 1,733	\$ 868	\$ 5,439	\$ 5,146	5.69%	\$ 292.73
Sevier	Joseph Town	\$ 38	\$ 75	\$ 35	\$ 148	\$ 147	0.68%	\$ 1.00
Piute	Junction Town	\$ 36	\$ 40	\$ 21	\$ 98	\$ 95	2.57%	\$ 2.45
Summit	Kamas City	\$ 412	\$ 452	\$ 426	\$ 1,290	\$ 1,236	4.30%	\$ 53.13
Kane	City of Kanab	\$ 1,010	\$ 967	\$ 764	\$ 2,741	\$ 2,757	-0.60%	\$ (16.62)
Iron	Kanarrville Town	\$ 71	\$ 81	\$ 38	\$ 191	\$ 188	1.66%	\$ 3.11
Millard	Kanosh Town	\$ 61	\$ 103	\$ 47	\$ 212	\$ 211	0.32%	\$ 0.66
Davis	Kaysville City	\$ 5,624	\$ 6,704	\$ 3,793	\$ 16,121	\$ 15,498	4.02%	\$ 623.51
Piute	Kingston Town	\$ 19	\$ 36	\$ 15	\$ 70	\$ 70	0.84%	\$ 0.59
Sevier	Koosharem Town	\$ 49	\$ 72	\$ 33	\$ 154	\$ 152	1.67%	\$ 2.53
Washington	La Verkin City	\$ 573	\$ 922	\$ 478	\$ 1,973	\$ 1,927	2.38%	\$ 45.89
Rich	Laketown Town	\$ 73	\$ 57	\$ 36	\$ 167	\$ 162	2.87%	\$ 4.64
Davis	Layton City	\$ 13,154	\$ 16,311	\$ 12,832	\$ 42,298	\$ 41,527	1.86%	\$ 771.59
Millard	Leamington Town	\$ 21	\$ 51	\$ 24	\$ 96	\$ 93	2.35%	\$ 2.20
Washington	Leeds Town	\$ 249	\$ 185	\$ 85	\$ 519	\$ 512	1.39%	\$ 7.13
Utah	Lehi City	\$ 13,908	\$ 12,867	\$ 9,271	\$ 36,045	\$ 33,714	6.92%	\$ 2,331.94
Juab	Town of Levan	\$ 86	\$ 192	\$ 86	\$ 363	\$ 359	1.21%	\$ 4.33
Cache	Lewiston City	\$ 326	\$ 389	\$ 201	\$ 916	\$ 889	3.09%	\$ 27.48
Utah	Lindon City	\$ 3,895	\$ 2,378	\$ 3,430	\$ 9,703	\$ 9,258	4.81%	\$ 444.90
Wayne	Loa Town	\$ 113	\$ 129	\$ 117	\$ 360	\$ 347	3.78%	\$ 13.09
Cache	Logan City	\$ 7,864	\$ 11,082	\$ 9,143	\$ 28,088	\$ 27,375	2.60%	\$ 713.11
Wayne	Lyman Town	\$ 40	\$ 55	\$ 24	\$ 119	\$ 114	4.22%	\$ 4.82
Millard	Lynndyl Town	\$ 15	\$ 24	\$ 11	\$ 51	\$ 50	0.47%	\$ 0.24
Daggett	Town of Manila	\$ 196	\$ 73	\$ 51	\$ 320	\$ 315	1.37%	\$ 4.33
Sanpete	Manti City	\$ 364	\$ 738	\$ 366	\$ 1,468	\$ 1,463	0.28%	\$ 4.10
Box Elder	Town of Mantua	\$ 121	\$ 161	\$ 68	\$ 350	\$ 326	7.36%	\$ 23.98
Utah	Mapleton City	\$ 2,182	\$ 2,031	\$ 947	\$ 5,160	\$ 4,824	6.97%	\$ 336.07
Weber	Marriott Slaterville	\$ 641	\$ 384	\$ 454	\$ 1,479	\$ 1,442	2.62%	\$ 37.75
Piute	Marysvale Town	\$ 97	\$ 90	\$ 55	\$ 242	\$ 236	2.33%	\$ 5.49
Sanpete	Mayfield Town	\$ 80	\$ 115	\$ 51	\$ 246	\$ 237	3.72%	\$ 8.82
Millard	Meadow Town	\$ 41	\$ 69	\$ 37	\$ 146	\$ 145	0.81%	\$ 1.17
Cache	Mendon City	\$ 186	\$ 297	\$ 131	\$ 614	\$ 593	3.40%	\$ 20.20
Salt Lake	Midvale City	\$ 6,798	\$ 7,175	\$ 6,092	\$ 20,065	\$ 19,305	3.93%	\$ 759.44
Wasatch	Midway City	\$ 2,423	\$ 1,022	\$ 603	\$ 4,048	\$ 3,886	4.17%	\$ 162.11

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Beaver	City of Milford	\$ 177	\$ 293	\$ 259	\$ 729	\$ 740	-1.47%	\$ (10.84)
Salt Lake	Millcreek City	\$ 15,701	\$ 13,032	\$ 8,261	\$ 36,995			
Cache	Millville City	\$ 344	\$ 433	\$ 194	\$ 971	\$ 931	4.26%	\$ 39.67
Beaver	Minersville Town	\$ 82	\$ 191	\$ 92	\$ 366	\$ 367	-0.26%	\$ (0.95)
Grand	City of Moab	\$ 1,929	\$ 1,152	\$ 1,692	\$ 4,773	\$ 4,659	2.46%	\$ 114.71
Juab	Mona Town	\$ 187	\$ 352	\$ 193	\$ 732	\$ 714	2.43%	\$ 17.39
Sevier	Monroe City	\$ 304	\$ 504	\$ 233	\$ 1,042	\$ 1,029	1.22%	\$ 12.53
San Juan	City of Monticello	\$ 241	\$ 455	\$ 302	\$ 998	\$ 971	2.77%	\$ 26.93
Morgan	Morgan City	\$ 668	\$ 891	\$ 654	\$ 2,213	\$ 2,126	4.08%	\$ 86.64
Sanpete	Moroni City	\$ 136	\$ 319	\$ 178	\$ 633	\$ 630	0.44%	\$ 2.74
Sanpete	Mt. Pleasant City	\$ 376	\$ 726	\$ 444	\$ 1,546	\$ 1,538	0.51%	\$ 7.91
Salt Lake	Murray City	\$ 14,278	\$ 10,835	\$ 13,822	\$ 38,935	\$ 37,880	2.78%	\$ 1,054.92
Duchesne	Myton City	\$ 54	\$ 141	\$ 124	\$ 318	\$ 363	-12.23%	\$ (44.38)
Uintah	City of Naples	\$ 857	\$ 487	\$ 898	\$ 2,241	\$ 2,576	-13.00%	\$ (334.92)
Juab	Nephi City	\$ 681	\$ 1,223	\$ 822	\$ 2,726	\$ 2,669	2.13%	\$ 56.93
Washington	New Harmony Town	\$ 52	\$ 46	\$ 30	\$ 128	\$ 126	2.08%	\$ 2.61
Cache	Newton Town	\$ 102	\$ 172	\$ 74	\$ 348	\$ 343	1.50%	\$ 5.14
Cache	Nibley City	\$ 854	\$ 1,419	\$ 624	\$ 2,897	\$ 2,773	4.47%	\$ 123.88
Cache	North Logan City	\$ 2,376	\$ 2,240	\$ 1,920	\$ 6,536	\$ 6,312	3.54%	\$ 223.50
Weber	North Ogden City	\$ 2,979	\$ 4,058	\$ 2,211	\$ 9,248	\$ 8,891	4.02%	\$ 357.29
Davis	City of North Salt Lake	\$ 4,980	\$ 4,355	\$ 3,441	\$ 12,775	\$ 12,169	4.98%	\$ 606.47
Millard	Town of Oak City	\$ 66	\$ 137	\$ 58	\$ 262	\$ 253	3.21%	\$ 8.12
Summit	Oakley Town	\$ 548	\$ 350	\$ 185	\$ 1,083	\$ 1,054	2.76%	\$ 29.07
Weber	Ogden City	\$ 12,400	\$ 18,798	\$ 14,488	\$ 45,685	\$ 44,758	2.07%	\$ 926.99
Emery	Orangeville City	\$ 121	\$ 307	\$ 154	\$ 581	\$ 589	-1.34%	\$ (7.92)
Kane	Orderville Town	\$ 132	\$ 123	\$ 109	\$ 364	\$ 360	1.13%	\$ 4.06
Utah	City of Orem	\$ 17,426	\$ 20,781	\$ 18,288	\$ 56,495	\$ 54,722	3.24%	\$ 1,773.22
Garfield	Panguitch City	\$ 274	\$ 326	\$ 237	\$ 837	\$ 804	4.05%	\$ 32.59
Cache	Paradise Town	\$ 156	\$ 207	\$ 92	\$ 455	\$ 434	4.95%	\$ 21.50
Iron	Town of Paragonah	\$ 83	\$ 112	\$ 53	\$ 248	\$ 246	0.72%	\$ 1.77
Summit	Park City	\$ 29,440	\$ 1,788	\$ 4,891	\$ 36,118	\$ 33,996	6.24%	\$ 2,122.88
Iron	Parowan City	\$ 540	\$ 644	\$ 356	\$ 1,540	\$ 1,505	2.29%	\$ 34.42
Utah	Payson City	\$ 2,828	\$ 4,301	\$ 2,792	\$ 9,921	\$ 9,585	3.50%	\$ 335.45
Box Elder	Perry City	\$ 871	\$ 1,034	\$ 830	\$ 2,736	\$ 2,645	3.42%	\$ 90.52
Weber	Plain City	\$ 1,006	\$ 1,386	\$ 598	\$ 2,989	\$ 2,848	4.94%	\$ 140.65

County	Name	Property Value Factor 0.0000038	Population Factor 0.22	Sales Tax Factor 0.00095	FY 2018 Dues	FY 2017 Dues	% Change	\$ Difference
Utah	Pleasant Grove City	\$ 6,166	\$ 8,371	\$ 4,682	\$ 19,219	\$ 18,068	6.37%	\$ 1,150.80
Weber	Pleasant View City	\$ 1,845	\$ 2,040	\$ 1,012	\$ 4,896	\$ 4,645	5.41%	\$ 251.39
Box Elder	Plymouth Town	\$ 42	\$ 91	\$ 85	\$ 218	\$ 214	1.68%	\$ 3.60
Box Elder	Portage Town	\$ 26	\$ 56	\$ 24	\$ 106	\$ 103	3.28%	\$ 3.36
Carbon	Price City	\$ 1,396	\$ 1,843	\$ 2,008	\$ 5,247	\$ 5,238	0.18%	\$ 9.62
Cache	Providence City	\$ 1,429	\$ 1,567	\$ 867	\$ 3,864	\$ 3,790	1.95%	\$ 73.92
Utah	The City of Provo	\$ 17,799	\$ 25,358	\$ 16,083	\$ 59,240	\$ 57,809	2.47%	\$ 1,430.23
Rich	Town of Randolph	\$ 46	\$ 102	\$ 54	\$ 202	\$ 200	0.80%	\$ 1.61
Sevier	Redmond Town	\$ 77	\$ 162	\$ 91	\$ 330	\$ 324	2.00%	\$ 6.47
Sevier	Richfield City	\$ 1,248	\$ 1,670	\$ 1,824	\$ 4,742	\$ 4,648	2.01%	\$ 93.62
Cache	Richmond City	\$ 347	\$ 568	\$ 280	\$ 1,195	\$ 1,162	2.78%	\$ 32.35
Cache	River Heights City	\$ 269	\$ 427	\$ 185	\$ 881	\$ 852	3.40%	\$ 28.95
Weber	Riverdale City	\$ 2,012	\$ 1,907	\$ 4,445	\$ 8,363	\$ 8,339	0.30%	\$ 24.61
Salt Lake	The City of Riverton	\$ 8,351	\$ 9,218	\$ 5,571	\$ 23,141	\$ 22,322	3.67%	\$ 818.71
Washington	Town of Rockville	\$ 133	\$ 58	\$ 31	\$ 222	\$ 205	8.19%	\$ 16.78
Juab	Rocky Ridge	\$ 27	\$ 170	\$ 83	\$ 280	\$ 275	2.06%	\$ 5.66
Duchesne	Roosevelt City	\$ 1,161	\$ 1,536	\$ 1,470	\$ 4,167	\$ 4,290	-2.86%	\$ (122.67)
Weber	Roy City	\$ 4,462	\$ 8,352	\$ 4,595	\$ 17,409	\$ 17,140	1.57%	\$ 269.52
Tooele	Rush Valley Town	\$ 51	\$ 105	\$ 50	\$ 206	\$ 202	1.83%	\$ 3.69
Utah	Salem City	\$ 1,368	\$ 1,645	\$ 837	\$ 3,850	\$ 3,615	6.49%	\$ 234.46
Sevier	Salina City	\$ 353	\$ 555	\$ 460	\$ 1,368	\$ 1,333	2.63%	\$ 35.07
Salt Lake	Salt Lake City	\$ 67,655	\$ 42,388	\$ 50,517	\$ 160,559	\$ 155,684	3.13%	\$ 4,875.45
Salt Lake	Sandy City	\$ 25,018	\$ 20,595	\$ 18,821	\$ 64,434	\$ 62,033	3.87%	\$ 2,400.86
Washington	City of Santa Clara	\$ 1,409	\$ 1,505	\$ 706	\$ 3,620	\$ 3,471	4.28%	\$ 148.59
Utah	Santaquin City	\$ 1,292	\$ 2,326	\$ 1,054	\$ 4,672	\$ 4,442	5.16%	\$ 229.37
Utah	Saratoga Springs	\$ 4,267	\$ 5,590	\$ 3,003	\$ 12,859	\$ 12,011	7.06%	\$ 848.27
Millard	Scipio Town	\$ 59	\$ 71	\$ 58	\$ 188	\$ 182	3.52%	\$ 6.39
Carbon	Scotfield Town	\$ 30	\$ 5	\$ 6	\$ 41	\$ 40	3.31%	\$ 1.32
Sevier	Sigurd Town	\$ 41	\$ 95	\$ 47	\$ 183	\$ 262	-30.33%	\$ (79.53)
Cache	Smithfield City	\$ 1,587	\$ 2,372	\$ 1,304	\$ 5,263	\$ 5,213	0.96%	\$ 50.18
Box Elder	Snowville Town	\$ 23	\$ 38	\$ 39	\$ 99	\$ 94	5.13%	\$ 4.82
Salt Lake	The City of South Jordan	\$ 17,782	\$ 14,663	\$ 11,663	\$ 44,108	\$ 40,789	8.14%	\$ 3,318.47
Weber	South Ogden City	\$ 3,056	\$ 3,730	\$ 3,084	\$ 9,870	\$ 9,600	2.82%	\$ 270.33
Salt Lake	City of South Salt Lake	\$ 6,652	\$ 5,453	\$ 10,556	\$ 22,661	\$ 22,356	1.36%	\$ 305.13
Davis	South Weber City	\$ 1,113	\$ 1,534	\$ 724	\$ 3,371	\$ 3,251	3.69%	\$ 120.03

County	Name	Property Value Factor 0.0000038	Population Factor 0.22	Sales Tax Factor 0.00095	FY 2018 Dues	FY 2017 Dues	% Change	\$ Difference
Utah	Spanish Fork City	\$ 6,015	\$ 8,346	\$ 5,874	\$ 20,235	\$ 19,336	4.65%	\$ 898.38
Sanpete	Spring City	\$ 148	\$ 220	\$ 99	\$ 467	\$ 466	0.24%	\$ 1.12
Washington	Town of Springdale	\$ 689	\$ 122	\$ 461	\$ 1,272	\$ 1,209	5.21%	\$ 62.99
Utah	Springville City	\$ 5,583	\$ 7,103	\$ 4,371	\$ 17,057	\$ 16,425	3.85%	\$ 632.24
Washington	City of St. George	\$ 24,496	\$ 17,644	\$ 16,574	\$ 58,714	\$ 56,080	4.70%	\$ 2,633.71
Sanpete	Town of Sterling	\$ 31	\$ 65	\$ 31	\$ 127	\$ 123	3.56%	\$ 4.36
Tooele	Stockton Town	\$ 75	\$ 141	\$ 68	\$ 284	\$ 277	2.48%	\$ 6.86
Davis	Sunset City	\$ 514	\$ 1,140	\$ 736	\$ 2,390	\$ 2,347	1.85%	\$ 43.37
Davis	Syracuse City	\$ 4,245	\$ 6,027	\$ 3,304	\$ 13,575	\$ 13,039	4.11%	\$ 535.80
Duchesne	Town of Tabiona	\$ 16	\$ 38	\$ 20	\$ 74	\$ 78	-4.48%	\$ (3.49)
Salt Lake	Taylorville City	\$ 9,319	\$ 13,313	\$ 7,799	\$ 30,431	\$ 29,846	1.96%	\$ 585.25
Tooele	Tooele City	\$ 4,629	\$ 7,295	\$ 4,944	\$ 16,868	\$ 16,528	2.06%	\$ 339.92
Washington	Toquerville Town	\$ 311	\$ 328	\$ 139	\$ 778	\$ 746	4.35%	\$ 32.45
Wayne	Torrey Town	\$ 73	\$ 40	\$ 70	\$ 184	\$ 179	2.36%	\$ 4.24
Box Elder	Tremonton City	\$ 1,450	\$ 1,810	\$ 1,413	\$ 4,673	\$ 4,540	2.95%	\$ 133.76
Cache	Trenton Town	\$ 71	\$ 112	\$ 47	\$ 230	\$ 224	2.71%	\$ 6.07
Garfield	City of Tropic	\$ 100	\$ 113	\$ 95	\$ 307	\$ 294	4.58%	\$ 13.45
Weber	Town of Uintah	\$ 219	\$ 292	\$ 169	\$ 680	\$ 666	2.13%	\$ 14.22
Uintah	Vernal City	\$ 2,305	\$ 2,464	\$ 3,105	\$ 7,874	\$ 8,078	-2.53%	\$ (204.35)
Tooele	Vernon Town	\$ 22	\$ 61	\$ 27	\$ 109	\$ 106	2.78%	\$ 2.95
Utah	Vineyard Town	\$ 822	\$ 703	\$ 239	\$ 1,764	\$ 841	109.79%	\$ 923.12
Washington	Virgin Town	\$ 166	\$ 133	\$ 74	\$ 373	\$ 362	2.93%	\$ 10.63
Sanpete	Wales Town	\$ 37	\$ 77	\$ 31	\$ 144	\$ 133	8.53%	\$ 11.35
Wasatch	Wallsburg Town	\$ 43	\$ 72	\$ 36	\$ 151	\$ 144	4.68%	\$ 6.74
Washington	Washington City	\$ 6,099	\$ 5,346	\$ 3,815	\$ 15,259	\$ 14,354	6.30%	\$ 904.72
Weber	City of Washington Terrace	\$ 1,227	\$ 2,015	\$ 950	\$ 4,192	\$ 4,097	2.30%	\$ 94.36
Carbon	Wellington City	\$ 199	\$ 357	\$ 263	\$ 818	\$ 839	-2.46%	\$ (20.66)
Cache	Wellsville City	\$ 554	\$ 803	\$ 363	\$ 1,720	\$ 1,673	2.78%	\$ 46.51
Tooele	City of Wendover	\$ 149	\$ 308	\$ 192	\$ 649	\$ 636	1.90%	\$ 12.12
Davis	West Bountiful City	\$ 1,326	\$ 1,212	\$ 1,810	\$ 4,348	\$ 4,310	0.89%	\$ 38.32
Weber	West Haven City	\$ 2,503	\$ 2,623	\$ 1,985	\$ 7,110	\$ 6,755	5.26%	\$ 355.63
Salt Lake	West Jordan City	\$ 19,472	\$ 24,628	\$ 16,387	\$ 60,487	\$ 58,818	2.84%	\$ 1,668.19
Davis	West Point City	\$ 1,433	\$ 2,276	\$ 1,006	\$ 4,715	\$ 4,569	3.19%	\$ 145.90
Salt Lake	West Valley City	\$ 21,425	\$ 29,966	\$ 22,584	\$ 73,975	\$ 71,962	2.80%	\$ 2,012.88
Box Elder	Willard City	\$ 297	\$ 393	\$ 220	\$ 909	\$ 879	3.40%	\$ 29.87

County	Name	Property Value Factor 0.0000038	Population Factor 0.22	Sales Tax Factor 0.00095	FY 2018 Dues	FY 2017 Dues	% Change	\$ Difference
Utah	Woodland Hills Town	\$ 437	\$ 326	\$ 141	\$ 905	\$ 793	14.05%	\$ 111.41
Rich	Town of Woodruff	\$ 21	\$ 41	\$ 28	\$ 90	\$ 87	3.66%	\$ 3.17
Davis	Woods Cross City	\$ 2,347	\$ 2,482	\$ 2,234	\$ 7,063	\$ 6,930	1.93%	\$ 133.44
	Totals	\$ 603,822	\$ 598,622	\$ 466,600	\$ 1,668,990	\$ 1,572,286	6.15%	\$ 96,703.54





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OFFICERS

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MAYOR, KAYSVILLE

1ST VICE PRESIDENT
BETH HOLBROOK
COUNCIL MEMBER, BOUNTIFUL

2ND VICE PRESIDENT
JON PIKE
MAYOR, ST. GEORGE

IMMEDIATE PAST PRESIDENT
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COUNCIL MEMBER, HOLLADAY

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MAYOR, NAPLES

ANDY BEERMAN
COUNCIL MEMBER, PARK CITY

MIKE CALDWELL
MAYOR, OGDEN

KAREN CRONIN
MAYOR, PERRY

TED EYRE
MAYOR, MURRAY

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PRESIDENT

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EXECUTIVE DIRECTOR
KENNETH H. BULLOCK

SERVING UTAH'S
MUNICIPALITIES
SINCE 1907

MEMBER
NATIONAL LEAGUE OF CITIES

TO: ULCT Board of Directors

**FROM: Roger Tew, Interim Executive Director
Kerri Nakamura, Chief Financial Officer**

DATE: March 27, 2017

SUBJECT: 2017-18 Budget Preview

Background

As the Board has noted during FY 2016-17 Quarterly Financial reports, the ULCT remains fiscally sound. While 2016-17 was a year of great change for the ULCT, the budget of the organization is now sound and provides a solid framework for the planned 2017-18 budget.

Since 2015, the ULCT has received an audit finding that the ULCT budget development process does not include the public notification requirements of State Law. For the 2017-18 budget, the ULCT will fully comply with the public notification and hearing processes.

Also, the State Audit conducted during FY 2016-17 outlined numerous policy and compliance issues that required immediate and swift attention. The Board has adopted the requisite financial policies and now the ULCT is completely caught up on state mandated financial filings and transparency reports. The single exception is the 2015-16 Financial Statement. The 2015-16 Financial Statement will be adopted by the Board on April 5 and will then be filed with the Utah State Auditor, thereby completing the ULCT's requirements.

It is not anticipated that new programs or services will be proposed for FY 2017-18. Rather, as the ULCT Board searches for a new Executive Director during the remainder of FY 2016-17 and into FY 2017-18, staff intends to propose a largely status quo budget. Proposed increases will focus on maintaining market position for staff compensation, resolving 1099 issues as appropriate, and better projecting revenue and expenditures to meet the ULCT's ongoing and one-time programming needs.

As a high-level preview, the Board should be aware that staff has spent the past several months gaining an understanding the ULCT's revenue and expenditure patterns and will propose a tentative budget that emphasizes budgetary shifts and savings. The Board should also note that staff is confident that the 2016-17 budget year will conclude in a cash-positive situation.

Finally, staff has detailed some near-term policy and budget decisions that the Board will need to contemplate, each of which will have different budgetary impacts.

Discussion

The overriding staff goal for the 2017-18 budget is for the Board to have a deep understanding of the budget and the ULCT's approach to its programs.

Important for this understanding is a commitment from the Board for "ongoing" revenue sources to fully cover the cost of ongoing ULCT expenditures. At the ULCT, this discussion is more nuanced than it is in a city because dues revenue (rather than tax revenue) is the ULCT's ongoing revenue source. Every year each municipality decides whether to pay or not pay dues. Historically, the ULCT has been at or near 100% participation. The Board's direction regarding 2017-18 dues will be the cornerstone of the 2017-18 budget proposal.

Additionally, the staff would also like to propose conference registration rates that address the gap between the total costs of the conferences and the expenses associated with each – yet remaining cognizant that registration fees for certain events, like Local Officials' Day, will never fully cover the costs of the program. Annual establishment of conference rates during the budget process will allow the public and ULCT members to comment on the proposed rates, and will assist the ULCT staff in implementing an annual budget for each conference/event.

In brief, the ULCT's largest source of ongoing revenue is dues revenue (~\$1.6 million for 2016-17) and the bulk of ongoing expenses (~\$1.5 million) include personnel (~\$990,000); contract labor (~\$250,000 spread over several projects, including lobbying, legal, accounting, and special projects); and Charges for Services/Operating Expenses (~\$250,000 for utilities, building and equipment repairs and maintenance, office supplies, telephones, internet, computer services).

For conferences, the ULCT historically budgets ~\$750,000 in revenue (\$460,000 for registration and \$115,000 for exhibit space). This revenue supports a budgeted ~\$1.02 million in convention related expenses (\$550,000 food and beverage, \$150,000 speaker fees, \$94,000 entertainment, \$96,000 app and printing, and \$130,000 facility and equipment rent/set up). The ~\$275,000 gap between conference revenue and budgeted expenses is typically covered by budgeted sponsorship revenue.

Finally, beginning in 2016-17, the ULCT staff began charging grant programs a 7.5% administrative fee. Otherwise, grant revenues are fully expensed on grant programs.

Policy Considerations for 2017-18

Similar to most governmental organizations, the ULCT's largest single areas of ongoing expenditure, are personnel services and contract labor. Also, like most governmental organizations, these two budgets require a certain level of annual increase to keep pace with benefit inflation and salary adjustments.

For years, ULCT management wisely provided employees annual statements of total compensation. However, the benefit (i.e. health insurance) plan year was calendar year, while ULCT compensation operates on a July 1 – June 30 fiscal year, so it was difficult for the Board and employees to see how limited funds for compensation needed to be stretched across salary and benefits. During 2016-17, ULCT management made the strategic decision to align the benefits plan year with the fiscal year. Moving forward, ULCT management can approach salary and benefit discussions with employees and the board from a total compensation perspective. Finally, the ULCT has not had a systematic process of periodically reviewing and adjusting contractors' payments to meet the ULCT's organizational needs. Beginning in 2017-18, the ULCT will have signed contracts with all independent contractors that will include renewal dates and negotiated increases where necessary.

Other issues the ULCT staff anticipates for the 2017-18 budget include:

- Board Strategic Planning process to support the Executive Director hiring process and to develop a ULCT 5-year plan
- Board composition review and amendments as necessary
- Establishment of budgets for each conference/event and attendance/exhibit rates as part of the annual budget process
- Review of the policy goals of special projects and the budgets for each
- Adoption of a policy that special projects with dedicated revenue sources do not commence until revenue is received
- Review of 1099 contractors to ensure IRS compliance
- Transition of pay dates to 7 and 22 of each month (presently 15 and last day)
- Transition of John Hancock 401K program to URS

Other policy/governing considerations for the Board for 2017-18 and beyond:

- Appointment of permanent Treasurer
- Changing Treasurer to a voting position on Board
- Executive Committee Membership (include Treasurer?)
- Changing Board appointment process/term lengths
- Role/responsibilities of the Executive Director
- Contract lobbyists vs. increasing staff-level competencies

Next Steps

ULCT staff will work with the Board President to present a 2017-18 tentative budget to the ULCT Board for adoption at a Monday, May 15, 2017 Board meeting. The Board is scheduled to adopt a final budget on Monday, June 19, 2017.

###



April 3, 2017

Utah League of Cities and Towns
Board of Directors
50 South 600 East, Suite 150
Salt Lake City, UT 84102

RE: Proposed Processes for Hiring / Recruiting Executive Director

Dear ULCT Board,

Thanks to each of you for the professional and dedicated manner in which you have conducted yourselves through the past few turbulent months. As member cities, we owe you a huge debt of gratitude.

At our Wednesday Board Meeting, we will be discussing the process of recruiting and hiring a new Executive Director. I am presenting two options for your consideration, both attached to this letter, with what I hope is complete and a clear timeline, expectations and anticipated costs.

Option 1 - Internal Process: As my attached outline and proposal detail, the organizational planning for Option 1 would primarily be conducted internally by myself, the Executive Board and one ULCT staff member (I would recommend Kerri Nakamura). We would limit other ULCT staff participation so as to keep applicant's names confidential. Since most of the organizational heavy lifting would be done in house, the financial impact of this process is relatively low. I feel up to the task and willing to lead this effort if the board desires.

Option 2 - External Process: The Mercer Group, Inc. As outlined in the attached "Executive Search Proposal," The Mercer Group is a recruiting firm recommended by the National League of Cities. They have assisted with 11 state municipal league executive director searches. They are clearly qualified and capable of ensuring a fair and professional process. This expertise and experience comes at a cost, estimated at \$27,500.

I encourage you to review both options and come prepared to discuss the pros and cons at our board meeting.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Steve A. Hiatt'.

Mayor Steve A. Hiatt - Kaysville
President, Utah League of Cities and Towns

Option 1



2017 Proposed Process for Recruiting Utah League of Cities and Towns Executive Director (Internal Process)

Dear ULCT Board,

Mr. Roger Tew has been diligently serving as Interim Executive Director for the past several months. The time has come for us to begin searching for a long term replacement. Roger has indicated his willingness to continue serving as ULCT Interim Director until a new Executive Director is named. Even after hiring a new Executive Director, I anticipate Roger will continue with the ULCT in his previous role and assist the new Executive Director during a transition period as needed.

The following outline is presented for your consideration. I commit that this process will be conducted in the most fair, honest and transparent manner. I will commit the time and resources necessary to perform an exhaustive search for and vet the best possible candidates to present to the ULCT Board.

It is anticipated the proposed timeline will afford the ULCT Board the opportunity to introduce a new Executive Director at our Fall Conference in September.

Below is a draft of the proposed "In-house Process" and timeline for your review, input and consideration.

PHASE 1

- By Wednesday, April 12, 2017, or as soon thereafter as possible, post the position of ULCT Executive Director at the following locations:
 - 1- Home Page & Employment sections of www.ULCT.org
 - 2- National League of Cities Website (www.NLC.org)
 - 3- Utah League of Cities and Towns Job Bank website
 - 4- TheLadders.com website (Executive / Government Section).
 - 5- U of U and BYU "Masters of Public Administration" programs for distribution to their alumni.
 - 6- Other locations the ULCT Board or Search Committee sees fit.

*** Note: Qualifications for job posting will be summarized by Kerri Nakamura based on Board Discussion and Feedback. Also see sample job postings from other states.***
- Applications to be received by Friday, May 12, 2017 at 5:00PM.



Applications should be directed to:

Utah League of Cities and Towns
Attn: Mayor Steve Hiatt, President
500 South 600 East, #150
Salt Lake City, UT 84102

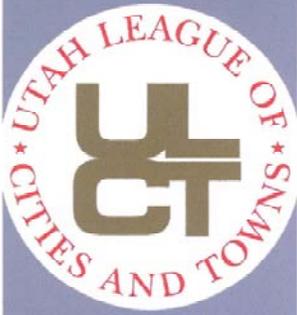
Or by email to: ULCTPresident@ULCT.org

PHASE 2

- On Monday, May 15, 2017 (Board Meeting), ULCT President Hiatt, with the assistance of Kerri Nakamura, will provide copies of all applications received to the ULCT Board.
- Copies will also be provided to the other members of the approved Search Committee for their review and feedback.
- ULCT Board Members and Search Committee Members will have until Monday, June 5, 2017, to review the applications and rank their top ten choices from 1-10. Board Members and Search Committee Members should communicate their top choices to Mayor Hiatt by Monday June 5th by sending an email to: ULCTPresident@ULCT.org
- Mayor Hiatt and Kerri Nakamura will compile and average the Board & Search Committee's rankings by Thursday, June 8, 2017, and provide the Board and Search Committee the results of the 10 highest ranking candidates. Top candidates will be reviewed and interviewed by the Search Committee. The Search Committee will have discretion to decide the actual number of top 10 candidates to be interviewed.

PHASE 3:

- Members of the Search Committee will meet no later than Friday June 23, 2017 to review qualifications of the top ten candidates and determine the appropriate day(s) to conduct the initial round of interviews.
- During the month of July, members of the Search Committee will conduct interviews as necessary.
- The ULCT President will provide progress updates to the Board on a Periodic Basis.
- The Search Committee will have the authority to amend these dates as necessary to accommodate the Committee's schedules.



PHASE 4:

- Once the interviews are complete, the Search Committee will meet to determine the top two or three candidates to recommend to the ULCT Board.
- The Search Committee shall recommend their top three candidates to the ULCT Board either via live meeting or electronically.
- The ULCT Board will schedule a time to interview the top candidates in an Executive Session. (Date TBD – Special Board Meeting may be necessary). Search Committee Members are invited to attend this meeting.
- Once the ULCT Board has decided on a candidate, the ULCT President will extend an offer to the selected candidate and begin discussions of terms, benefits, etc.
- The ULCT President will report back to the ULCT Board as to the status of the offer, acceptance and anticipated start date.
- The ULCT Board will meet in a public meeting to vote on the appointment of the new ULCT Executive Director (Date TBD, possibly August or September Board Meeting).
- The new Executive Director will be presented to ULCT Membership at the fall conference on September 13-15, 2017

I will present this process for your discussion, modification or adoption at our Wednesday, April 5, 2017 Board Meeting.

Sincerely,

Mayor Steve A. Hiatt
President, Utah League of Cities and Towns.

SEARCH COMMITTEE RECCOMENDATIONS

Applicable for both Options 1 & 2

- The Search Committee (Committee) shall be charged with the responsibility of interviewing "top candidates" as determined by the ranking process outlined by the ULCT President and Board.
- The Committee shall determine how many of the Top 10 Candidates should be invited to an interview with the Committee.
- The Committee will determine the date, time, format, duration and questions to be presented to each candidate.
- The ULCT President shall serve as the Chairman of the Search Committee.
- The Search committee shall consist of thirteen members which include the following: (preference can be given to ULCT Board Members when possible, Board Member Cities are highlighted in Red)

- **Executive Board of The Utah League of Cities and Towns:**
 - Mayor Steve Hiatt, Kaysville (3rd Class)
 - Council Member Beth Holbrook, Bountiful, (3rd Class)
 - Mayor Jon Pike, St. George (2nd Class)
 - Council Member Lynn Pace, Holladay (4th Class)

- **Representative from a 1st Class City:**
 - - *(No Current Board Member from 1st Class City)*
- **Representative from a 2nd Class City:**
 - - *(Ogden, Layton)*
- **Representative from a 3rd Class City:**
 - - *(Spanish Fork, Murray)*
- **Representative from a 4th Class City:**
 - - *(Moab, North Ogden, Heber, Naples, Herriman)*
- **Representative from a 5th Class City:**
 - - *(Park City, Perry)*
- **Representative from a Utah Town:**
 - *(Sterling)*

- **Three Members from the Utah Business Community:**
(Mayor Hiatt has confirmed the following desire to participate)
 - Scott Anderson, President, Zions Bank (Business)
 - Lane Beattie, President, SL Chamber (Political)
 - Natalie Gochnour, Director Gardner Institute (Policy)



A green rectangular chart with white and yellow text. The title 'Population' is written in a cursive font at the top. Below it, five population classes are listed in a descending order of size, each with a corresponding number of green bars of varying lengths representing the population range.

Class	Population Range
1 st Class	100,000+
2 nd Class	65,000-100,000
3 rd Class	30,000-65,000
4 th Class	10,000-30,000
5 th Class	1,000-10,000

*The Board can modify any of these recommendations as you see fit, this format is recommended to both provide balance and perspective from cities and towns of all sizes. Some consideration should be given to geographic locations of the Search Committee Members.

Option 2



The Mercer Group, Inc.
Consultants To Management

Reply to:
S. Ellis Hankins
Senior Vice President
1201 Little Lake Hill Drive
Raleigh, NC 27607
ellis.hankins@nclm.org
Cell & text: 919-349-8988

March 31, 2017

The Honorable Steve Hiatt
Mayor of Kaysville
President, Utah League of Cities and Towns
50 South 600 East, Suite 150
Salt Lake City, UT 84102

Re: The Mercer Group, Inc. Executive Search Proposal
Executive Director, Utah League of Cities and Towns

Dear President Hiatt:

The Mercer Group, Inc. is pleased to submit this proposal to assist the Utah League of Cities and Towns (ULCT) in recruiting broadly and attracting well-qualified candidates for consideration by the Search Committee for the position of Executive Director.

Our proposed team of senior consultants consists of two retired state municipal league executive directors. No other firm can match our complete understanding of state league operations and services, the needs of member municipalities and municipal officials, the responsibilities of league directors, and the background, experience, characteristics and management style likely to result in effective and successful performance as a league director. We understand the difference between state leagues with large budgets, sizeable staffs and broader service offerings, and those like ULCT with smaller budgets, staffs and service offerings. We also have extensive contacts among state league staff members, and a nationwide network to recruit well qualified candidates.

We have assisted with 11 state municipal league executive director searches, more than any other firm, by far, with successful results: California (2016), Connecticut (2014), Kansas (2014), Kentucky (2010), Maine (2015), Michigan (2008), Minnesota (2015), New Hampshire (2014), North Carolina (2013), Rhode Island (2016) and Texas (2010). We also have conducted organization and management or pay and classification studies, or provided other consulting services, to several other state municipal leagues: Colorado, Florida, Georgia, Illinois, Michigan, North Carolina, Ohio and Texas.

ULCT
Page Two

In addition, we have assisted with executive director searches for the Florida Association of Counties, the Association of Georgia Counties, the American Public Works Association, the Maryland Local Government Insurance Trust, and the New Jersey Schools Insurance Group. We have worked on consulting projects for several national local government related organizations, including APWA, ICMA, NLC, PRIMA and PTI (Public Technology Inc., formerly associated with NLC).

We are very interested in assisting with this critical search process, and are able and willing to begin the project immediately and expedite the work to ensure a professional, confidential, timely and successful process. We are the largest nationwide public sector consulting and search firm, and have extensive experience in conducting executive searches for state municipal leagues, county associations, local governments and other entities in nationwide. Our firm conducts many searches for senior level positions in cities, counties and other entities of varying sizes and characteristics each year.

Please visit our website for more information about our firm and current searches:
www.mercergroupinc.com

The senior consultants we propose to dedicate to this search project will be:

S. Ellis Hankins, Senior Vice President, Raleigh, NC office (lead consultant and project manager); and Dr. James Miller, Senior Vice President, Minneapolis-St. Paul area office; and other members of the firm as necessary and appropriate. Our firm's President & CEO, James L. Mercer, has assisted with several state municipal league director searches and is available to assist with this search process as needed. We will work on this search process, if awarded, primarily from our offices in North Carolina and Minnesota, and will report to and be readily accessible to the League President and Chair of the Search Committee.

The work of Ellis Hankins as the Executive Director of the NC League of Municipalities for 17 years (previously General Counsel and chief legislative lobbyist), and as an attorney in private law practice working primarily on local government issues, adds significantly to our qualifications. Ellis Hankins served as the lead consultant on our five most recent state municipal league searches—Connecticut Conference of Municipalities (2014-15), League of Minnesota Cities (2015), Maine Municipal Association (2015), League of California Cities (2016) and Rhode Island League of Cities and Towns (2016)—and a number of other searches in several states. He teaches in public policy and management programs at three universities in North Carolina.

Jim Miller served for many years as Executive Director of the League of Minnesota Cities, another of the most active, respected and effective state leagues. Previously he served as a city manager in several cities, and has taught in public management programs at two universities. He joined The Mercer Group upon his retirement from LMC in mid-2015.

ULCT

A primary purpose for engaging the services of an executive search firm, and a valuable benefit, is to enable you to seek out and recruit experienced candidates who might not otherwise apply, and to assist the ULCT Search Committee and Board in selecting a highly qualified professional who meets the carefully developed profile and identified needs of the ULCT. Beyond strengthening and diversifying the field of applicants, there are intangible benefits from placing the coordination and administration of the manager search outside the organization. An important additional intangible benefit is that the President, Board members and Interim Executive Director can remain focused on issues important to the League membership, while the retained search firm handles the time consuming nuts and bolts of the search process.

We are very familiar with ULCT, and with potential candidates from other state municipal leagues and elsewhere. We will develop effective ways to recruit well qualified candidates, including candidates who live and work in Utah or have relevant contacts with the state.

The aim of The Mercer Group, Inc. is to exceed the expectations of our clients and provide excellent search and management consulting services. We post notices of position availability on several cost effective websites and disseminate information electronically to carefully targeted audiences of experienced managers and professionals. We also make cost effective and productive use of Internet resources to find and review newspaper stories and other public information about top candidates.

Please note that our proposal includes all costs of advertising and other expenses. There are no hidden costs or other costs that are not addressed in this proposal.

We thank you for the opportunity to submit this proposal. This proposal is **valid for ninety (90) days from receipt**. We will be very pleased to discuss this proposal further with you, and answer any questions the ULCT leadership or staff might have.

Thank you for your consideration.

Sincerely yours,

THE MERCER GROUP, INC.

Ellis Hankins

S. Ellis Hankins
Senior Vice President

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UTAH LEAGUE OF CITIES AND TOWNS PROPOSAL FOR EXECUTIVE DIRECTOR SEARCH

EXECUTIVE SUMMARY

The Mercer Group, Inc. proposes an interactive, confidential and expedited search process, with abundant time early in the process for us to assist the Search Committee (Committee) in defining the qualifications and characteristics that you desire in the next ULCT Executive Director, to guide the search.

Proposed Work Plan

We recommend a seven-step search process:

- **Position Analysis** – We will work closely with the Committee, and conduct separate discussions with the Committee, Interim Executive Director and some other staff members (if desired), to define work relationships, job qualifications and requirements, and desired characteristics and experience (the “position profile”). One work product will be a detailed, attractive recruitment brochure to be sent to potential candidates. We have provided a sample copy of the recruitment brochure that we prepared last year for the League of California Cities Executive Director search.
- **Recruitment Process** – We will recruit regionally and nationally; place position announcements in cost-effective print media and on several relevant websites (including ULCT publications and website, and those of other state municipal leagues) to make the availability of the position widely known to well qualified potential applicants; and employ the firm’s network and professional relationships in Utah, among state league staff members and nationally, to identify well qualified, potentially suitable candidates and encourage them to consider applying for the position. We will make lots of carefully targeted phone calls in this stage of the process.
- **Resume Review** – By careful analysis of resumes and other available information, we will identify the applicants with the strongest apparent qualifications, in terms of background and experience, consistent with the desired qualifications and characteristics identified by the Committee.
- **Candidate Screening** – We will screen the strongest candidates thoroughly, using telephone interviews, additional information requested from selected candidates, and several other techniques, with respect to the stated criteria and minimum requirements.

- **Background Investigation** – We will investigate the background and credentials of top candidates thoroughly (reference checks, credit and criminal/motor vehicle record checks, verification of educational credentials, etc.). Before the Committee selects the finalists to be interviewed, we will perform preliminary background checks, without incurring expenses for full background checks. We will complete extensive background checks on finalists after the Committee has selected them.
- **Interview and Selection Process** – We will present a recommended list of approximately 8-12 candidates to be considered for an interview, with comprehensive information on each from the resume review, screening and preliminary background investigations, in a convenient and useful format. We will assist the Committee in narrowing the field to approximately five (5) finalists for interviews, provided that the Committee will make the final decision on which and how many candidates will be interviewed. We will provide finalists’ responses to supplemental questions, sample questions and interview rating forms, and coordinate the Committee’s interview process. So far as desired, we will help facilitate Committee evaluation of the interviewed finalists, provided that the selection will be made by the Committee.
- **Negotiation and Follow-up** – We will use our extensive experience and relevant benchmark information on salaries for comparable positions (such as the annual National League of Cities survey report) to assist in negotiating an employment agreement with the selected candidate (if desired by the parties), and otherwise facilitate the employment and transition process. We will notify other applicants, although the Chair might wish to notify finalists who were not selected, with our assistance.

Primary Mercer Group staff dedicated to this search project:

Ellis Hankins, Senior Vice President, Raleigh, NC office (lead consultant and project manager; retired Executive Director, NC League of Municipalities); and Dr. Jim Miller, Senior Vice President, Minneapolis-St. Paul area office (retired Executive Director, League of Minnesota Cities); assisted by other members of the firm as necessary and appropriate. Jim Mercer, our President & CEO, was the principal consultant for six state municipal league executive director searches, and is available to assist with the ULCT search as needed.

Timetable: A detailed proposed timetable is attached, to be altered as necessary and agreed upon between the Committee and us. The process normally requires about 100-120 days after award of the contract, to the final selection and completed negotiations with the selected candidate, based on our experience. The process could require more time if there is difficulty in scheduling meetings and interviews, or if negotiations with the selected candidate require more time or are unsuccessful, etc. Assuming that the selected candidate is currently employed, probably he or she would not be able to begin work for another 20-45 days after execution of an employment agreement.

Fees and Expenses: We propose a fee of \$17,500 for professional services, plus actual expenses not to exceed \$10,000 (we will use best efforts to minimize expenses, dependent on the number of trips to Salt Lake City; includes air fare, ground transportation, hotel expense, meal

per diem, cost of job ads, preparation of recruitment brochure and other materials, vendor charges for background checks, etc.). This is a very competitive fee which we are pleased to offer based on the many years of directly relevant work by members of our team with state municipal leagues.

Firm History, Qualifications and General Information

The Mercer Group provides executive search and management consulting services to local governments, state and national associations of local governments, and other public sector clients nationwide. The firm has operated under The Mercer Group, Inc. name for 26 years. James L. Mercer, the firm's founder and President/CEO, was the principal of predecessor firms for a previous nine years.

Our corporate headquarters is located in Atlanta, GA, and we have offices in 14 states: Arizona, Utah, Colorado, Florida, Georgia, Illinois, Maryland, Michigan, Minnesota, New Mexico (home of the President/CEO), North Carolina, Texas, Virginia and Washington. Our firm includes 25 professional consultants with extensive experience over many years. Firm membership has been relatively stable and consistent for many years.

Members of our firm assist with many executive searches for local governments and affiliated entities across the nation each year. Our firm has extensive resources and years of experience in meeting the needs of our clients with executive searches and other projects.

We will work on the ULCT search project, if awarded, primarily from our offices in North Carolina and Minnesota.

Firm Headquarters:
5579B Chamblee Dunwoody Road
Suite 511
Atlanta, Georgia 30338
Phone: 770-551-0403

Website: <http://www.mercergroupinc.com/>

The firm is incorporated as an S Corporation in the State of Georgia.
Federal Tax ID No.: 58-1877068

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Proposed Timeline

UTAH LEAGUE OF CITIES AND TOWNS EXECUTIVE DIRECTOR SEARCH TIMELINE FOR SEARCH PROCESS

Draft/Proposed: March 31, 2017

(Highlighted bolded events indicate meetings of the Search Committee)

Proposal Accepted, Contract Executed	April 10, 2017
Discuss Timetable, Send Revised Proposed Timetable and Draft Position Announcement (Job Ad) to Search Committee (SC) for Consideration, Approval & Expedited Placement	April 15
SC Approve Timetable and Job Ad (by email, or conference call meeting if necessary or appropriate)	April 20
Place Job Notice Ads (stating that “first review” of applications begins on June 23), Formally Begin Search Process	April 30-May 2
SC Meeting or Conference Call w/ Consultant to Discuss Desired Qualifications, Experience and Characteristics	May 6
Consultant Meeting or Conference Call w/ Staff Members	May 6
Consultant Begin Phone Calls To and About Potential Candidates, Aggressively Recruit Qualified Candidates	May 9
Draft Recruitment Brochure/Position Profile to SC for Review and Approval	May 12
SC Approves Draft Recruitment Brochure (with requested revisions)	May 19
Formatted Color Recruitment Brochure to SC for Final Review and Approval	May 26
Begin Disseminating Brochure and Consideration/Invitation Letters and E-mail Messages	May 30
Report to Search Committee on Search Progress	Bi- Weekly
Phone Conversations w/ Strong Candidates, Preliminary	

Reference & Background Checks	June 3-26
Soft Application Deadline (“first review of applications Begins June 23”)	June 23
Consultant Deliver 8-12 Applications & Summaries to Search Committee By E-mail &/or FedEx	July 5
SC Meeting to Consider Recommended Candidates (8-12), Select 5-7 Finalists to Interview (closed session meeting, 1 ½ - 2 hours, face to face or conference call?)	July 12
Consultant Invites/Schedules Finalists for July 28 SC Interviews, Sends Supplemental Questions, Begins Preliminary Reference & Background Checks	July 12-13
Consultants Complete Final Reference and Background Checks on Selected Finalist(s)	July 27
SC Interviews 5-7 Semifinalists , Votes to Offer Position to a Candidate, or Selects 1-2 Finalists for Second Interview; Authorizes Job Offer if Ready	July 28
[If Necessary] SC Interviews 3-5 Finalists , Decides on Selected Candidate (closed session)	ASAP
Negotiate with Selected Candidate	July 28-31, or later if nec.
Board Votes to Appoint Executive Director Recommended by Search Committee (and probably approve employment agreement)	Date TBD, ~ Aug. 2
Announce Appointment of New Executive Director	~ Aug. 4
New Executive Director Reports to Work (spends week with Interim Executive Director)	~Aug. 30-Sept. 5
Introduce New Executive Director at ULCT Annual Conference	Sept. 13-15
Search Completed, Consultants Assist with Transition	After start date

Note: This is a sound and realistic timetable for a comprehensive search designed to bring the availability of the position to the attention of a significant number and diversified range of well qualified potential candidates. We expect that this detailed proposed timetable will be altered as necessary and agreed upon between the Search Committee and us, but then Committee members will need to stick to the approved timetable.

The process usually requires about 100-120 days after award of the contract to the final selection and completed negotiations with the selected candidate, based on our experience. This timeline proposes a period of **113 days**. Please note that the process could require more time, if there is difficulty in scheduling meetings and interviews, if the Committee chooses to schedule second interviews with one or two finalists, or if negotiations with the selected candidate require more time or are unsuccessful, etc. Assuming that the selected candidate is currently employed, probably he or she would not be able to begin work for another 30 days or more, after terms of employment are agreed upon (and possibly execution of an employment agreement). **We expect that the newly appointed Executive Director can start work between August 30 to September 5, work with the Interim Executive Director for about a week to enhance the transition, with transition assistance from The Mercer Group, and that the President can introduce the new Executive Director at the ULCT Annual Conference on September 13-15, 2017.**

This timetable hinges on a quick start, with prompt Committee review and approval of a draft position announcement/job ad. The job ad needs to run in and on carefully targeted publications and websites for a **minimum period of six weeks**, and preferably longer (particularly important because of varying publication dates) so that we can bring the availability of the position to many well qualified potential applicants. This timeline has the ad running for **7 ½ weeks**. The job advertising will be supplemented by targeted calls and email messages to state municipal league directors and staff members, and other well qualified potential candidates to encourage them to consider applying for the position.

The timeline also allows us to deliver applications and summaries about well qualified candidates in advance of the proposed July 12 Search Committee meeting, so Committee members will have a few days to review the information before the discussion with us about which candidates to invite for interviews (proposed for July 28).

Note that since the Search Committee's target date to introduce the new Executive Director is during the Annual Conference in September, there is some extra time available, to start the process a little later, allow the job ads to run a while longer, delay scheduling of interviews by a few days to accommodate schedules of Committee members, conduct second interviews, etc. The key is for the Committee to discuss the proposed timeline with the consultant very soon after the contract is awarded, alter it as desired and approve, but then **commit to sticking to the approved timeline.**

Consultant Team Biographical Information:

1) S. Ellis Hankins, Senior Vice President – Raleigh, NC Office



Ellis Hankins has served as a Senior Vice President with The Mercer Group, Inc. since early 2014. He also is a visiting faculty member in the Master of Public Administration programs at the UNC-Chapel Hill School of Government and N.C. State University, and in the Master of Public Policy program at Duke University. He teaches public law and ethics, state and local government, and intergovernmental relations.

He served from 1997 until his retirement in early 2014 as Executive Director of the North Carolina League of Municipalities, the statewide municipal association. The League represents and assists 540 municipalities and related entities on state legislative and regulatory issues, on federal issues in partnership with the National League of Cities, and on a broad range of intergovernmental issues, often working with other local government associations, private sector trade associations, and state and federal agencies. The League provides legal, policy research, communications and consulting services, and management advice on operations, public finance and personnel issues, to municipalities and associate members and professional affiliate organizations. It has a staff of 80, an operating budget of \$13.5 million, and professional services contracts with several firms. The League also operates three local government insurance and risk management programs with assets of \$250 million—property and liability, health benefits and workers compensation.

Ellis has moved between private law practice and the League staff during his career. He served previously as the League's General Counsel and chief state legislative lobbyist, and was ranked consistently among the most influential lobbyists in biennial surveys by the N.C. Center for Public Policy Research. He has represented municipalities and other public and private sector entities and associations in state and federal trial and appellate courts and before congressional committees. He is a former member of the National League of Cities Board of Directors; the NLC Mutual Insurance Company Board of Directors and executive committee (reinsurance company with assets of \$300 million); the NCLM Risk Management Services Board of Trustees (oversees the three public risk pools sponsored and administered by the League); the UNC School of Government Foundation Board of Directors; the Wake County Parks and Recreation

Commission; and has served on numerous other non-profit, public and private sector boards, commissions and committees. He is a former member of the Wake County Board of Education Advisory Committee and an active member of the PTA at his children's school. He serves as a volunteer guardian ad litem, advocating in court for children in need.

Ellis is a member of the Order of the Long Leaf Pine, bestowed by the Governor for exemplary service to the State of North Carolina. He is a lifetime honorary member of the NC City-County Management Association and the NC Municipal Attorneys Association, and received the Grainger Barrett Award for Excellence from the NC Bar Association Government and Public Sector Section.

He is a native of North Carolina, attended UNC-Wilmington, and earned Bachelor of Arts, Master of Regional Planning and Law degrees from UNC-Chapel Hill. He is licensed to practice law in North Carolina and in federal courts, and completed the Fundamentals of Municipal Bond Law Seminar offered by the National Association of Bond Lawyers, and the Municipal Administration course at the UNC School of Government.

Ellis is married to Leanne Winner, who serves as Director of Governmental Relations with the North Carolina School Boards Association. Their family lives in Raleigh, North Carolina.

2) Dr. James Miller, Senior Vice President – Mendota Heights, MN Office



Jim Miller retired in July, 2015 after 22 years as the Executive Director of the League of Minnesota Cities, and joined The Mercer Group.

The Minnesota League represents over 850 cities providing training for elected and appointed officials, legislative representation, research, insurance, and investment pooling among other services. It has over 100 employees, with a \$20 million operating budget and combined assets of about \$1 billion in its insurance and investment programs.

Previously, Jim was city manager of Minnetonka, Minnesota for thirteen years. He has forty-five years of local government experience and has worked in seven cities in five states, including Phoenix, Arizona and Des Moines, Iowa.

During his tenure with the League, he helped it evolve into one of the preeminent state municipal associations in the country. With a particular emphasis on effective governance, the League's systemic program of effective governance practices was included as a case study in the recent book Transformational Governance published by the American Society of Association Executives. The League is also a leader in employee engagement and development, having been named as one of the top employers in the state of Minnesota in 2014 and 2015 by the Minneapolis Star-Tribune. Upon his retirement, the League Board of Directors renamed its annual leadership award, given at its annual conference to an outstanding local government practitioner, to the James F. Miller Leadership Award.

He has served on numerous Boards of Directors including the National League of Cities and as chair of its Risk Information Sharing Consortium, a membership association of state league sponsored risk sharing pools in 34 states and two Canadian provinces. He is also a Past President of the League of Minnesota Cities. In 1991, Governor Carlson appointed him to the Minnesota Advisory Commission on Intergovernmental Relations.

He holds a BA degree (University of Wisconsin – Eau Claire) two MPA degrees (University of Pittsburgh and Nova Southeastern University) and a Doctor of Public Administration degree (Nova Southeastern University) and was awarded a Bush fellowship to attend the Program for Senior Executives in State and Local Government at Harvard University. He has served as adjunct and assistant professor at Hamline University where he taught graduate courses in public administration and leadership and management. He held a similar position at Drake University in Des Moines, Iowa.

In 1995 he was awarded the Lloyd Short Award for Outstanding Contributions in the Field of Public Administration presented by the Minnesota Chapter of the American Society for Public Administration. Hamline University is now creating an endowed scholarship for graduate students interested in a career in local government in his name.

His international experience includes work with local government officials in several countries, including the Russian Federation, Czech Republic, Slovakia, Hungary and Moldova.

3) James L. Mercer, President/CEO -- Atlanta and Santa Fe Offices



Jim Mercer is a Certified Management Consultant (CMC) and has more than 30 years of experience in executive search and management consulting. He has authored or co-authored five books and has written more than 250 articles on various management topics. His experience covers the following functional areas: executive search, organization and operations analysis, management systems, productivity improvement, seminars/training, goal setting, strategic planning, privatization, government, consolidation, and general consulting. He also is qualified to administer and interpret the Teleometrics Management Style Inventory instrument.

Prior to founding The Mercer Group, Inc., Mr. Mercer held positions as President of Mercer, Slavin & Nevins, Inc.; Regional Vice President of Wolfe & Associates, Inc.; as Partner and Vice President of Korn/Ferry International; General Manager of Battelle Southern Operations; National Program Director for Public Technology, Inc.; and Assistant City Manager in Raleigh, North Carolina. He also has been President of James Mercer & Associates, Inc., and has served as Director of Government Consulting Services for Coopers & Lybrand in the Southeast and Southwest, as well as Director of the Industrial Extension Division for Georgia Tech.

Jim holds Master of Business Administration and Bachelor of Science (Industrial Management) degrees from the University of Nevada at Reno. He also has received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University.

References:

Recent Mercer Group Searches with Ellis Hankins as Lead Consultant/Project Manager:

1. The Honorable Don Grebien
Mayor, City of Pawtucket
President, Rhode Island League of Cities and Towns
Cell: 401-487-1411
dgrebien@pawtucketri.com
(Ellis Hankins—Executive Director search, 2016)
2. Council Member JoAnne Mounce
City of Lodi
President, Utah League of Cities and Towns
Cell: 209-747-0381
jmounce@lodicitycouncil.com
(Ellis Hankins & Clark Wurzberger—Executive Director search, 2016)
3. Mr. Leo Paul
First Selectman, Town of Litchfield, CT
Chair, Connecticut Conference of Municipalities Executive Director Search Committee
(2014)
Office: 860-567-7550
Mr. Joe DeLong
Executive Director, CCM, New Haven, CT (Appointed 2014)
(304) 941-8095
(Ellis Hankins—CCM Executive Director search, 2013-14)
4. Mr. Dave Osberg
City Administrator, Eagan, MN
Chair, League of Minnesota Cities Executive Director Search Committee
(651) 675-5007
dosberg@cityofeagan.com
(Ellis Hankins & Jim Mercer—LMC Executive Director search, 2015)
5. Mr. Stephan Bunker
Selectperson, Farmington, ME
President, Maine Municipal Association, 2015
Cell: (207) 592-1247
stephan.bunker@gmail.com
(Ellis Hankins—MMA Executive Director search, 2015)

3/31/201

REPRESENTATIVE CLIENTS

THE MERCER GROUP, INC.

(Note: Partial list, most are executive searches)

State Municipal Leagues (and NLC)

Executive Director Searches:

League of California Cities
Connecticut Conference of Municipalities
Kansas League of Municipalities
Kentucky League of Cities
Maine Municipal Association
Michigan Municipal League
League of Minnesota Cities
New Hampshire Municipal Association
North Carolina League of Municipalities
Rhode Island League of Cities and Towns
Texas Municipal League

Other State League Consulting Projects:

Colorado Municipal League
Florida League of Cities
Georgia Municipal Association
Illinois Municipal League
Michigan Municipal League
North Carolina League of Municipalities
Ohio Municipal League
Texas Municipal League

National League of Cities

Nationwide

City of Alexandria, Virginia
American Public Works Association
American Society for Public Administration
City of Ann Arbor, Michigan
University of Arizona
Arlington County, Virginia

City of Asheville, North Carolina
City of Aspen, Colorado
City of Atlanta, Georgia
City of Aurora, Colorado
City of Austin, Texas
City of Bowling Green, Kentucky
Town of Chapel Hill, North Carolina
Charlotte, North Carolina, Housing Authority
City of Charlotte, North Carolina (3 city manager searches)
City of Charlottesville, Virginia
City of Chesapeake, Virginia
The Coca-Cola Company
Colonial Williamsburg Foundation
Cumberland County, North Carolina
City of Dallas, Texas
Davis County Planning Commission, Layton, Utah
DeKalb County Schools, Georgia
City of Durham, North Carolina
Durham County, North Carolina
City of Eugene, Oregon
Fairfax County, Virginia
City of Fayetteville, Arkansas
Florida Association of Counties
City of Fort Lauderdale, Florida
City of Fort Worth, Texas
Florida Association of Counties
Forsyth County, North Carolina
Fulton County, Georgia
City of Gainesville, Florida
Gaston County, North Carolina
City of Greenville, South Carolina
Georgia Institute of Technology
Georgia Municipal Association
Georgia Power Company
Georgia State University
State of Georgia
Association of County Commissioners of Georgia
City of Greensboro, North Carolina
Greensboro ABC Board
Guilford County, North Carolina

City of Hampton, Virginia
Henrico County, Virginia
City of High Point, North Carolina
City of Houston, Texas
IBM Corporation
City of Independence, Missouri
Institute of Government, University of Georgia
Institute of Government (now School of Government), UNC-Chapel Hill
International City-County Management Association
International Institute of Municipal Clerks
International Personnel Management Association
Town of Jackson, Wyoming
City of Jacksonville, North Carolina
City of Lincoln, Nebraska
City of Little Rock, Arkansas
City of Los Angeles, California
Port of Los Angeles, California
City of Louisville, Kentucky
Maryland Local Government Insurance Trust
Maxwell School of Government, Syracuse University
Mecklenburg County, North Carolina
Metropolitan Government of Nashville, Tennessee
University of Michigan
City of Minneapolis, Minnesota
New Jersey Schools Insurance Group
State of New Mexico
City of Newport News, Virginia
City of Norfolk, Virginia
City of Norman, Oklahoma
North Carolina State University
City of North Little Rock, Arkansas
City of North Miami Beach, Florida
National Aeronautics and Space Administration
National Highway Traffic Safety Administration
National Science Foundation
Government of The Netherlands
State of Ohio
City of Oklahoma City, Oklahoma
University of Oklahoma
Orange County, North Carolina

Palm Beach County, Florida
City of Pasadena, California
City of Pascagoula, Mississippi
Pennsylvania Association of County Commissioners
City of Pensacola, Florida
City of Petaluma, California
City of Petersburg, Virginia
Village of Pinehurst, North Carolina
Proctor & Gamble
Public Risk Management Association (PRIMA)
Public Technology, Inc. (PTI)
City of Pueblo, Colorado
City of Raleigh, North Carolina
City of St. Petersburg, Florida
City of San Diego, California
City of San Jose, California
City of Sarasota, Florida
State of South Carolina
City of Spartanburg, South Carolina
City of Spokane, Washington
University of South Carolina
City of Thornton, Colorado
City of Topeka, Kansas
City of Tucson, Arizona
City of Tulsa, Oklahoma
University of Texas at Austin
U.S. Agency for International Development
U.S. Department of Commerce
U.S. Department of Housing and Urban Development
U.S. Department of Justice
U.S. Department of Transportation
City of Vallejo, California
City of Virginia Beach, Virginia
Wake County, North Carolina
City of Winston-Salem, North Carolina
City of West Palm Beach, Florida
City of Wilmington, North Carolina
State of Wyoming

December, 2016

THE MERCER GROUP, INC. GUARANTEES

We offer ten (10) valuable guarantees with our executive search services:

1. **Client Organization:** The client is defined as the entire entity, including the governing body and all departments, divisions, sections and groups. All of our guarantees apply to the entire client organization.
2. **Two-Year Off Limits:** We will not recruit candidates from a client organization for two years after completion of a search assignment without the full agreement of the client.
3. **Placement Off Limits Forever:** We will never recruit a candidate whom we have placed in a client organization as long as he/she is employed by that organization without the full agreement of the client. Obviously such individuals are free to apply for other positions without recruitment or encouragement from us.
4. **Continue the Search:** If, for any reason, the client does not feel comfortable selecting a candidate from our original recommended group of candidates, we will continue the search until the client can make a selection. The only caveat is that we may need to charge additional out-of-pocket expenses only for this additional work.
5. **Replacement of Successful Candidate:** If the candidate we place with the client leaves the client organization for any reason (other than serious illness or death) during the **24-month period** following the date of placement with the client, we will assist in a process to replace the candidate, with payment of only our direct reimbursable expenses.
6. **Parallel Candidate Presentation:** We will not present a candidate simultaneously to more than one client. This permits our firm to represent one client organization without any conflicts of interest.
7. **Client Conflicts:** If asked, we will disclose to our clients the names of the organizations which are "Off Limits" that logically would be target organizations on the new search assignment.
8. **Deceptive/Misleading Search Techniques:** We commit to our clients and to our prospective candidates that we will not use any search techniques that may be considered as deceptive or misleading.
9. **Resume Floating:** We will not float resumes to organizations in the hopes that we can collect a fee if that individual is hired. We have no such fee for placement arrangements with any individuals.

10. **Represent Entities as Clients, Not Individuals:** We assure our clients and individuals who may become candidates that we will not collect a fee from candidates whom we may recommend for a position. We work for and represent the client employer under contract, and our professional obligations are to the client, not individual candidates, although we will treat each candidate or potential candidate professionally and respectfully.

ACCEPTANCE AND PROPOSED AGREEMENT

ACCEPTANCE OF THE MERCER GROUP, INC. PROPOSAL

This proposal dated March 31, 2017, for executive search professional services, is accepted for Utah League of Cities and Towns, by:

SIGNATURE: _____

NAME: _____
(Print or type)

TITLE: _____

DATE: _____

* * * * *

AGREEMENT FOR PROFESSIONAL SERVICES

This AGREEMENT is entered into this _____ day of April, 2017 by and between THE MERCER GROUP, INC., a Georgia corporation, and the UTAH LEAGUE OF CITIES AND TOWNS, an entity established in accordance with Utah law.

WITNESSETH:

WHEREAS, the Utah League of Cities and Towns ("ULCT") desires to retain a qualified firm to conduct an executive search for a new Executive Director; and

WHEREAS, The Mercer Group, Inc. ("Mercer") submitted a proposal to ULCT's ; and

WHEREAS, the ULCT determined that Mercer's proposal meets its needs and the ULCT desires to retain Mercer to assist in conducting the search for a new Executive Director; and

WHEREAS, Mercer desires to assist the ULCT in conducting the ULCT's search for an Executive Director;

NOW THEREFORE, in consideration of the following mutual covenants and other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged by the parties, Mercer and ULCT agree as follows:

1. Mercer agrees to provide professional services and support to the ULCT in the conduct of the ULCT's search for an Executive Director. Mercer agrees to conduct the project in accordance with the scope of services and other provisions in its Proposal to the ULCT dated March 31, 2017, and in accordance with the professional standard of care exercised by similar consulting firms in the industry.

Mercer's proposal is incorporated by reference and made a part of this Agreement.

2. The ULCT agrees to compensate Mercer for its services in the amount of Seventeen Thousand Five Hundred Dollars (\$17,500) for professional services, plus actual expenses not to exceed \$10,000 as stated in the proposal, to conduct the search. Payments to Mercer are to be made as outlined Mercer's proposal to the ULCT, upon receipt of invoices.
3. This Agreement shall be governed by the laws of the State of Utah.

4. In the event that any dispute arises between the parties, the complaining party shall promptly notify the other of the dispute in writing. The other party shall respond to the complaining party in writing within ten (10) working days of receipt of such notice, and make reasonable efforts to resolve the dispute and cure any alleged breach of the Agreement. The parties shall consider use of a mediator to assist in resolving the dispute.
5. This Agreement contains the entire agreement between the parties. Any amendments to this Agreement shall be made in writing and executed by both parties. No proposed amendment which is not in writing and executed by both parties shall affect the terms of this Agreement.
6. Both parties shall have the right, at the convenience of either party, to terminate this Agreement, after first attempting to resolve the dispute as provided in Paragraph 4, and after ten (10) days additional written notice to the other party. Should either party terminate this Agreement, Mercer shall provide to the ULCT within a reasonable time all material written information and documents related to the search, including a list of candidates who have applied for the position up to the date of termination and all application materials. Upon termination, the ULCT shall be obligated to pay Mercer only for those services already provided, plus actual expenses incurred; provided that if the ULCT extends an offer of employment to one of the candidates presented to the ULCT by Mercer, the full amount of professional fees provided for in the Agreement shall be due and payable within thirty (30) days after the offer of employment.

UTAH LEAGUE OF CITIES AND TOWNS

BY:

Name, Office:

(Type or print)

ATTEST:

ULCT Clerk/Other Official Authorized to Attest

(Above: ULCT Seal, notary acknowledgement, pre-audit certification or other execution steps required by state law)

THE MERCER GROUP, INC.

BY: _____

TITLE: _____

THE LEAGUE OF CALIFORNIA CITIES

SACRAMENTO, CALIFORNIA



invites your interest in the position of
EXECUTIVE DIRECTOR



LEAGUE OF CALIFORNIA CITIES (LCC): AN EXCEPTIONAL OPPORTUNITY



The League of California Cities (LCC) is seeking well qualified candidates with significant association or local government management experience, or other relevant experience, for the Executive Director position.

This is an exceptional opportunity to become the chief executive officer of an active, effective, progressive and respected state municipal league. The LCC Executive Search Committee and Board of Directors are seeking a results-oriented entrepreneurial leader and effective manager, with a strong appreciation for quality city government and significant experience with public policy issues and governmental decision-making processes. The next Executive Director will have an opportunity to work closely with members of the LCC Board of Directors and other leaders within the League and membership to assure continued effectiveness and success of cities and the League.

The Executive Director will lead and manage a talented and capable staff in advocating for the membership's policy goals and delivering a broad range of beneficial services to member cities.

ABOUT CALIFORNIA AND OUR CITIES

California is the most populous state (39 million), and the third largest by land area. It stretches from the Mexican border along the Pacific for nearly 900 miles, and is bordered to the east by Nevada, to the southeast by Arizona and to the north by Oregon.

California is known for its varied and breathtaking scenery—cliff-lined beaches, redwood forest, rugged mountains, Central Valley farmland and the arid Mojave Desert. The highest and lowest elevations in the continental United States—Mount Whitney and Death Valley—are both in California, 88 miles apart with a difference of 15,000 feet in elevation.

Typically about 98% of the state's 482 cities are members of the League of California Cities. The ten largest cities are Los Angeles (nation's second most populous, 4 million), San Diego (1.4 million), San Jose (1 million), Fresno (520,000), Sacramento (480,000), Long Beach (473,000), Oakland (411,000), Bakersfield (370,000) and Anaheim (351,000).

Cities are granted broad plenary powers under the California Constitution. Cities that have not adopted a charter are organized and operate under state law ("general law cities"), governed by a 5-member city council. Approximately 121 of California's 478 cities are "charter cities," including Los Angeles, San Francisco, San Jose and Sacramento. A city organized under a charter has enhanced governance and operational flexibility, including choice between the strong mayor or council-manager forms of government. Most of the member cities operate under the council-manager form (San Jose being the largest), however many of the largest cities (including Los Angeles and San Diego) operate under the strong mayor form.

California's 58 counties provide some public services throughout the county area in varying arrangements, such as law enforcement, jails, elections, vital records, property assessment and tax collection, public health, social services, libraries, flood control, fire protection, animal control, agricultural regulations and building inspections. Some



services are more focused on unincorporated areas. The 1,102 school districts are independent of counties and cities. Counties levy some taxes for public schools, and significant funding comes from the state government. There also are a number of special districts that provide some services independent of cities and counties.

If California were a country, it would be the sixth largest economy in the world and the 35th most populous. Finance, government, real estate services, technology, and professional, scientific and technical business services together comprise 58% of the state's economy. Three of the world's largest 20 firms by revenue—Chevron, Apple and McKesson—are headquartered in California. Agriculture has the highest output of any U.S. state, although it comprises only 1.5% of the state economy. There are major transportation hubs, including the Los Angeles and San Francisco International Airports, and the Ports of Los Angeles, Long Beach and Oakland.

California is home to almost 400 colleges and universities, more than any other U.S. state, including prominent public and private institutions. California also is home to more than 30 military installations.

Tourism and outdoor recreation play a major role in California's economy. The state has 27 national parks, including Yosemite National Park, and many significant historic and natural sites.

LCC AND THE EXECUTIVE DIRECTOR POSITION

The League of California Cities (<http://www.cacities.org/>) is the statewide, nonpartisan membership association of California cities, founded in 1898, with offices in Sacramento, the state capital, and 16 regional divisions with associated field staff. The LCC represents its member cities at the State Legislature, before state executive branch and regulatory agencies, in statewide ballot measure campaigns, in the courts, and on federal issues directly and through the National League of Cities (www.nlc.org); and provides a broad array of other services to cities and city officials. City officials oversee and participate actively in LCC policy development and services.

The LCC mission is to provide professional services to local governments throughout California and to advocate their common interests at the state and national levels. The LCC is dedicated to assisting California cities, and city officials and employees, in meeting the needs of their citizens and serving as responsible partners in the intergovernmental system.

The Executive Director is appointed by the 52-member Board of Directors. The LCC membership elects and appoints the Board members through the regional divisions and functional departments, the mayors of the 10 largest cities (mayors or their designees), and the Board (at-large directors). The Executive Director supervises a 71-member staff, administers a \$15 million budget, and serves as the chief executive officer responsible for the day-to-day operations and management, in accordance with goals and priorities set by the Board.

THE CANDIDATE

The LCC is seeking an innovative, resourceful and dynamic leader and effective manager, with considerable financial, public management and public speaking skills, and the highest ethical standards.

The successful Executive Director candidate must engage member cities and partner associations and be a visionary leader with a hands-on entrepreneurial approach to advocating for city interests, educating city officials, and creating and providing meaningful service programs for cities. He or she must have a demonstrated commitment to professionalism and the mission and success of the LCC and our cities of all sizes, high energy and great enthusiasm for quality city government and local control. The Executive Director must be able to assess the current federal, state and city government environment, and lead our staff in working productively with internal constituent groups, the Governor and State Legislature, the congressional delegation, state and federal agencies, other associations and other potential partners. He or she must be able and willing to work with the Board of Directors to establish priorities, refine and implement our LCC strategic plan, and enhance our working relationships with and service offerings to our membership.





The successful candidate should have a Master's degree from an accredited institution, with a minimum fifteen years of progressively higher levels of responsibility in administration of governmental or association programs and services, demonstrated supervisory and organizational development ability, and relevant experience with intergovernmental issues and advocacy, or an equivalent combination of education, skills and experience.

Desired background, qualifications, experience and characteristics:

- Demonstrated strong organization and management skills
- Politically astute and able to work in a non-partisan manner, with demonstrated sound professional judgment and thorough understanding of the appropriate respective roles of elected officials and LCC staff
- Strong public presentation and written communications skills and ability to address complex city issues clearly and persuasively, in the media and otherwise
- Able and willing to make sound, timely decisions after consideration of relevant information and alternatives, including evaluation of results of prior decisions, and adequate consultation with the Board of Directors, Executive Committee and knowledgeable staff members
- Demonstrated strong financial and budget development and management skills, with entrepreneurial aptitude
- High energy level and emotional maturity
- Demonstrated ability to work productively with and for elected or appointed governing bodies, and facilitate, mediate and assist in forging consensus
- Ability, willingness and creativity to lead active and effective LCC advocacy efforts on significant city issues, including ballot and judicial issues, based on the LCC's adopted policies, maintaining the scrupulous non-partisan role of the LCC; relevant experience with legislative lobbying and ballot measures a plus
- Ability to exercise sound professional judgment, initiative, tact and discretion in assisting the membership in developing policies, in presenting recommendations to resolve challenging issues, and bringing the membership's goals to fruition
- Ability to understand a broad range of public policy issues and look for opportunities for the LCC membership, in the interests of quality city government and local control
- Demonstrated ability to build relationships and work productively with city, state and federal elected officials and professional staff members, including the Governor's Office and legislators
- Understanding of and appreciation for the forms of local government in California, and for the tradition of home rule and local control
- Ability, willingness and creativity to work with the Board of Directors and staff to capitalize on needs and opportunities to provide beneficial city service offerings
- Willingness to embrace the challenges of overseeing a broad range of services and functions, including a general working knowledge of a variety of enterprise services such as insurance, bond financing, purchasing, and others

- Ability to emphasize to the membership the value of their state league, and willingness to encourage capable city officials to become actively involved
- Able and willing to lead and supervise a diverse group of talented staff professionals with differing viewpoints and opinions, assuring that they function collaboratively as valuable, accessible and helpful resources to city officials, with a strong culture of service, creativity and excellence
- Leadership style that delegates authority and responsibility, motivates staff, encourages employees to offer constructive input with meaningful consideration, and empowers staff members to make productive contributions to serving our membership based on clear communication of general expectations without micromanagement, but with accountability and recognition of achievements, and openness to appropriate changes to organizational structure
- Strong appreciation for the character and diversity of our cities, including geography, ethnicity, cultures, gender and other factors, with a realization that continuing changes present new opportunities and needs
- Demonstrated ability to keep elected officials and the senior management team informed about significant trends, opportunities and challenges that should be addressed
- Able and willing to keep staff members well informed about issues and priorities, to enhance their ability to serve our cities of all sizes
- Creative, flexible, lifelong learner, open to new ideas, able and willing to develop and recommend innovative but sound policies and membership services
- Strong negotiation and problem solving skills to address future opportunities, needs and challenges
- Effective interpersonal skills and willingness to reach out to the LCC membership and citizens and emphasize crucial city government issues and needs
- Ability and willingness to oversee planning for productive LCC annual conferences, training workshops and other meetings, for the benefit of the membership
- Impeccable integrity, committed to high ethical standards and transparent government operations, ability to sustain consistent compliance with legal requirements and establish a high level of credibility with citizens, city officials and LCC employees
- Able and willing to seek productivity, member service and citizen information improvements through cost effective information technology enhancements and innovation
- Commitment to maintaining productive working relationships with other associations and institutions, including influential citizen groups and business leaders, and all potential partners, to advance the interests of California cities
- Demonstrated sound personnel management experience with willingness and ability to make timely and fair personnel decisions
- Willing to commit to an appropriate number of years of service in the position
- Commitment to productive personal and staff professional development, and sound succession planning





COMPENSATION

The starting salary will be market competitive, depending on experience, education and other qualifications. Excellent benefits.

HOW TO APPLY

To apply for this outstanding opportunity, send letter of interest, resume and salary history by email to:

Ellis Hankins, Senior Vice President, The Mercer Group, Inc., Raleigh, North Carolina

Email: ellis.hankins@gmail.com

Cell voice and text: 919-349-8988

Website: www.mercergruoinc.com

The Mercer Group, Inc., a firm that provides executive search and other consulting services to local governments and other public and private sector clients nationwide, is assisting the LCC Executive Search Committee with this Executive Director search.

Receipt of applications will be acknowledged by email. If timely acknowledgement is not received, please contact Mr. Hankins.

First review of applications will begin by **September 20, 2016**, and there might not be an opportunity to consider applications submitted after that date. Following a process and timetable approved by the Committee, resumes will be screened and interviews with selected finalists are expected to be conducted in October.

The LCC is an Equal Opportunity Employer and values diversity across the work force, in order to serve our membership and the citizens of our cities well.



The Mercer Group, Inc.

Consultants To Management

League Executive Director Job Postings From Other States

To assist ULCT Board in summarizing job
qualifications and creating a
ULCT Executive Director Job Description



JOB DESCRIPTION

OUR MISSION

The Michigan Municipal League is the one clear voice for Michigan communities. Through advocacy at the state and federal level, we proactively represent municipalities to help them sustain highly livable, desirable, and unique places within the state. We create and offer our members services and events that range from traditional to cutting edge, in order to help educate and inspire them to remain focused on their passion for the area they represent.

We are a non-profit, but we act with the fervor of entrepreneurs; our people are dynamic, energetic and highly approachable, passionately and aggressively pushing change for better communities.

POSITION SUMMARY

Plans, directs, and oversees the effective management of overall operations and the advancement of the League's mission and strategic objectives. Directly and in coordination with subordinate managers, supervises staff and program performance. Works closely with the Board of Trustees to facilitate the ongoing development, implementation, and evolution of the League's overarching mission, coordinating staff and resources to advance the League's goals, achieve key objectives, and continually improve programs and services for members.

GENERAL INFORMATION

JOB CATEGORY: EXECUTIVE

JOB TITLE: Executive Director & CEO

GRADE: 5

FLSA STATUS: Exempt

REPORTING RELATIONSHIPS: Receives policy direction and broad oversight from the Board of Trustees; supervises staff directly and through subordinate managers with final authority on employment actions.

TRAVEL: This position involves travel within the state to attend meetings and events. This position also involves travel requiring overnight stay, including occasional out-of-state travel. A valid driver's license, satisfactory driving record and the ability to maintain one throughout employment are required.

WORK HOURS AND LOCATION: This position is frequently required to work beyond a normal work week to accomplish goals and is regularly required to attend meetings or events outside of normal business hours. Schedules are flexible as are work sites, including occasional work-at-home options, depending upon operational needs.

PHYSICAL DEMANDS AND WORK CONDITIONS: While performing this job, an employee is regularly in an office setting with a controlled climate. An employee in this position is regularly required to work on a computer and communicate in person and by phone for extended periods.

ESSENTIAL JOB DUTIES

An employee in this position is required to perform the following essential functions with or without reasonable accommodation. This is not intended to be an exhaustive list of duties.

1. Works collaboratively with the Board of Trustees to define, communicate, and advance the League's mission and achieve established objectives. Leads staff in the ongoing development and implementation of strategic plans, goals, policies, and procedures in support of this effort.
2. Prepares and administers budgets, tracks operational performance, prepares reports, and makes recommendations to the Board of Trustees regarding policy, finances, administrative issues, and related matters. In collaboration with legal counsel, negotiates and administers contracts.
3. Explores, develops, and recommends alternative funding sources, creative business models, partnerships, alliances, and related strategies for ensuring the sustainability of the League and its ongoing capability to provide proactive, cutting-edge programming and services.
4. Oversees the ongoing operations, programs, and services of the League, including planning and development of new programs and services, communications, and outreach strategies. Ensures quality control and evaluates the efficiency and effectiveness of existing programs and services.
5. Creates and advances a workplace culture and work ethic that aligns with the League's broader mission. Ensures proper orientation, training, and professional development programs are in place, and that the League's brand and mission is effectively translated to all staff.
6. Completes long-range succession planning and actively coaches staff through formal evaluation and informal feedback. Constructively corrects performance issues and strategically rewards and recognizes staff to promote strong motivation, job satisfaction, and continual challenge within the work environment. Implements progressive compensation, reward, and recognition programs.
7. Exercises final authority with regard to hiring, discipline, and termination.
8. Serves as primary organizational spokesperson and liaison to external groups. Proactively cultivates and promotes strong membership relationships and extensive professional contacts. Initiates and responds to media requests.
9. Leads and supports statewide and national advocacy efforts and policy initiatives.
10. Serves in a consultative role internally and with membership, providing guidance, advice and recommendations within areas of expertise. Makes formal presentations and serves as "resident expert" on a broad range of topics within span of expertise.
11. Remains abreast of the impact of technology on overall League mission, internal operations, and membership. Works collaboratively with internal staff and external experts to develop strategies to ensure the League and its membership remain on the cutting edge of technological applications.
12. Oversees and coordinates overall marketing and promotions efforts with internal staff and external experts to ensure a comprehensive and coordinated campaign for advancing our mission, programs, and services.
13. Serves as official League representative to various boards, organizations, and other groups.
14. Performs related work as assigned.

CORE COMPETENCIES

Employees are expected to continually strive to achieve these core competencies, which are central to success within this position and to the overall advancement of our culture and mission.

Leadership: The executive director & CEO is a transformational leader who acts as a catalyst for inspiring others both within the organization and outside of it. He/she effectively communicates our clear and compelling vision, and moves people to commit to our mission through his/her example and sincere passion. He/she drives others to seek their highest performance and vigorously pursue our success. The executive director & CEO leads with emotional intelligence, understanding that he/she sets the tone and has the power to deliver a resonant message. He/she is motivated first by mission, seeking to build enduring greatness for the organization. The executive director & CEO is honest and forthright, maintaining confidences and speaking of others constructively. He/she readily takes responsibility for successes and failures, and uses failure as a diagnostic exercise to improve.

Initiative/Entrepreneurial Spirit: The executive director & CEO is, and inspires others to be, a dynamic, creative, self-starter who is smart enough to have the idea, bold enough to speak it, and tenacious enough to translate it into action. The executive tackles problems head-on and seeks continuous improvement in all he/she does. He/she is an avid learner, actively pursuing professional development, training, and cutting-edge technologies.

Teamwork/Internal Communication: The executive director & CEO is, and inspires others to be, collaborative in their endeavors, making a deliberate effort at inclusion, both up and down the chains of command and across departments and functions, recognizing that diversity of perspectives is the key to true innovation. He/she is professional in his/her interactions, consistently respectful of everyone, demanding such behavior from those around him/her. He/she has extremely sophisticated emotional intelligence, managing relationships to maximize results and enlisting the power of empathy and compassion to create an invested team environment. The executive performs well under pressure and manages stressful interpersonal situations with diplomacy.

Customer Service/External Communication: The executive director & CEO is approachable and responsive to external customers, recognizing that our customers extend far beyond our membership and that every interaction is an opportunity to positively impact our image. He/she serves as a constant ambassador of the League, recognizing that personal conduct should promote a positive image of the League at all times. He/she is an expert public speaker, capable of making inspirational and persuasive formal public presentations as well as effectively communicating and promoting our message and mission in informal settings.

Judgment/Decision Making: The executive director & CEO is a strategic risk taker who effectively anticipates issues/challenges. He/she demonstrates sound judgment in following established policy, while knowing when to exercise appropriate discretion or propose change. The executive director & CEO is decisive and willing to make tough decisions, including unpopular ones. The executive director & CEO exercises complete discretion in handling confidences and confidential information.

Staff Management: The executive director & CEO creates and advances a workplace culture that we are only as strong as our team. In support of that, he/she implements progressive human resources systems and programs and proactively develops and manages staff. He/she effectively delegates and fairly distributes opportunities to succeed, continually challenging staff to stretch and grow.

CORE COMPETENCIES, continued

Adaptive/Flexibility: The executive director & CEO sees the opportunity in every challenge and continually pushes beyond the status quo to make the League better each day. He/she welcomes change and promotes the acceptance of change among others.

Results Orientation/Productivity: The executive director & CEO demonstrates their commitment to the League through reliable attendance and overall dependability, ensuring that work product is of the highest quality, delivered on time through effective delegation and use of resources.

Budget/Financial Management: The executive director & CEO is a good steward of the League's resources, searching for efficiencies and identifying opportunities to generate additional revenue. He/she adheres to financial policy and established budgets.

Strategic & Project Planning: The executive director & CEO develops long-range plans and shorter-term objectives in support of the League's broader mission, creating project plans and calendars and monitoring progress with an eye to tangible achievements.

CORE QUALIFICATIONS

These minimum and preferred qualifications and positional requirements are necessary to successfully perform the essential functions of this position. This is not intended to be an exhaustive list.

Education, Experience, & Subject Matter Expertise: The League intends that its executive director & CEO command respect as an expert within his/her professional field. Formal degrees and professional certifications may advance this objective. Therefore:

- ◆ A bachelor's degree or equivalent education is preferred.
- ◆ A master's degree and/or professional or technical certifications are preferred.
- ◆ Substantial experience in a management/leadership role is required.
- ◆ Previous experience managing others is strongly preferred.
- ◆ Advanced knowledge and expertise in association administration, policy development, advocacy and related fields are required.

Computer Skills: The executive director & CEO is responsible for ensuring that the League functions with the most cutting-edge technology available. Further, the League intends to inspire its membership to seek and apply the best technologies within municipal government. Therefore:

- ◆ Sufficient knowledge and skill in the use of standard office software is required.
- ◆ The ability to master an organization-specific membership database and specialized applications related to departmental function is required.
- ◆ Sufficient knowledge of computer systems/software to work collaboratively with internal IT staff and external experts to develop recommendations related to departmental technology needs is required.

Colorado Municipal League
Job Description
Adopted by CML Board, December 14, 2005

Position Title: Executive Director
Reports to: Executive Board

Position Summary: The Executive Director is responsible to a 19-member Executive Board for executing the policies and programs of the League in a deliberate and focused manner, supervising staff members, managing and coordinating activities, operations and member services, recommending and developing organization policies and programs and serving as a spokesperson for League policies. The Executive Director is responsible also to the Board for the fiscal control and continuing financial strength of the League, including approval of financial reports and tax reporting.

Essential Duties and Responsibilities: The essential duties of this position include, but are not limited to, the following:

Strategic Planning

- Direct and participate in the development and implementation of League goals, objectives, policies and procedures, including a continuing process of strategic planning for the Board and aligning work programs for the staff.
- Establish initiatives and conduct needs assessments to aid in developing work programs, plans and member services.

Board Management

- Prepare agendas and attend all meetings of the Executive Board, including making recommendations, providing options and managing the accomplishments of Board Committees.
- Provide recommendations for the Board to adopt practices related to Board development, including orientation of new members and continuing education and process review.
- Provide recommendations for the Board to adopt policies related to its fiduciary responsibilities, including such practices as purchasing, auditing, Board and staff ethics, investments, budgets, risk management and related policies.
- Schedule with the Executive Board and prepare for annual performance planning and performance appraisal of the Executive Director.
- Perform related work as required by the Board.

Financial Management

- Direct and participate in the preparation and administration of the annual Budget.
- Prepare and submit to the Board reports of finances and administrative activities, keeping the Board advised of financial conditions, program progress and future challenges of the League.
- Direct the filing of grants and contracts with federal and state agencies and other entities; authorize the bidding, requests for proposals or negotiations with entities desiring to contract with the League.

Advocacy

- Provide advocacy when crucial for municipal governments in Colorado on state and federal legislative matters, including building and cultivating key legislative relationships and contacts.
- Supervise the development and implementation of an overall advocacy program for member municipalities.
- Confer with municipal officials, members and staff of the Legislature and other outside organizations, affiliates or individuals having a potential interest in affairs of League concern, through frequent contact or visitation throughout the state of Colorado.

Outreach

- Direct and participate in planning, developing and conducting annual League Conventions and regional meetings for member municipalities.
- Represent the League at professional meetings as required.
- Develop and implement policies and programs to foster League membership, interest and support and active participation.

Administrative

- Lead and direct all program directors and administrative staff of the League, including hiring, discipline, performance appraisal and discharge.
- Prepare and maintain a succession plan for the strength and continuity of the CML staff.
- Direct and participate in the annual performance planning and appraisal of all staff members.
- Direct and participate in providing all staff support services.

Required Knowledge, Skills & Experience

- Knowledge of principles and practices of non-profit and public administration.
- Knowledge of federal, state and local government organization, policies and procedures.
- Experience with legislative processes and association lobbying.
- Knowledge of laws, policies, operations and functions of the major policy and program areas of interest to the League (e.g., home rule, transportation, revenue and taxation, land use, economic development).
- Knowledge of membership educational programming and conference planning.
- Knowledge of federal, state and municipal laws pertaining to ethics and professional standards, fiscal operations and risk management.
- Knowledge of contract administration.
- Ability to plan and delegate the responsibilities and authorities of subordinates, including direction and accountability, in the provision of League services.
- Ability to communicate clearly and concisely, orally and in writing.
- Experience in developing, analyzing and evaluating policy positions.
- Skill in conducting research and analyzing data.
- Skill in operating a computer and other standard office equipment and information technology.
- Skill in public and interpersonal relations.
- Ability to serve effectively as the administrative agent of the Board.
- Ability to select, supervise, train and evaluate staff and to provide for and interpret personnel policies and procedures.

Guidelines: Guidelines for the Executive Director include the League's Articles of Incorporation, By-laws, policies, plans and procedures, the Director's performance plan and applicable federal and state laws, rules and regulations. These guidelines require much

judgment, selection and interpretation in the application. The Executive Director helps to develop league guidelines.

Physical Demands and Work Environment: The Executive Director's work is typically performed in an office while seated at a desk or table. However, frequent travel throughout the state is required.

Qualifications

Upon appointment, the Executive Director should have an equivalent combination of the following education and experience:

- Ten years of experience in non-profit management and legislative advocacy, including at least 5 years experience in a supervisory or leadership role.
- A bachelor's degree in economics, political science, public or business administration or advanced degree with experience in a closely related field.
- A master's degree in one of the above related fields of study is desirable.
- A valid Colorado driver's license must be obtained and remain valid throughout the Director's tenure.



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Executive Director's Performance Plan, January 1, 2014—December 31, 2016

Adopted by CML Executive Board, November 22, 2013

General

Perform the job description's major duties and the implementation of various goals and focus areas as may be established from time to time by the Executive Board.

Strategic Management

- Work with the Board and staff to develop a strategic plan for the next five years. This encompasses goal-setting and looking at member needs.
- Conduct an ongoing needs assessment regarding valid work programs, plans, and member services. This includes but is not limited to member survey work and member site visits.
- Provide ongoing support for team management and regular meetings with staff members.
- Continue to enhance the team approach to CML organizational problem solving.
- Continue to attend supervisory and management seminars where appropriate.

Staffing and Development

- Continue to work on succession planning for the organization which includes but is not limited to future staffing needs and modifications.
- Meet regularly with staff members to review individual performance objectives and the implementation of work plans.
- Enhance municipal policy research available to the membership, which may include the establishment of a CML research department and formal partnerships with higher education.
- Enroll in appropriate executive leadership classes.

Membership Services

- Continue to visit member cities and towns, call upon current associate members, and recruit new associate members. Continue to focus on membership engagement.
- Evaluate and continue to implement new ideas around enhancing CML associate member relationships.
- Maintain lead role on federal issues.

Communications

- Keep the Board regularly aware of the Executive Director's vision and plans. Continue to focus on "the big picture" for the Board and staff.
- Continue to enhance relationships with the other statewide associations, especially with CCI, CACI, CASB, and SDA.
- Collaborate with DOLA and the other statewide local government associations on effective inter-local relations through training and workshops.
- Work to develop an on-going campaign to encourage greater civic awareness of cities and towns and the services provided at the municipal level.



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Financial and Internal Administration

- Continue the firm financial footing of CML by continuing to work with the BAM Committee, the League's auditors, and to provide regular financial reports to the Board.
- Continue to explore alternative revenue sources by focusing on programs and enterprises which generate non-dues revenue.
- Continue to attend training on non-profit financial management.



Executive Director

GENERAL STATEMENT OF DUTIES:

Serve as chief administrative officer for the League. Responsible for day-to-day coordination and supervision of all League activities and functions.

AREAS OF RESPONSIBILITY:

Provide assistance to the Board of Directors in developing League policies and programs; Keep the Board fully informed on all important developments through regular reports and personal contacts; Coordinate and direct all staff activities to ensure that the League's goals and objectives are attained; Communicate League positions on matters of public policy to state and federal legislators, the governor, agency personnel, reporters, and members of the general public; Recommend to the Board any adjustments in organization structure, revenues, personnel, equipment, or facilities needed to carry out the League's policies and programs; Maintain relationships with other associations, groups, and organizations as necessary to promote the best interests of the League; Recruit, employ, assign, promote, and release personnel within the standards and guidelines established by the Board; Provide opportunities for staff development and training as needed to maintain a high level of performance; Present annual operating budget to the Board for review and approval; Manage all funds, physical assets, and other property of the League and ensure for the proper accounting and security of these assets; Carry out such additional responsibilities as the Board may direct;

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:

Good knowledge of state and local government; good communication skills, both verbal and written; ability to work effectively with news media; knowledge of personnel management practices; skill at bargaining and negotiating in complex public policy arenas; ability and motivation to work independently and without close, day-to-day supervision; good skills in interpersonal relations and diplomacy; sound professional judgment.

ACCEPTABLE EXPERIENCE AND TRAINING:

Graduate degree in public administration, business administration, or related professional field would be preferred; 10 years of relevant experience in local or state government or association management; experience as a lobbyist; experience in journalism or mass communications; experience working directly for a board of directors as chief administrative officer; or any equivalent combination of experience and training that provides the required knowledge, skills, and abilities.



Executive Director

Position Profile

PREPARED BY

C. Michael King, SPHR

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I. EXECUTIVE SUMMARY

- Develop your career legacy as the leader of one of the most prestigious, non-profit, non-political associations in Illinois
- Make a significant contribution to Illinois legislation
- Capitalize on the opportunity to work with a well-developed, technically competent staff

For those who believe in keeping decision-making local, the Illinois Municipal League is Illinois' statewide community-focused lobbying and educational organization. To that end we commit to work every day to *Educate, Advocate, and Empower* all Illinois municipalities.

Throughout our 101-year history, we have maintained a strong track record of significant influence and credibility. We offer an opportunity to make your mark as the leader of an organization that represents over 1,100 Illinois municipalities and a fully supportive board of directors. The successful incumbent will leverage his/her strengths to produce the following results:

... your **passion** and **vision** for local governance will translate into strategic **organizational goals, objectives, structure** and **oversight**;

...your success in influencing **high-profile elected officials** will enhance IML's **credibility and success with legislative change** that is favorable to municipalities;

... your success in creating an understanding of the distinct advantages of alignment and in facilitating **alignment among membership** will ensure a committed, engaged and productive membership;

... your knowledge of **legal and regulatory concerns** will enhance IMLs ability to **work with, advise** and **educate** municipalities;

...your ability to **lead people** will serve as the foundation for **staff development** and **member engagement**.

The next Executive Director will have a track record of **building successful relationships**. They will be able to **influence individuals** and policy with ease. We are seeking a leader that has a history of progressive responsibility, experience working with **elected officials**, excellent **communication** skills, the ability to **manage change**, strong **financial acumen**, and who will ultimately move the League toward even greater accomplishments. **Ten years of experience** in an administrative or association management capacity, including a minimum of five years at a level comparable to an Assistant or Deputy Director desirable. **Master's Degree** in public administration, business administration, economics or related field highly desired.

II. THE CLIENT

Vision

The Illinois Municipal League (IML) will provide and disseminate information and research services, and do all other acts for the purpose of improving local government. To that end we commit to work every day to perform those duties and to *Educate, Advocate, and Empower* all Illinois municipalities.

Mission

For those who believe in keeping decision-making local, the Illinois Municipal League is Illinois' statewide community-focused lobbying and educational organization "whose special interest is the people" so municipalities can have a powerful resource and voice in Springfield.

Overview

Founded in 1914, the Illinois Municipal League has worked tirelessly to give local municipalities autonomy when it comes to the decision-making in Springfield. The IML brings a non-partisan, local voice into higher government. The IML's 16 knowledgeable staff members focus their efforts on legislative advocacy and member relations. The governing board is comprised of Mayors and Village presidents.

The League:

- Provides a formal voice for Illinois municipalities in matters involving common interests, particularly legislative issues.
- Promotes competence and integrity in administration of municipal government.
- Provides municipal officials knowledge and experience to best administer their duties.
- Provides direct informational mailings such as the Illinois Municipal Review monthly magazine; Statehouse Briefing published during the General Assembly session; and Legal Bulletin published bi-monthly and sent to all municipal attorneys.
- Provides publications such as the Illinois Municipal Handbook, Illinois Municipal Directory, Zoning Handbook, etc.
- Educates members via conferences, road shows, and other educational meetings.
- Provides other member services including the IML Risk Management Association, and staff resources.

Illinois Municipal League Risk Management Association

The Illinois Municipal League Risk Management Association (IMLRMA), a separate division within the IML, was established in 1981. Their focus is on controlling costs through loss prevention and training. Their dedicated team of Loss Control Specialists is available to help members identify, eliminate, and reduce their risks and exposures, thereby keeping costs down and protecting valuable employees, citizens and assets. Led by a seasoned Managing Director,

the 10 IMLRMA staff members are committed to delivering quality and timely services by working closely with municipal officials and employees throughout the process.

History

For more than a century, the Illinois Municipal League and its predecessor organizations have sought to address the concerns of municipal governments and their citizens and taxpayers. Please visit www.iml.org for a complete history of the IML.

IML's Early Years

The first inklings of what was to become the Illinois Municipal League occurred in the late 19th century. In 1906, the Illinois Mayors' Association was formed. It was in 1914 at the annual conference that the Association adopted a new constitution, along with a new name; the Illinois Municipal League. The 1920's saw the expansion of the membership and influence of the IML in Illinois Politics. In 1922, the first issue of the Illinois Municipal Review magazine was published.

The Sargent Years

1942 marked the IML finding their home in Springfield, IL. In 1943, the IML hired A.L. "Lon" Sargent as its first full-time Executive Director. Lon Sargent would go on to leave an indelible mark on the IML and would elevate the status of the IML to new heights.

In 1963, the IML began publishing the Weekly Legislative Report, what is today known as the Legislative Bulletin, to keep members informed about the legislation and activity of the General Assembly in Springfield. This year also marked the retirement of Lon Sargent, and the incoming of his son, Steven Sargent.

Steven hit the ground running as he initiated the authorization of an income tax in Illinois which led to the state of Illinois gaining new revenue and establishing the Local Government Distributive Fund, which benefitted municipalities and counties. In 1979, the IML achieved the passage of the State Mandates Act that prevented the adoption of new unfunded mandates by the General Assembly and Governor.

Current Reality

Three Executive Directors have guided the IML since 1989. In more recent years, the League has solidified its strong organizational structure through an update of by-laws, policies, and updating their brand. The League has a recommitted focus on legislation, stronger technology, and a solid reputation for member responsiveness. The IML is fiscally sound and provides an excellent working environment. The complexity of issues tackled by the municipalities continues to grow and the IML has accommodated and expanded their own resources to do so. This allows the League to continue their endeavor to Educate, Advocate, and Empower.

Departments, Programs & Services

Legal

The IML's Legal Department's core objective is to provide guidance to the League and to municipal attorneys representing its members on issues concerning municipal law. This department performs a wide variety of tasks to monitor and influence the status of municipal law in Illinois and communicate that status.

Legislative

The goal of the Legislative Program is to bring Illinois' hundreds of cities, villages, and towns together so that they can speak as one voice on legislative and policy issues being debated in Springfield. This program seeks to achieve a balance between active lobbying, policy research, and open and innovative communication with its members.

Conferences

The IML holds an annual conference to Discover, Interact, and Investigate matters pertaining municipalities and local government.

III. POSITION OVERVIEW

Reporting Relationships

Reports To: President of IML Board of Directors

Direct Reports: Deputy Director of IML and staff (current staff of 16); Managing Director of IMLRMA, who oversees a current staff of 10

Basic Function

The Executive Director plans, directs, coordinates and evaluates the overall operations and activities of the Illinois Municipal League.

Essential Functions

- Direct and participate in the development and implementation of goals, objectives, policies, and procedures
- Direct and participate in the preparation and administration of the budget; authorize all financial transactions and provide supervisory oversight for all investments
- Direct and manage staff concerning policy and administrative and operational issues; make appropriate decisions and recommendations
- Prepare and submit to the Board of Directors reports on finances and administrative activities; keep Board of Directors apprised of financial conditions, program progress, and present and future needs
- Direct and oversee human resources, purchasing, and finance staff and functions

- Develop and implement policies and programs to increase League membership, interest, support, and active participation
- Interpret, analyze, and explain policies, procedures, and programs
- Confer with city officials, members and staff of the General Assembly, and other outside organizations or individuals having an interest or potential interest in Leagues affairs
- Direct responses to inquiries and requests for information
- Represent the League in the implementation of contractual responsibilities
- Direct, manage, and supervise all matters relating to the maintenance and replacement of all League owned or leased property
- Maintain confidentiality including budgetary information, personnel & salary information, and association strategy
- Exercise tact, judgment and discretion to explain, interpret and influence internal staff regarding delicate or sensitive matters
- Ensure all external communication is aligned with association policy and programs

Knowledge, Skills, and Abilities

- Bachelor's degree from an accredited college or university with an emphasis in economics, public or business administration
- Master's degree in public administration, business administration, economics or related field highly desired
- Ten years of experience in an administrative or association management capacity, including a minimum of five years at a level comparable to an Assistant or Deputy Director desirable
- Knowledge of practices of public administrations, as well as federal, state, and local government organization and their legislative processes
- Knowledge of laws, policies, operations, and functions of the major policy and program areas of interest to the League
- Skills in human resources, finance, publications, conventions, and meeting management
- Track record of building successful relationships
- Ability to plan, assign, and direct the activities of subordinates in the provision of a wide range of League services
- Position requires a moderate level of travel

IV. SUCCESS FACTORS & OBSTACLES

Within eighteen months, the successful incumbent will be able to demonstrate the following:

- Significant strides have been made toward accomplishing IML's vision to Educate, Advocate and Empower

- The IML is recognized as the leader in proactive advocacy for municipalities
- The IML has enhanced credibility through high profile engagement with legislative leadership
- Strong open lines of communication with General Assembly are in place with collaborative efforts a norm
- The IML has several legislative action successes as a direct result of lobbying efforts
- The Executive Director has earned the respect and confidence of membership
- Member relations remain strong and timely
- IML utilizes current technology
- The staff has embraced the Executive Director and is optimally aligned toward organizational goal attainment
- IML is operating on a balanced budget

The IML Executive Director Search Team has identified the following **obstacles to success** that the incumbent may face:

- Significant work will be needed to ensure continued member alignment
- Travel time required to visit members spread over a large geographic area
- The Executive Director will have to navigate through various and sometimes opposing opinions of members of the Board of Directors and general membership
- The Executive Director will need to balance their time and commitment between IML operations and RMA oversight
- Potential resistance to change from association members and internal staff
- Illinois' significant, sustained economic downturn threatens the future financial health of the association through investments and lack of state funding
- The "State of the State"
- The potential for legislative leaders to be unwilling to work closely with the IML

V. THE OPPORTUNITY

Why would an individual pursue this opportunity?

- Develop your career legacy as the leader of one of the most prestigious, non-profit, non-political associations in Illinois
- Capitalize on the opportunity to work with a well-developed, technically competent
- Make a significant contribution to Illinois legislation
- Enjoy the satisfaction of overcoming major obstacles and challenges on the path toward keeping decision-making local
- Represent over 1,100 Illinois municipalities and a fully supportive board of directors
- Make your mark in IML's rich history that spans over 100 years
- Capitalize on the opportunity to work with a well-developed, technically competent staff

Compensation, Benefits and Relocation

The compensation package will consist of a competitive salary and a full benefit package. IML offers health, life, short term disability, long term disability, vacation, holidays, and an IML vehicle. You will also participate in the Illinois Municipal Retirement Fund (IMRF).

The Executive Director is required to maintain a residence within 30 miles of the Springfield metropolitan area. IML will assist with relocation expenses for a selected candidate who lives outside of this area.

VI. THE COMMUNITY

Overview

The Springfield Metropolitan Area is home to over 200,000 residents. As the State's capital city, Springfield represents the epicenter of Illinois politics, while maintaining a charm and sophistication that makes its residents proud to call Springfield "home."

Education

Springfield Public School District 186 boasts three high schools, seven middle schools, and twenty-two elementary schools. Springfield is also home to several charter and magnet schools which have received national and state-wide recognition for strong academic performance.

The University of Illinois, the state's flagship university, has a campus located in the heart of Springfield. In addition to the University of Illinois at Springfield, the following higher education institutions have campuses in our area: Lincoln Land Community College, Benedictine University at Springfield, Millikin University, and Illinois College.

Culture

- **Music:** The Legacy Theatre, built in 1951 and reopened in 2011, is now home to Broadway musicals and plays, live music, comedy, film, and countless other lectures and events. The Springfield Muni Opera, which plays host to some of America's most beloved musicals, is located on the shores of Lake Springfield.
- **Art:** Springfield's vibrant art scene is spearheaded by the Springfield Art Association (SAA), which was founded in 1913. The SAA hosts the School of Art, the Michael Victor II Art Library, the SAA Gallery of Art, and the Edwards Place Historic Home. The SAA also organizes community programs such as Art Outreach in local schools and community events such as the annual Fine Art Fair in September.
- **Theater and Dance:** The Springfield Theatre Centre provides a variety of entertainment each Fall, Winter, and Spring with Summer performing arts camps for children. The Springfield Ballet Academy, entertaining audiences since 1975, offers three major productions at the University of Illinois-Springfield Sangamon Auditorium each year.

- **Museums:** Springfield is home to the Abraham Lincoln Presidential Museum, a state-of-the-art facility carefully crafted and designed with precise, historical detail. Just down the street, tourists and residents alike can venture into the Abraham Lincoln Presidential Library, which is home to the world's largest collection of Lincoln-related documents, artifacts, and books, including more than 12 million items from the Illinois State Historical Library.

Recreation

- **Parks:** Dozens of scenic and family-friendly parks, including Gurgens and Centennial Parks, call Springfield home. Springfield also boasts the Adams Wildlife Sanctuary, the Eisenhower Aquatic Center, and several public golf courses, including Piper Glen Golf Club, which received a 4.5 star ranking from Golf Digest.
- **Sports:** Springfield is also home to several professional and semi-professional sports teams, including the Springfield Sliders baseball club, and the Springfield Fox, a semi-professional football team.

VII. CONTACT INFORMATION

For 26 years, we have honed our skills as a multi-industry executive search firm. We excel at finding, assessing and selecting high-performing executives in both the public and private sector.

Our firm is committed to understanding the specific human capital needs of every client and the unique talents of each candidate. We are recognized for high standards in both performance and integrity. In both 2010 and 2012 we were listed as one of the Ten Most Dependable Executive Search Firms in the Midwest by Forbes Magazine. We also were listed in Fortune Magazine as one of the Top Executive Search Firms in 2008. We are committed to professionalism and candidate confidentiality.

The position will close at 8:00 am on Monday, September 22, 2014. To be considered for this position, please send your resume and cover letter to:

C. Michael King, SPHR
workplace search group
www.workplacesearch.com
4701 East State Street
Rockford, IL 61108
E-mail: Michael@workplacesearch.com
Office: 815-961-0500





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Midyear Conference

APRIL 5-7 2017 DIXIE CENTER

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New Ways*

*Our future isn't
what it used to be!*



ACTIVITIES AT A GLANCE

Wednesday, April 5, 2017

5:30 pm – 7:30 pm **Family Fun Fair Tailgate, Ice Cream Social, and Early Registration** CONFLUENCE PARK

6:30 pm – 7:30 pm **MOBILE TOUR 1** CONFLUENCE PARK
 "Bike with Pike" Mayor's Loop bicycle ride

Thursday, April 6, 2017

7:00 am – 4:00 pm **Registration Desk Open** EXHIBIT HALL

7:00 am – 8:00 am **Continental Breakfast** EXHIBIT HALL

7:00 am – 4:00 pm **Exhibits Open** EXHIBIT HALL

Thursday Office Hours *private consulting with conference presenters*

9:00 am – 9:30 am **Brandon Smith, Rural Utah Issues** RED HILLS

9:30 am – 10:00 am **Dr. Patricia Keehley, Wayne Parker- Board Membership** RED HILLS

1:30 pm – 2:30 pm **Brent Bateman- Land Use** GREEN SPRINGS

1:30 pm – 2:30 pm **Kerri Nakamura- Budgeting** RED HILLS

2:30 pm – 3:00 pm **Auditor John Dougall** GREEN SPRINGS

3:00 pm – 3:30 pm **Albert Foster- Human Resources** RED HILLS

3:30 pm – 4:00 pm **Roger Timmerman- Fiber Connectivity** RED HILLS

3:30 pm – 4:00 pm **Dr. Steve Merrill- Team Building** RED HILLS

8:00 am – 8:50 am **CONCURRENT SESSIONS**

SESSION 1

**Your Rural Hometown:
 What do you need? How do you get it?**
*Brandon Smith, Flint Timmins,
 Jamie Wech Jaro, Don Willie*

ENTRADA A

SESSION 2

Local Government Budgeting 101
Kerri Nakamura

ENTRADA BC

SESSION 3

**Planning and Designing for Walking and
 Bicycling in Every Community- Panel Discussion**
*Tom Millar, Marc Mortensen, Zacharia Levine, Jen
 McGrath, Jordan Mathis, Stanley Smith, Dr. David
 Harding, and Bret Millburn*

SUNBROOK AB

SESSION 4

Board Membership: Know What is Expected
*Dr. Patricia Keehley, Wayne Parker,
 Roger Carter, and Diane Foster*

SUNBROOK C

9:00 am – 9:50 am **CONCURRENT SESSIONS**

SESSION 5

**Protecting Communities and
 Infrastructure from Flooding**
David Zook, Stephen Nelson, Jim Harps

ENTRADA A

SESSION 6

Transparency 101 "A Survivor's Story"
Nick Jarvis

ENTRADA BC

SESSION 7

Intentionally Protecting Your Interests
Jason Watterson, Utah Local Governments Trust

Sponsored Workshop

SUNBROOK AB

SESSION 8

The 5 Generations in the Workplace
Albert Foster

SUNBROOK C

10:15 am – 11:45 am **GENERAL SESSION** GARDEN ROOM

President's Welcome and Legislative Update

ACTIVITIES AT A GLANCE

Thursday, April 6, 2017 continued

10:15 am – 11:45 am **Partners Painting Project** EXHIBIT HALL B

11:45 am – 1:30 pm **Lunch** EXHIBIT HALL

1:20 pm – 2:40 pm **Partners**
(12:45 carpool leaves) **Dixie State Ballroom Dance Dress Rehearsal**
Meet at North Lobby near gift shop

1:30 pm – 4:00 pm **MOBILE TOUR 2**
Red Hills Garden and All Abilities Park Tour
Bus leaves from Dixie Center North Lobby (near museum) or meet on location

1:30 pm – 2:20 pm **CONCURRENT SESSIONS**

SESSION 9
Live from St. George- It's Thursday Afternoon!
Susan Wood, Chip Dawson, Tina Brown, Michael Lee
ENTRADA A

SESSION 10
Preventing Fraud
Auditor John Dougall
ENTRADA BC

SESSION 11
Land Use Issues Today and Tomorrow
Jodi Hoffman, Gary Crane, Bruce Baird
SUNBROOK AB

SESSION 12
Fiber Connected Future
Roger Timmerman
SUNBROOK C

2:40 pm – 3:30 pm **CONCURRENT SESSIONS**

SESSION 13
An Appetizing Legislative Update: Food Trucks and Alcohol
Taylor Harris, Steve Barth, Cameron Diehl
ENTRADA A

SESSION 14
Strengthening Workplace Relationships
Dr. Steve Merrill
ENTRADA BC

SESSION 15
What Hat Do You Wear? Part. II: This Time, It's Personal!
Brent Bateman
SUNBROOK AB

SESSION 16
ABCs of URS
Kory Cox
Sponsored Workshop
SUNBROOK C

3:40 pm – 4:30 pm **CONCURRENT SESSIONS**

SESSION 17
Public Drinking Water Rule Changes & The Impact of Improper Non-Public Water System Development
John Chartier
ENTRADA A

SESSION 18
Match.com Finding City—Citizen Compatability
Nicole Martin
ENTRADA BC

SESSION 19
Deep-Dive, Legislative Edition
Roger Tew, Cameron Diehl, Jodi Hoffman, Brandon Smith
SUNBROOK AB

SESSION 20
Running a Meeting Without Upsetting Too Many People
The Famous Meg Ryan
SUNBROOK C

6:00 pm – 6:45 pm **Family Style Buffet Dinner** DIXIE CENTER BALLROOM
6:45 pm – 8:00 pm **Entertainment "The 3 Painters"**

ACTIVITIES AT A GLANCE

Friday, April 7, 2017

8:00 am – 11:00 am	Registration Desk Open	EXHIBIT HALL
7:30 am – 8:30 am	Continental Breakfast	EXHIBIT HALL
7:30 am – 1:00 pm	Exhibits Open	EXHIBIT HALL
8:00 am – 9:30 am	OPMA and Then Some! <i>David Church</i>	GARDEN ROOM
8:30 am – 11:30 am (9:40 am)	MOBILE TOUR 3 AND MOVIE "PRECISION GENOMICS" <i>(Bus will leave from Dixie Center North Lobby for tour)</i>	AUDITORIUM
	GENERAL SESSION	GARDEN ROOM
10:00 am – 10:15 am	President's Message	
10:15 am – 10:45 am	Word from Our Sponsors	
10:45 am – 11:45 am	Keynote Speaker: Mayor G.T. Bynum, Tulsa, Oklahoma <i>"Shared Goals for Greater Results"</i>	
11:45 am – 12:00 pm	Time With Vendors	EXHIBIT HALL
12:00 pm – 1:00 pm	BUFFET LUNCH	EXHIBIT HALL



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2017 MIDYEAR CONFERENCE MOBILE APP

Use our **CrowdCompass** mobile app to look through the full conference agenda where you will be able to:

- Set up your own person schedule with workshops that appeal to you
- Rate the workshops you attend
- Share photos of the convention through social media
- Contact other conference attendees
- And much, much more!

Use the Conference App in a number of ways!

Mobile App Download:

- Search for **"CrowdCompass Directory"** in the Apple App store or Google Play Store and download the CrowdCompass Directory App
- Search for or scroll to find the **"ULCT Midyear Conference 2017"** event
- Log in with the email you used to register, and you're good to go!

-OR-

- Type <https://crowd.cc/s/ldbm> in web browser on your mobile device
- Click **"Download iPhone/iPad App"** to load Apple's App Store and download the app, or Click **"Download Android App"** to load the Google Play Store and download the app
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- Log in with the email you used to register, and you're good to go!

Use the App in a Web Browser:

- Just go to <https://event.crowdcompass.com/ulct-midyear-2017>
- Log in with the email you used to register, and you're good to go!

If you can't remember the email you used to register don't fret! You can set up a login with any email address you have access to, and will be able to edit your profile there. **Stop by the registration desk if you have any questions**, and enjoy the conference!



TO: ULCT Board of Directors

FROM: Susan Wood, Communications Director

DATE: March 27, 2017

SUBJECT: 2017 ULCT Midyear Conference Update

PHONE 801-328-1601
 FAX 801-531-1872
 WWW.ULCT.ORG

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Our agenda is based our evaluation of survey data in which participants rated workshops they had attended and listed their priorities. We asked them what they found most/least helpful and what they'd like to learn about at future conferences and have based our workshops and general sessions around their interests and priorities including the following workshops:

1. Rural Utah issues
Your Rural Hometown Needs
2. Budgeting
Local Government Budgeting 101
3. Human Resources
5 Generations in the Workplace
4. Land Use
What Hat Do You Wear- Brent Bateman
Legislative Land Use Issues
5. Communications
Easy Communication Strategies-Facebook Live
Finding City-Citizen Compatibility
Strengthening Workplace Relationships
6. Water
Public Drinking Water Rule Changes
Flood Prevention
7. Legislative Issues
Legislative Update- General Session
Land Use
Food Trucks and Alcohol
Deep Dive

In the ULCT conference survey, respondents repeatedly explained their frustration with workshops that sound more like an infomercial vs. an information learning opportunity. We have asked each presenter to define learning objectives for their individual sessions and have listed the



three “takeaways” attendees will benefit from. We have also limited the number of sponsor workshop only to those who come in at a very high contribution level for the League and have expressed the need to keep their presentations “informational” in nature.

Sponsored workshops include:

1. Utah Local Governments Trust- Protecting Your Interests
2. Utopia- Fiber Connected Future
3. URS- The ABCs of URS

We’ve also included a 30-minute segment called “Word from our Sponsors” inviting our key sponsors to introduce themselves to general audience as we thank them for their support of the League.

The number of workshops and presenters who are contributing to Midyear has remained consistently strong:

Number of 2017 workshops and presenters:

1. Workshops- 20
2. General Sessions-4 (Including President’s Message and Word from Our Sponsors)
3. Presenters- 45

Attendance- up from 2016 -- Overall numbers (as of March 28):

1. Registered Attendees: 439 – up from 406 in 2016
2. Exhibitor booths: 70 – up from 50 in 2016
3. Thursday dinner/entertainment: 620 -- up from 550 in 2016
(new reduced rate for children)

Mobile Tours-

1. “Bike with Pike” bicycle ride- filled
2. Red Hills Conservation Garden and Thunder Junction All Abilities Park Tour- filled
3. Precision Genomics- Documentary Screening and Lab Tour- nearly filled



Date: March 24, 2017

To: ULCT Board of Directors

From: Cameron Diehl

RE: ULCT LEGISLATIVE SUMMARY

The Utah State Legislature had a record-setting 1,272 bill requests in the 45 (ahem, 46) day legislative session. Of those, they considered 815 bills and resolutions. The legislature then passed 535 bills, which is a 66% passage rate. Team ULCT tracked 283 of the 815 considered bills and resolutions—or 35% of all considered legislation—and the legislature passed 187, or 66%, of them. Once a bill request became official legislation, the legislature was likely to enact the bill.

I) GENERAL LEGISLATIVE THEMES:

- 1) Infrastructure, infrastructure, and more infrastructure!
- 2) Tax reform: 2017 preparation for 2018 action
- 3) Transparency & accountability for all levels of government
- 4) Tension between state authority and local authority
 - a. Deference to local governments ... to an extent
 - b. Libertarian and anti-government streak
 - c. Pressure points on efficiency, uniformity, land use, performance, and “proper role of government”
- 5) Justice Reinvestment Initiative: criminal justice, public safety, homelessness, and treatment

II) KEY LEGISLATIVE QUESTIONS FOR THE 2017 INTERIM AND BEYOND

- 1) What is the proper balance between state authority/action and local authority/action?
 - a. ULCT strongly opposes the “one size fits all” approach to legislation
 - b. ULCT realizes that “just because you can, does not mean you should”
 - i. ULCT recommends that cities/towns self-evaluate
 - c. What happens when the legislature and local government disagree on a “fundamental right?”
- 2) How can local governments become more transparent, efficient, and “business-friendly” without uniformity?
- 3) How can the state and local governments collaborate and invest in necessary infrastructure and prepare for Utah’s ongoing population growth?
- 4) What are the benefits, costs, & consequences of the Justice Reinvestment Initiative (JRI)?

III) ULCT INTERNAL POLICY QUESTIONS TO CONSIDER

- 1) What is the legislative policymaking role of the ULCT Board of Directors?
- 2) What is the role and authority of the ULCT Legislative Policy Committee (bylaws update)?
- 3) What is the scope, accountability, & process of working groups? (i.e. Land Use Task Force)
- 4) What are the research and advocacy expectations of ULCT staff and members?

IV) ULCT INTERIM LEGISLATIVE TASKS (SO FAR)

- 1) Fill vacancies on task forces/boards and provide staffing support
 - a. i.e. outdoor recreation, transportation, towing, Utah Communications Authority
- 2) Justice Reinvestment Initiative/criminal justice/public safety/indigent defense/code enforcement
- 3) Land use: 2017 follow up and 2018 preparation
 - a. Group homes (federal), SB 241 (plan review), HB 232 (plain meaning, codify engineering standards), HB 253 (short term rentals), HB 408 (SITLA), impact fees (TBD)
- 4) Referendum re-codification
- 5) Tax reform
 - a. Property tax truth in taxation, online sales tax, income tax
- 6) Department of Environmental Quality fees (waste [HB 115], storm water, nutrient regulations)

