PHASE 1

MOAB CITY
RAP TAX GUIDE:
COMMITTEE STRUCTURE & SELECTION

A BYU Grantwell Project

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Mr. Ben Billingsley
Finance Director
City of Moab
217 E. Center Street
Moab, UT 84532

Dear Mr. Billingsley,

We are pleased to submit the enclosed proposal which details a thorough framework for organizing and managing Moab city's new RAP tax committee and associated grant program. In preparing these recommendations, we consulted with city officials from Spanish Fork, Santaquin, Ephraim, and West Valley City to discuss how they have structured their own RAP tax committees and programs. Recognizing that every city is unique, we fully expect and intend that you will adjust these recommendations to best suit the needs and priorities of Moab.

Included in the proposal are the following:

- A step-by-step process for organizing and managing the RAP tax committee
- Recommendations for administration of the grant application process including the following:
  - A grant application
  - Suggestions for preparing formal guidelines to share with potential applicants
  - A grantee compliance report

We recommend that you and your team review this proposal in full and determine the details that require the input and decision-making of Moab city and the RAP tax committee. Additionally, we invite you to reach out with any questions, concerns, or needed clarifications.

Respectfully,

Elisabeth Allred

Student Project Officer

Grantwell

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STEP-BY-STEP PROCESS

STEP 1: RECRUIT COMMITTEE MEMBERS

Members should be chosen as representative voices who can individually speak to arts, parks, and recreation interests. Naturally, some positions will be occupied by Moab city employees, but every city we have researched has ensured a presence of non-government citizens. The goal of these guidelines is to ensure that the right voices are present to make decisions about which type of projects will receive priority status for funding and which project types reflect the interests of the overall community.

Some or all applicants will be hand-picked by the city council, but we recommend opening committee member applications to the public. (An example committee member application can be found in *Appendix 1*.) This can be marketed by announcements at meetings, online posts, and public emails.

The city council and mayor will appoint all members of the RAP tax committee.

STEP 2: ORGANIZE COMMITTEE

As Moab city organizes its RAP tax committee, we recommend the following as it relates to structure, roles, and term-lengths.

COMMITTEE STRUCTURE

The committee should be a body of 7-9 individuals consisting of both voting and non-voting members. *Figure 1* and *Figure 2* illustrate two common options for task organization.

Figure 1 illustrates a committee structure with co-chairs. These roles are often found in RAP tax committees of cities with a strong arts and recreation presence like Moab (see Spanish Fork and Summit County). Cities of this nature are more likely to have citizens who are already very involved in one of those fields and could constructively fill the role of a co-chair.

Figure 2 illustrates a committee structure with a city council member. This role is common in RAP tax committees of cities similar in size to Moab.

We recommend Moab tailor the structure of its committee to its needs and available volunteer resources. Moab may find it beneficial to do a mixture of both committee structures.

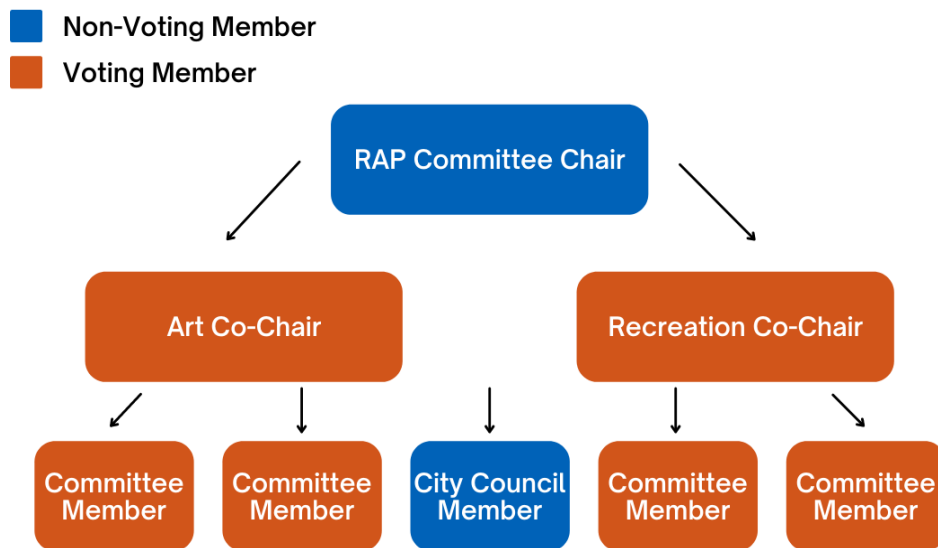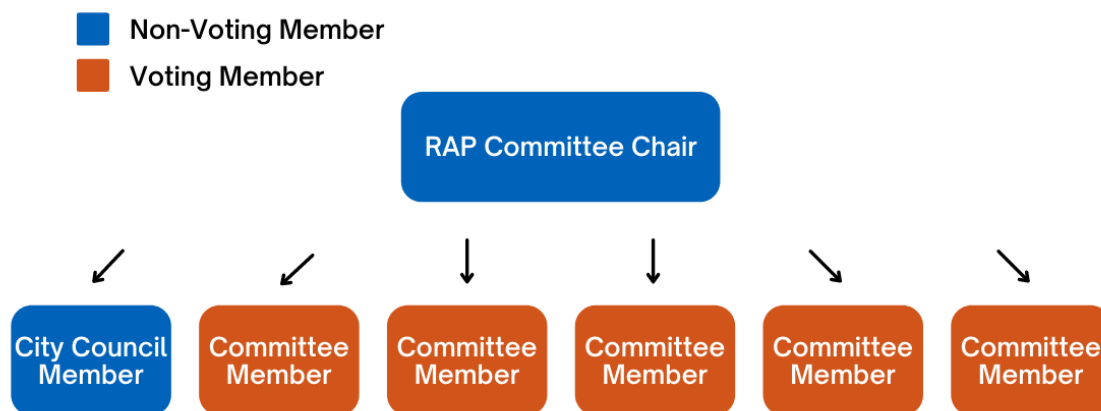*Figure 1: RAP Tax Committee Organizational Chart Option #1.*

Figure 2: RAP Tax Committee Organizational Chart Option #2.

ROLES

RAP Committee Chair:

We recommend that the Moab city director of arts and recreation serve as committee chair of the RAP tax committee. This position has the responsibility of preparing meeting agendas, conducting the meeting, and mediating discussion during the review and voting process. This is a **non-voting position** on the committee. In addition, they will act as a liaison for the RAP tax committee with the city council by reporting on all grant and project recommendations that the committee reviewed in the most recent meeting.

Committee Co-Chairs (Option #1):

Two co-chair positions may be created, one over art and the other over parks and recreation. These positions can be determined by the city council or appointed by the committee chair. Each will have the responsibility of evaluating applications from their respective fields as they are submitted. They will prepare applications for review in preparation for each committee meeting. The idea behind this structure is mainly to specialize and divide the workload and responsibility. Where individual needs require, changes and adaptations are encouraged with regards to further responsibilities for co-chair positions. The RAP committee co-chair positions are traditionally **voting positions** within the committee and are there to play an administrative and organizational role (see Spanish Fork and Summit County resource pages for further information).

City Council Member:

This position falls is a **non-voting position**.

The city council members role on the RAP tax committee is simply advisory. The city council member is an added resource to the committee and should communicate the vision of the elected officials in a broader city-wide scale as the RAP tax committee make decisions (Spanish Fork). The city council member can also speak to the political feasibility of project proposals (Ephraim).

Other Committee Members:
All remaining committee members above that are not specified are **voting positions**. Their responsibility is to review and discuss all grant applications while considering the art and recreation needs of the community. If additional tasks or responsibilities, new committee positions can be created.

TERM LENGTHS

We recommend that all positions on the committee have staggered term lengths to provide continuity for the committee (e.g., two-year terms and three-year terms).

STEP 3: CONDUCT COMMITTEE ORIENTATION MEETING

Having an initial committee orientation has a positive impact on the success of the committee. The goals of the orientation meeting are the following:

1. Get to know each other
2. Inform members of their roles and responsibilities
3. Establish Norms and Expectations
   - The committee members have no delegated authority and serve in their positions as advisors. Instead of seeing themselves as decision makers, committee members can make a significant difference by being the eyes and ears of the city council.
4. Convey that the committee is well-run and professional
   - The committee requires some level of time, attention, and resources to function. If they are not able to work well as a team, they could have a negative impact on the public by revealing their differences of opinion.
5. Share vision for the future
6. Express enthusiasm and appreciation

STEP 4: DISTRIBUTE GRANT APPLICATIONS

As Moab city prepares to distribute its RAP tax grant applications, we recommend Moab consider the following: (1) how Moab will advertise the opportunity to apply for the grant, (2) how the grants will be administered, and (3) what guidelines Moab can provide the grant applicants.

ADVERTISEMENT OF GRANT FUNDING

The grant application will need to be publicized so relevant parties can be informed about the opportunity. The first step will be to create a page on the Moab website that contains details on the grant and an easy-to-find link to the online version of the application form. If applicable, a public location should be established where applicants can pick up the form. With this completed, you can take several steps to inform people about the grant, including the following:

- Create a flyer that contains information about the grant, a link to the grant's web page, and if applicable, the address of the location where the physical forms are kept. Post this flyer around Moab city offices, public billboards, and other appropriate locations.
- Include a short blurb about the grant in Moab newsletters, encouraging people to apply and reach out to others they know who may be interested.
- Reach out directly to leaders of local art and culture organizations, encouraging them to apply and spread the word.

GRANT APPLICATION ADMINISTRATION

The process of distributing the grant application form and storing the completed applications can be simple and lean, or more robust, depending on the council's needs. The following are two options for carrying out this process, along with the pros and cons of each.

Option 1: Individual Forms

Format: online Word document, paper forms

This process will involve creating two application submission methods. The first will be an application in Word that can be downloaded from the city website, filled out, and emailed to the committee; the second will be the same application but printed out and kept at a public location, where they can be picked up and dropped off by applicants. During the council's first meeting, someone will need to be selected to process all applications as they come in. This volunteer will need to find a place where physical forms can be picked up by applicants and dropped off after completion. As physical forms are submitted, they will be both scanned and saved to a computer folder and filed physically; as digital forms are submitted, they will be saved to the same digital folder as the scans, so that all applications are in the same place. When the time comes for the

council to discuss applications, they can all be given access to the digital folder, and if desired, the applications can be printed so that the council members can have a stack of all applications to read and process during deliberations.

Pros:
- The initial set-up is simple.
- Tangible forms are helpful for discussion.
- Applicants don't need to use the internet at any point if they so choose.

Cons:
- Information cannot be placed into a central database (see *Option 2* below), which prohibits higher-level analysis, visualizations, easy access to specific data, etc.
- Handling individual forms becomes increasingly cumbersome if the total number of applicants exceeds a few dozen.
- Information can easily be lost by way of lost/damaged applications, illegible handwriting, overlooked emails, etc.
- Each application will require effort by an employee as it's added to the collection.

Option 2: Online Form

Format: ZoomGrants, FluidReview, or a similar system

An online form, whose link will be easily located on the website, will be filled out by each applicant. This form will be similar in structure to a survey, and the questions will be essentially identical to the questions that the individual forms would have. Each applicant will submit their answers to the questions, which will then be stored in an online central database. This database can be downloaded at any time, and city officials can perform data analytics on the database to quickly glean useful information. The council can have joint access to the account through which the applications are administered, and if desired, during the first meeting, one council member can be selected to oversee the administration of the applications. After the application deadline closes, the application database will be saved to a secure folder. When the time comes to review the applicants, council members will work with a shared database, perhaps visualized as a spreadsheet, instead of individual forms.

Pros:
- Maintenance is minimal once initial set-up is complete.
- The possibility of lost information is very low.
- Data analytics can be used to isolate and rank promising applications.

Cons:
- It requires the use of an online system, some of which cost money, and all of which require a tech-savvy employee to manage it.

- It doesn't permit physical applications and doesn't easily lend itself to printouts that can be used for discussion purposes.
- Many of the benefits aren't impactful when applications are few.

Of note, other comparable programs in size and scope typically receive 10 – 25 applications annually.

GUIDELINES FOR GRANT APPLICANTS

We recommend that you establish formalized guidelines to share with potential applicants that visit your website to help them know whether their organization and project qualify for funding, what the application process entails, and what they will be required to undertake if they receive funding. The following are topics that we recommend you consider when developing these guidelines.

❑ The purpose and mission of Moab city in offering grants

❑ Eligibility Requirements:
- Do applicants need to have 501(c)(3) status?
   - Applicants are required to have a 501(c)(3) status to qualify for a grant. If an applicant (such as a local artist) does not have such status, they are then recommended to partner with an organization that does.
- Parameters for types of qualified organizations – art creation, art presentation, recreation facilities and capital projects, recreation programs, and within Moab city limits
- Declaration that the location of project takes place within Moab city limits
- Do organizations need to match funds granted?
- Define parameters for project timeline (i.e., Should the project be completed within the Moab city fiscal year or a calendar year?)

❑ Application Process
- Contact information for a point person, should applicants have questions along the way
- Link to the application
- Application submission deadline
- How application is to be submitted (i.e., "have a hard copy mailed with a post date of _____ to address _____ "or "email PDF with cover letter and other attachments to _____")
- Required components of a complete application. Could include cover letter, completed application form, completed budget form, 501(c)(3) letter, board of directors, any supporting documents for project, etc.
- Specifications on margins, font size, and character count for each question (–so submissions are as consistent as possible and easier to read)

- ❑ Contractual obligations for grant recipients
- • Project evaluation requirements. Could include link to evaluation form, any acknowledgement requirements (i.e., recognition of Moab city funding on project materials or recipient's website, etc.), participation in a contract meeting, meeting ADA requirements, etc.

- ❑ Notification Process
- • Timeline for application review process
- • Expected date for notification of funding decisions

STEP 5: REVIEW GRANT APPLICATIONS

Prior to the application review meeting, the committee chair and/or staff will gather applications and eliminate all projects which do not meet the minimum criteria. They will then prepare the needed printouts/digital documents for each committee member to review all eligible projects. We recommend names on applications be blacked out in preparation for committee members to review applications in an effort to enhance neutrality and fairness.

Depending on the chosen criteria and ranking system, the actual application review meeting will look quite different. However, the process should contain these steps:

1. As a group, council members will review each individual application to generate a score for each criterion.
2. Compare the different criteria scores for each applicant based on how important the criteria are to generate a general score for each applicant.
3. Once all applications have been reviewed, council members will approve applications based on their score, adding the grant costs to a running total.
4. Once the running total approaches the maximum available grant funds, council members will have the opportunity to deliberate and make judgements that may vary from the general scores.
5. Once a majority vote is reached on the final approved grant list, the list will be saved to the folder that contains the application information (see *Step 3*).

For more information, read "BYU Grantwell RAP Tax Report Phase 2."

STEP 6: SELECT GRANTEES

We recommend the RAP tax committee chair be responsible for the following four actions once the grantees have been selected. Although responsible for these actions, the RAP tax committee chair may delegate as they see fit. All communications should represent the committee as a united front.

1. Present final recommendation(s) to Moab City Council for approval.
2. Send letter(s) to grantee(s) about grant application approval.
3. Highlight grantee project(s) on Moab city website for public viewing.
4. Provide feedback and explanation to applicants not chosen as to why the applicant's project did not receive funding.

For more information, read "BYU Grantwell RAP Tax Report Phase 2."

STEP 7: TRANSFER FUNDS TO GRANTEES

When the final grantees have been selected, each grantee should be promptly notified, and the funds should be transferred within a week. While many tools exist that can transfer funds digitally, mailing a physical check will likely be the easiest course of action. To accomplish this, an assigned Moab city employee should send an envelope containing the grant funds, along with a form letter acknowledging their approval, to each approved grantee.

Grants above a certain cost threshold may be divided into separate payments to the grantee. In *Step 8* we describe the usefulness of a compliance report. For projects with a large funding requirement, the city should consider withholding some funds until compliance is demonstrated.

The city attorney should be consulted for the preparation of a written acceptance form, which will outline any requirements placed on the grantee, and which the grantee must sign and return, before any funds are dispersed.

STEP 8: COORDINATE COMMITTEE MEETINGS AND INFORMAL COMMUNICATIONS

We recommend the Moab city RAP tax committee do the following.

HOLD ANNUAL MEETING

We recommend that the RAP tax committee meet once per year, coordinated with the period when budget decisions are made for the arts and recreation department. This meeting will be an annual review of newly collected applications (See *Step 5)*.

We believe that holding only one formal meeting per year will emphasize the advisory nature of the committee. Involving committee members beyond this by including them with the actual processes and follow-through may inflate their role beyond what is helpful and/or require more from them than is desirable.

CONSIDER POSSIBLE MID-YEAR MEETING

Although our recommendation is for one annual meeting, Moab may want to consider a mid-year meeting as well. Holding just the annual meeting is the model set by Spanish Fork. Its purpose is to reduce the burden placed on committee members. Other cities we consulted (e.g., Santaquin) hold an additional mid-year meeting as well.

A mid-year meeting could be held at the half-year mark to track completion of grant projects. This second meeting could give committee members the chance to be educated as to whether their previously recommended projects have been successful. However, we believe that this follow-up could be completed with nearly as much effectiveness if updates are sent out over email (see below) as paid city employees ensure that grantees are complying with the agreed upon terms.

The goal should be for most RAP tax funds to be allocated with the assistance of the RAP tax committee, but ultimately RAP tax funds are a tool of the city council—they hold the ultimate authority for their use.

SEND INFORMAL COMMUNICATIONS VIA EMAIL

The committee could do the following via email: (1) communicate changes and provide updates and (2) solicit possible project proposals, as follows:

Communicate Changes and Provide Updates

The committee chair may inform the committee members of changes or updates to allocation of RAP funds. If the city council decides to use funds for a specific project outside of committee recommendations or review, the committee chair may inform committee members via email of

the decision. (Ideally, the city council would seek input from committee members for such decisions, although committee members will not be obligated to provide comments outside of their yearly advisory/recommendation meeting.) Further, as projects are completed, committee members could be involved in potential media campaigns or simply updated with pictures or encouragement to get out and see the results of the project.

Solicit Possible Project Proposals
Throughout the year, committee members can magnify their role by recommending specific project proposals to be organized. They can also ensure robust community involvement by spreading the word about grant applications to their respective spheres of influence.

MAKE MEETINGS AVAILABLE TO THE PUBLIC

Plans must be made before the first formal review meeting for all RAP tax committee meetings to be made publicly available. This will be at the discretion of the Moab city recorder if this position currently exists within the city. Two options would be to post either (1) the meeting minutes or (2) a recording of the meeting online. We recommend Moab city seek legal counsel from a city attorney if there is not a current practice for making similar council-committee meeting information public.

REVIEW GRANT APPLICATIONS

This process will occur every year under the leadership of the RAP committee chair. RAP funds can be tied into the overall parks and recreation budget. The yearly cycle of receiving and reviewing applications could be coordinated with the overall budgetary procedures and timelines of the parks and recreation department. Please see *Step 5* for more detailed information on application review procedures.

OVERSEE USAGE OF GRANTS

The committee members' role in formal meetings could be usefully isolated to reviewing applications, discussing project-type priorities, and making recommendations to the city council.

Under the supervision of the committee chair, grantees may be informed that they are required to fill out a compliance report. As the deadlines for applications are consistent year to year, deadlines for compliance reports may also be a calendar event. As discussed in *Step 7*, compliance reports ought to be required from every grantee. However, for grantees who require significant funding, the compliance report may be a necessary step to receiving their full allocation.

This process emphasizes the usefulness of designating the committee chair as the director of arts and recreation. The director can utilize members of their staff in carrying out this compliance process. Additionally, compliance reports and allocations of funds can be compiled and

presented to the city council during regularly scheduled budget hearings in connection to the parks and recreation budget.

APPENDICES

APPENDIX 1.2.1. COMMITTEE MEMBER APPLICATION FORM

File Name: "1.2.1. RAP Tax Committee Member Application Form"

APPENDIX 1.2.2. COMMITTEE MEETING SAMPLE AGENDA

File Name: "1.2.2. RAP Tax Committee Sample Meeting Agenda"

APPENDIX 1.2.3. GRANT APPLICATION FORM

File Name: "2.6.4. RAP Tax Funding Application Form"

APPENDIX 1.2.4. PROJECT BUDGET TEMPLATE FOR APPLICANTS

File Name: "1.2.4. RAP Tax Project Budget Template for Applicants"

APPENDIX 1.2.5. GRANTEE COMPLIANCE REPORT

File Name: "1.2.5. RAP Tax Grantee Compliance Report"

RESOURCES

Below are links to RAP tax committees in cities with comparable population to Moab City:
Ephraim
Kanab
Nephi
Santa Clara

Examples of RAP tax committees in larger cities and counties:
Heber
Logan
Provo
Santaquin
Spanish Fork
Summit County
Wasatch County
Washington County