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**MINUTES OF THE CENTRAL WASATCH COMMISSION (“CWC”)  
BUDGET/FINANCE/AUDIT COMMITTEE MEETING HELD FRIDAY, FEBRUARY 19,  
2021 AT 11:00 A.M. VIA ZOOM**

**Present:** Chair Jeff Silvestrini, Mayor Harris Sondak, Robert Sampson, Steve Van Maren, Pat Shea

**CWC Staff:** Executive Director Ralph Becker, Deputy Director Blake Perez, Communications Director Lindsey Nielsen, Office Administrator Manager Kaye Mickelson

• **OPENING**

**1. Mayor Jeff Silvestrini, as Chair of the Budget/Finance/Audit Committee will Call the Meeting to Order.**

Chair Jeff Silvestrini called the meeting to order at approximately 11:03 a.m.

**2. Mayor Silvestrini will Read the Letter of Determination.**

The Legislature, pursuant to Section 52-4-207(4), required the Committee to make a determination, which was as follows:

‘I, as the Chair of the Budget/Finance/Audit Committee hereby determine that conducting council meetings at any time during the next 30 days at an anchor location presents a substantial risk to the health and safety of those who may be present at the anchor location. The World Health Organization, the President of the United States, the Governor of Utah, the Salt Lake County Mayor, and the Health Department have all recognized that a global pandemic exists related to the new strain of the Coronavirus, SARS-CoV-2. Due to the state of emergency caused by the global pandemic, I find that conducting a meeting at an anchor location under the current state of public health emergency constitutes a substantial risk to the health and safety of those who may be present at the location. According to the information and from State epidemiology experts, Utah is currently in an acceleration phase, which has the potential to overwhelm the State’s health care system.’

1 • **BUDGET BUILDING TIME FRAME/VALUES/ASSUMPTIONS/SCENARIOS**

2  
3 **1. Committee Discussion on Framework for Creating 2021-2022 Fiscal Year Budget.**

4  
5 Chair Silvestrini reported that the Budget/Finance/Audit Committee Meeting will focus on the  
6 Budget Building Time Frame. Central Wasatch Commission (“CWC”) staff worked on a number  
7 of value assessments, assumptions, and scenarios that were to be outlined and discussed. CWC  
8 Deputy Director, Blake Perez informed the Committee that the budget needs to be approved by  
9 June 22, 2021, and will be voted on at the June 2021 CWC Board Meeting. During the May 2021  
10 CWC Board Meeting, a tentative budget would be presented. It would then be introduced to the  
11 public to obtain feedback.

12  
13 Staff drafted several value assessments, assumptions, and scenarios for the Budget/Finance/Audit  
14 Committee to use as a guideline as the budget was formulated. Chair Silvestrini outlined the  
15 drafted value assessments, which state:

- 16
- 17 • We value CWC jurisdiction members and their ongoing contribution of financial and time
  - 18 commitments;
  - 19 • We value and recognize we must be efficient and productive with resources provided even
  - 20 as our members are within their individual jurisdictions;
  - 21 • We value our employees and interns and strive to provide market-based compensation and
  - 22 benefits packages;
  - 23 • We value working closely with individual Board Members on the Budget/Finance/Audit
  - 24 Committee and acknowledge their expertise;
  - 25 • We value the mission of the CWC to solve issues and protect the Central Wasatch today
  - 26 and in the future; and
  - 27 • We value savings that occurred to the CWC budget over the past two years: attorney fees,
  - 28 government relations, and others.
- 29

30 Chair Silvestrini noted that the global pandemic created fiscal concerns related to member  
31 contributions. As a result, compensation increases were put on hold. However, Chair Silvestrini  
32 felt it was important to revisit the issue, as all Staff Members were extremely valuable. He  
33 discussed the statement related to savings. Chair Silvestrini reported that the CWC had not been  
34 paying lobbyists to advance legislation. That could change if the draft legislation moved forward.

35  
36 Mayor Harris Sondak felt that the fifth value assessment was missing something. He also believed  
37 that the sixth value assessment should be more general and suggested that it state “We value fiscal  
38 responsibility.” Chair Silvestrini suggested that the sixth value assessment state, “We value fiscal  
39 responsibility and recognize the savings that we were able to achieve.” Mr. Perez made the  
40 proposed suggestions to the value assessment statements.

41  
42 CWC Communications Director, Lindsey Nielsen read from the CWC mission statement:

- 43
- 44 • The preservation of the Central Wasatch through canyon transportation solutions,
  - 45 concentrated development, environmental and recreational stewardship.
- 46

1 Mayor Sondak noted that the value assessment could read “We value the mission of the CWC to  
2 preserve the Central Wasatch through all of the tenants of the Mountain Accord.”

3  
4 Chair Silvestrini outlined the drafted assumptions. The first offered two possibilities:

- 5
- 6 • Stabilize and continue discounted membership contribution for 2021-2022 (10% discount);
- 7 and
- 8 • Return to 100% member contribution for 2021-2022.
- 9

10 Chair Silvestrini wondered if the Budget/Finance/Audit Committee wanted to return to 100%  
11 member contributions. He noted that many of the member jurisdictions had not suffered the  
12 anticipated decline in revenue due to the pandemic. Chair Silvestrini pointed out that revenue may  
13 vary among the communities, especially in areas such as Alta, Brighton, and Park City. Mayor  
14 Sondak reported that Mayor Dan Knopp had not accepted the 10% discount in Brighton. He also  
15 noted that by April or May he would have a better idea of what the revenue will look like in the  
16 Town of Alta for the months of December, January, and February. Mayor Sondak expressed  
17 concern about not returning to 100% of the member contributions. He felt that the 90% reduction  
18 was a one-time emergency measure. Asking for 90% in the future may create a new status quo in  
19 terms of member contributions.

20  
21 Mayor Sondak asked how much money was used from reserves that year. Mr. Perez reported that  
22 \$140,000 was used. Mayor Sondak noted that the full member contributions would make up  
23 approximately \$35,000 of that. Chair Silvestrini reported that there was still a bit of a surplus.  
24 The policy was to have 100% reserves. CWC Executive Director, Ralph Becker noted that there  
25 was an appropriation request into the Legislature. Staff would know by the end of March 2021 if  
26 that was approved. That decision may factor into the budget as well. Mayor Sondak wondered  
27 how much is currently in the reserve. Mr. Perez reported that by the end of the fiscal year, there  
28 will be approximately \$200,000 in excess of the stated policy.

29  
30 Chair Silvestrini mentioned previous issues with Sandy City and their member contribution. He  
31 expected that there may be some issues with Salt Lake County this year as well. There were a  
32 number of new Council Members and one expressed doubt about funding the CWC. Chair  
33 Silvestrini discussed the CWC with that person and hoped he had changed their mind. However,  
34 he noted that there will likely be work to do in the future. Chair Silvestrini believed it would be  
35 beneficial to make another presentation to the Sandy City Council and speak to Council Members.  
36 He felt it would be useful to make a similar presentation to the Salt Lake County Council.

37  
38 Chair Silvestrini reported that he spoke to staff about whether to approach Mayor Troy Walker  
39 from Draper City to see if they may be interested in coming back to the CWC in some way. He  
40 felt there was work to do in terms of education. Chair Silvestrini asked Robert Sampson if Jim  
41 Bradley would be willing to speak to Salt Lake County Council Members. Mr. Sampson believed  
42 he would be. Mr. Bradley recognized that there could be challenges moving forward. There was  
43 discussion regarding New Council Members and associated changes.

44  
45 Mayor Sondak reported that a conversation he had with the Salt Lake County Mayor’s Office led  
46 him to wonder whether the County Council would make a different decision regarding the

1 recreation area contribution to the Unified Fire Authority (“UFA”). If that were to happen, it could  
2 impact the Brighton and Alta budgets. Chair Silvestrini agreed that there could be budgetary  
3 impacts.

4  
5 Chair Silvestrini discussed another drafted assumption, which stated:

- 6  
7 • Staffing changes are dependent upon scenarios: redistribute current salaries.

8  
9 He explained that the discussion on that item was whether CWC Office Administrator, Kaye  
10 Mickelson would move to a part-time position. That move may allow for redistribution of salaries  
11 to provide increases for other staff members. Chair Silvestrini noted that there would need to be  
12 further discussions related to that assumption. Another assumption stated:

- 13  
14 • Lease agreement: reach a settlement agreement to close the office and continue remote  
15 work.

16  
17 Chair Silvestrini reported that the pandemic normalized working remotely. There was a question  
18 about the value of remote work to the organization. However, there was a legal commitment in  
19 place that may or may not be able to be modified. Mayor Sondak wondered how long the lease  
20 was. Chair Silvestrini explained that it was originally a 5-year lease and the CWC was about  
21 halfway through. Mr. Becker noted that there had been discussions but they were not well  
22 received. The Commission decided to wait for at least one year and then reevaluate. Chair  
23 Silvestrini pointed out that there was an option to find a subtenant.

24  
25 Scenarios for the potential budget were reviewed. Chair Silvestrini reported that certain decisions  
26 in the future could impact the budget. For instance, if the draft legislation was advanced, the  
27 budget may need to consider lobbyists in D.C. as well as potential travel expenses. He commented  
28 that there are many unknowns to keep in mind. Chair Silvestrini commented that not immediately  
29 identifying specific projects in the budget would allow for added flexibility. Mr. Becker stated  
30 that the remaining scenarios would be discussed further at a subsequent meeting.

31  
32 Chair Silvestrini shared a breakdown of the member contributions. The chart showed what each  
33 of the contributions was. It also included projected contributions with and without the 10%  
34 reduction. If 100% of the member contributions were paid, the final amount would be  
35 approximately \$705,000. Otherwise, the total would be approximately \$668,500. Chair Silvestrini  
36 was prepared to recommend that the member contributions return to 100% moving forward.

37  
38 Mr. Becker discussed the idea of a member contribution formula. He reported that the creation of  
39 a formula had not been successful in the past. Staff was currently putting together a narrative that  
40 described the value proposition of the CWC. It would include the value proposition of the CWC  
41 as a whole as well as a value proposition specific to each jurisdiction. Chair Silvestrini commented  
42 that different jurisdictions have different reasons for wanting to preserve the canyons. For  
43 example, Salt Lake City has a water-related interest. Chair Silvestrini felt it would be beneficial  
44 to create a value proposition matrix to outline the various benefits. Mayor Sondak agreed.

1 Sandy City Council had asked about the formula for the member contribution. Chair Silvestrini  
2 noted that there was not an exact formulation. It was roughly proportional to the population but  
3 there were other factors to consider as well. Mayor Sondak felt it would be interesting to see a  
4 breakdown of each population and their member contribution. Chair Silvestrini reported that Salt  
5 Lake City has a population of approximately 200,000 people, Millcreek has a population of  
6 approximately 60,000, Cottonwood Heights has a population of approximately 35,000, and Sandy  
7 City has a population of approximately 95,000. He noted that there was a relative proportionality  
8 in terms of the member contributions. Millcreek has a population that is larger than Cottonwood  
9 Heights but not as large as Sandy City. As a result, the member contribution for Millcreek fell  
10 between Cottonwood Heights and Sandy City. Chair Silvestrini clarified that the member  
11 contribution was a combination of both population and the overall value proposition.  
12

13 Ms. Mickelson wondered if it would be beneficial to create a tentative budget that includes the  
14 90% member contribution as well as one with 100% member contribution. Chair Silvestrini  
15 commented that they may ultimately need to create both. However, he would rather build the  
16 budget on the assumption that 100% of the member contributions would be received. Chair  
17 Silvestrini wondered if the member contribution percentage should be discussed at the March 1,  
18 2021 CWC Board Meeting. Ms. Mickelson reported that the March 1, 2021, CWC Board Meeting  
19 would be dedicated to the Board Education Session for the Mountain Transportation System  
20 (“MTS”). She suggested waiting until the April 5, 2021, CWC Board Meeting.  
21

22 The date for the April 2021 Budget/Finance/Audit Committee Meeting was discussed. The  
23 Committee Members set the meeting for April 15, 2021, at 11:00 a.m. The meeting would be  
24 scheduled for 90 minutes. Mr. Sampson believed Mr. Bradley would be able to attend at that time.  
25 Mr. Perez sent an invitation to members of the Budget/Finance/Audit Committee.  
26

27 • **ADJOURNMENT**  
28

29 The Central Wasatch Commission Budget/Finance Committee Meeting adjourned at  
30 approximately 11:53 a.m.

1 *I hereby certify that the foregoing represents a true, accurate, and complete record of the Central*  
2 *Wasatch Commission Budget/Finance/Audit Committee Meeting held Friday, February 19, 2021.*  
3

4 *Teri Forbes*

5 Teri Forbes

6 T Forbes Group

7 Minutes Secretary

8

9 Minutes Approved: \_\_\_\_\_