



July 1, 2025

Attn: San Juan County Commission
117 South Main Street
Monticello, UT 84535

Dear San Juan County Commission:

The National Association of Counties Research Foundation (the “Foundation”) has approved a grant in the amount of \$50,000 (the “Grant”) to San Juan County, Utah (the “Grantee”) to support the county’s capacity for the implementation and integration of data and evidence-based policies to advance equitable economic mobility, as described in more detail in the attached Exhibit A (the “Project”). The Grant is subject to the terms and conditions of this grant agreement (this “Agreement”).

These terms apply to the Grantee’s use of the Grant:

- 1) Term. This Agreement shall be effective as of July 1, 2025 (the “Grant Start Date”) and shall expire on April 30, 2026 (the “Grant End Date”), unless terminated prior to that time in accordance with Paragraph 13 of this Agreement.
- 2) Payment of Grant Funds. Payment of the Grant will be made according to the following schedule:

Payment Amount	Milestone
\$25,000	Upon receipt of countersigned Agreement ACH bank account info, W9 and invoice
\$25,000	After first round grant disbursements are depleted and Grantee has submitted to Foundation its interim narrative and financial report with support documentation

3) Use of Grant Funds.

- a) The Grant funds, including any income earned thereon, may be expended only for:
 - i) charitable, religious, scientific, literary, or educational purposes within the meaning of Section 170(c)(2)(B) of the Internal Revenue Code of 1986, as amended (the “Code”); and
 - ii) the purposes stated in this Agreement.
- b) Grant funds may not be used by the Grantee:

- i) To carry on propaganda, or otherwise to attempt, to influence any legislation (within the meaning of Section 4945(d)(1) of the Code;
 - ii) To influence the outcome of any specific public election or carry on, directly or indirectly, any voter registration drive (within the meaning of Section 4945(d)(2) of the Code);
 - iii) To undertake any activity for any purpose other than one specified in Section 170(c)(2)(B) of the Code; or
 - iv) In support of activities (i) prohibited by U.S. laws relating to combating terrorism; (ii) conducted by persons on the List of Specially Designated Nationals or entities owned or controlled by such persons; or (iii) in or with countries or territories against which the U.S. maintains comprehensive sanctions, including paying or reimbursing the expenses of persons from such countries or territories.
- c) The Grantee also shall not offer or provide money, gifts, or any other things of value directly or indirectly to anyone in order to improperly influence any act or decision relating to the Grant, the Foundation, or the Project.

4) Recordkeeping; Evaluation and Monitoring.

- a) The Grantee is responsible for maintaining complete and accurate records of receipts and expenditures of the Grant funds. Expenditures made in furtherance of the purposes of the Grant shall be charged against the Grant, and records of such expenditures sufficient to enable the use of the Grant funds to be checked readily shall be kept. Although the Grant funds need not be physically segregated, the receipt and expenditure of the Grant funds must be shown separately in the Grantee's accounting records. Those accounting records, as well as copies of any reports submitted to the Foundation as described in Paragraph 5, must be kept by the Grantee for at least four (4) years after completion of the use of the Grant funds and shall be made available to the Foundation for examination upon reasonable request.
- b) The Foundation may monitor and conduct an evaluation of operations under the Grant, which may include discussion of the program with the Grantee's personnel, and review of financial and other records and materials connected with the activities financed by the Grant.

5) Reporting. Grantee shall submit reports to the Foundation according to the following schedule:

Report Type	Due Date
Interim Narrative Report	Upon expenditure of initial \$25,000 disbursement
Interim Financial Report with receipts, invoices or other documentation verifying allowed expenditure of funds	Upon expenditure of initial \$25,000 disbursement
Final Narrative Report	Upon expenditure of second \$25,000 and completion of all deliverables, no later than April 30, 2026
Final Financial Report with receipts, invoices or other documentation verifying allowed expenditure of funds	Upon expenditure of second \$25,000 and completion of all deliverables, no later than April 30, 2026

Each report required hereunder shall contain a financial statement and a narrative account of what was accomplished by the expenditure of the Grant funds, including a description of the progress made toward achieving the purposes of the Grant and confirmation of the Grantee's compliance with the terms of the Grant. Each financial statement must show all receipts and expenditures of the Grant funds during the period covered by the report using the form of report attached hereto as Exhibit B. Failure to submit any report required hereunder may result in (a) termination of the Grant, and (b) loss of any future funding by the Foundation to the Grantee.

6) Publicity. Either Party may publicly disclose information about the award of this Grant, including the other Party's name, the total amount awarded, and a description of the Project, provided that such Party obtains prior written approval before using the other Party's name for any purpose.

7) Not an Endorsement. Other than with respect to the rights under Paragraph 6, the Grantee shall not state or otherwise imply to third parties that the Foundation directly funds or otherwise endorses the Grantee's Activities.

8) Certifications.

a) The Grantee certifies that it is either:

- i) a governmental unit described in section 170(c)(1) of the Code; or
- ii) exempt from federal income tax under section 501(a) of the Code by reason of being described in section 501(c)(3) and is not a private foundation as defined in Section 509(a) or a Type III supporting organization under section 509(a)(3)(iii).

- b) If at any time the tax status of the Grantee is revoked or modified, the Grantee shall notify the Foundation in writing immediately. No further payment hereunder shall be required should the Grantee's tax status change.
- c) If Grantee is a governmental unit described in section 170(c)(1) of the Code, the Grantee certifies that
 - i) it is authorized to receive the grant funds on behalf of the [applicable jurisdiction, such as county, city, state, etc.]; and
 - ii) it has received all approvals required by the applicable appropriations, ethics, and government procurement laws.
- 9) Intellectual Property. The Grantee hereby grants to the Foundation a perpetual, world-wide, irrevocable, non-exclusive, royalty free, sublicensable license to use, reproduce, distribute, prepare derivative works, publicly perform, publicly display, and translate any materials created or developed using the Grant funds (the "Grant Materials"). Grantee hereby agrees that the Grant Materials shall only be used for charitable, religious, scientific, literary, or educational purposes and shall not be used in violation of any term of this Agreement.
- 10) Future Funding. The Grantee acknowledges and agrees that the Foundation has not made any actual or implied promise of funding except in the amount and under the terms and conditions stated herein.
- 11) Notification of Material Change. The Grantee agrees to notify the Foundation immediately of (a) any change in the organizational leadership or key personnel (including, without limitation, directors and officers) of the Grantee, or (b) any material change or adverse development relative to the Grantee's financial condition, operations, activities, or affairs.
- 12) Compliance with Law. The Grantee agrees to comply with all applicable law.
- 13) Termination. The Foundation reserves the right to terminate this Agreement if, in its sole discretion, the Foundation determines that the Grantee has made any misrepresentations, has in any way misappropriated funds, or has failed to comply with the terms and conditions of this Agreement, including but not limited to satisfying the reporting requirements. If the Foundation terminates the Agreement, the Foundation may refuse to make any further grant payments to Grantee, and Foundation may demand in writing the return of all or part of the Grant Funds, which Grantee shall immediately repay to Foundation.
- 14) Entire Agreement. This Agreement represents the entire agreement between the parties with respect to its subject matter.
- 15) Amendment. This Agreement may not be amended or modified except in a writing with respect to its subject matter.
- 16) No Waiver. A party's failure to exercise any of its rights under this Agreement is not a waiver of those rights.

- 17) Severability. Each of this Agreement's provisions is separately enforceable if the intent of the parties can still be fulfilled, and the invalidity of one provision does not affect the validity or enforceability of any other provision.
- 18) Governing Law. The laws of the District of Columbia apply to this Agreement and all matters arising under it, regardless of any choice-of-law principles otherwise applicable.
- 19) Notices. Each notice, request, or other communication made under this Agreement shall be in writing addressed to the attention of the person indicated below.

"Foundation"

Attn: Madelaine Santana
Title: Program Manager, EWD
Address: 660 North Capitol St. NW
Address: Suite 400
Email: msantana@naco.org
Phone number: 202-868-4202

"Grantee"

Attn: Hon. Silvia Stubbs
Title: Commission Chair
Address: 117 South Main Street
Address: Monticello UT 84535
Email: sstubb@sanjuancountyut.gov
Phone number: (435) 587-3225

- 20) Counterparts and Signatures. The parties may sign this Agreement in counterparts, each one of which is considered an original, but all of which together, upon delivery, constitute a single instrument. Facsimile or electronic signatures on this Agreement are as binding and enforceable as original signatures.

[Remainder of page intentionally blank; signature page follows]

If this Agreement correctly sets forth the Grantee's understanding of the terms of this Grant, please indicate the Grantee's agreement to such terms by having the enclosed copy of this Agreement countersigned by an authorized officer of the Grantee and returned to the Foundation.

We wish you success.

ACCEPTED AND AGREED:

Sincerely,

[GRANTEE]

By: _____

By: _____

Date: _____

Date: _____

Ashleigh Holand, Chief Program Officer
National Association of Counties Research
Foundation

San Juan County Commission
Hon. Silvia Stubbs, Commission Chair, San
Juan County

Exhibit A

Project

National Association of Counties Research Foundation (NACoRF) has partnered with the Gates Foundation to create a peer-learning initiative that supports rural local leaders in advancing equitable economic mobility to help individuals and families move out of poverty. NACoRF has selected San Juan County, Utah to participate in the Rural Leaders for Economic Mobility (RLEM) initiative. As part of its participation, San Juan County will receive this subgrant for up to \$50,000 to address capacity needs to support development and implementation of their Mobility Action Plan.

Section 1: Project Summary

San Juan County, Utah will launch a collaborative, community-led planning initiative to develop equitable solutions that address long-standing barriers to economic mobility across the county. San Juan County will use the \$50,000 planning investment to strengthen communication infrastructure and create the foundation for long-term collaboration through a community-led engagement process to co-design solutions in education, behavioral health, housing and workforce development. It is intended to lay the foundation for a multi-year, cross-sector strategy that promotes generational success and structural equity across the county. By fostering inclusive engagement across Native Nations, local government and community partners, the initiative will co-design a strategy that strengthens opportunity pathways for disconnected youth, veterans, single mothers and housing-insecure Native families.

Purpose: The project addresses the communication and trust gap between isolated community members, active community members, Tribal nations, local government including the county. The project objectives are to:

1. Identify shared priorities across resident and leadership groups
2. Increase access to community perspectives of needs, challenges, assets, solutions, and other culturally relevant information
3. Policy alignment: Develop partnerships to pursue policy change and program alignment
4. Build a culture of collaboration that supports long-term planning

Section 2: Key Activities & Partners

San Juan County will coordinate cross-sector stakeholder engagement and community-led workshops to co-design solutions around increased affordability of housing, increase in graduation rates, improved behavioral health and workforce development.

San Juan county will contract technical consultant services for the following activities:

- **Host 2 Stakeholder Engagement Sessions** with tribal governments, education institutions, workforce agencies, county and city officials, nonprofit providers and Utah state legislators.

- **Outcome:** Establish a foundation for cross-sector collaboration, ensuring diverse stakeholders are aligned on shared goals, barriers, and opportunities. The relationship-building process will help foster equitable planning and co-design of solutions.
- **Host 4-6 Community Listening and Co-Design Workshops** that are community-centered events hosted in accessible locations across the county that bring together isolated residents, families, and working adults. Sessions will use discussion prompts, visual tools, and small group formats to surface needs and generate ideas.
 - **Outcome:** Ensure that community input is central to the design of programs and solutions, promoting a more effective and inclusive planning process.
- **Host 4 Youth Engagement Breakout Sessions** that are targeted to youth as workshops held at schools, learning centers or community hubs to gather youth perspectives on career pathways, mental health and community development.
 - **Outcome:** Incorporate youth voices into strategy development and strengthen future workforce, leadership and education alignment.
- **Host 3 Immersive Place-Based Experiences & Site Visits** to deepen understanding of the county's unique context and create shared strategies.
 - **Outcome:** Build a shared understanding of geographic, cultural, and structural barriers—and elevate the value of lived experience in shaping long-term solutions.
- **Host 4 Policy and Systems Alignment Strategy** meetings to identify structural barriers and align priorities with state and federal agencies. These will be smaller working sessions that bring together service providers, government leaders and Tribal agencies to identify duplication, service gaps or policy barriers that could be addressed through coordination or reform.
 - **Outcome:** Develop a written report that synthesizes community input, stakeholder feedback, and policy research to identify key structural barriers to economic mobility in San Juan County. The report will outline actionable recommendations for local, state, and federal policy alignment and provide a roadmap for integrating community-led priorities into long-term planning efforts. It will serve as a foundational document for advocacy, future funding and sustained cross-sector collaboration.

Key Partners Include:

Navajo Nation Utah Chapter Houses

- **Role:** Host community engagement sessions, support translation and cultural protocol guidance and serve as convening spaces for residents.
- **Intended Outcome:** Ensure that engagement processes reflect Native values, cultural fluency and geographic accessibility, particularly in rural and tribal areas.

San Juan County Economic Development Department

- **Role:** Coordinate logistics, manage cross-sector communications and integrate mobility strategies into broader county planning efforts.
- **Intended Outcome:** Align economic mobility initiatives with regional development priorities and existing workforce programs to enhance long-term sustainability.

Local School Districts

- **Role:** Identify and engage students and families for youth-centered workshops, provide insight into barriers facing Native and rural students and support alignment with graduation and career-readiness goals.

- **Intended Outcome:** Inform strategies that improve educational equity, increase high school graduation rates and strengthen culturally relevant youth development programs.

Utah State Legislature (Local Delegation)

- **Role:** Participate in systems alignment discussions, assess policy barriers and help translate community needs into legislative opportunities.
- **Intended Outcome:** Build trust and policy momentum for reforms that address rural and tribal housing, education and behavioral health disparities.

Local Nonprofit Providers

- **Role:** Partner in service design, outreach and workshop facilitation based on community trust and programmatic experience.
- **Intended Outcome:** Ensure co-designed solutions are realistic, community-informed and integrated into the region's nonprofit service infrastructure.

Collaboration across these entities will ensure solutions are community-informed, culturally responsive and rooted in trust.

Section 3: Deliverables and Preliminary Timeline

Over the next 9 months, San Juan County will follow a phased approach:

- **Month 1–2:** Finalize marketing contracts, develop communications and outreach plan (July - August 2025).
- **Month 2–5:** Launch stakeholder outreach and coordination efforts, begin digital media and print campaign development to support visibility and participation and install AV equipment (projectors and screens) in key community gathering spaces to support high-quality engagement experiences (August 2025 – October 2025).
- **Month 3–5:** Conduct initial stakeholder sessions, community gatherings, youth engagement workshops and immersive site visits. Begin photography and documentation of convenings and key voices (September – November).
- **Month 5–10:** Continue site visits, workshops and analysis of emerging themes (November 2025 – April 2026)
- **Month 7–10:** Final convenings, consultant develops outcomes report, media/report production and spend down wrap-up (January – April 2026)

Grant spending will be distributed steadily across these phases, with peak investment occurring between months 2 and 7 during active engagement and co-design work.

RLEM Capstone: Attendance and presentation (no later than April 30, 2026)

Exhibit B

Budget Narrative

San Juan County will use the \$50,000 planning grant to launch a community-led engagement and strategy development process focused on advancing equitable economic mobility. A technical consultant will be contracted for \$25,000 to support trained facilitators in leading inclusive co-design sessions and strategy development. The consultant will also provide event planning, marketing, outreach and professional documentation services, while ensuring that all materials and events are culturally grounded and accessible, including translation and interpretation in Navajo.

To support broad community participation, \$10,000 will be allocated to convening logistics, covering space rentals, audiovisual needs, meals, youth and nonprofit stipends and printed materials for the events. To support attendance at these events, we will allocate \$2,000 for transportation costs. An additional \$8,000 will fund the purchase and installation of projectors and screens in key community locations such as Navajo Nation Chapter Houses, making workshops more accessible. To build shared understanding and strengthen regional collaboration, \$5,000 will support immersive site visits and guided tours, giving stakeholders the opportunity to experience local challenges and community assets firsthand. Together, these investments will establish a strong foundation for inclusive planning and long-term systems alignment to support economic mobility across San Juan County.

Budget

Program Costs	Per Unit Cost	Unit	# of Units	Total	Narrative
Technical Consultant	\$25,000	Consultant	1	\$25,000	Services will include: <ul style="list-style-type: none">• Support for trained facilitators to lead inclusive co-design and strategy development• Contracted marketing and event planning services• Outreach, social media, and printed promotional materials• Professional photo/video documentation of sessions, site visits, and milestones• Culturally respectful and accessible events and materials, including Navajo language translation
Convening Logistics	\$2,000	Convening Events	5	\$10,000	Covers space rentals, AV, meals, stipends for youth/nonprofits and printed materials.

Transportation		Milage/Services		\$2,000	Milage & transportation rental vehicles.
Food	\$533.33	Event	15	\$8,000	Non-alcoholic drinks and snacks at in-person workshops and site visits.
Immersive Site Visits & Tours		Guided Site Visits	3	\$5,000	Supports regional tour guides and peer learning to build shared understanding across stakeholders.
Total				\$50,000	