marginal (3 years to attainment from date of classification) or moderate (6 years to attainment from date of classification).

An attainment SIP is not required for marginal nonattainment areas, but states must implement control mandates such as a new source review and emission limitation for major sources. Consequences of a nonattainment designation could include requiring new facilities wanting to locate in the nonattainment area to install pollution controls or take stringent operational limits, requiring emission offsets, or requiring the implementation of voluntary measures to reduce emissions. (County Resource Management Plan, Reference Document, Uintah Basin Association of Governments 2016).

There are multiple benefits to proactively reducing emissions in a more flexible regulatory environment. They include immediate improvements in public health as emissions are lowered, more time to understand the winter ozone problem in the Basin and design strategies that fit the unique circumstances, and potential cost savings to sources.

The problem is addressing the Basin’s ozone problem on multiple fronts including research, monitoring, public participation and notification, and through new permitting processes. While there is no guarantee that the Uintah Basin will avoid being designated as non-attainment for ozone the Ozone Advance program is an effective tool to begin bringing emissions down now while designing a collaborative stakeholder process to ensure future reductions.

Natural Resources

To manage the Uintah Basin’s diverse natural resources is to balance the values of economic development and environmental protection for all residents. It is recognized that the wildlife, parks, forest, and fragile deserts are part of a given environment that deserves protection. It is also understood that water development, extraction of mineral resources, grazing, and other natural resource uses are critical to maintain a balanced environment.
Due to the activities taking place on Federal lands, the Uintah Basin is well versed in environmental issues and compliance. All interested parties are currently working on the following Environmental Impact Statements (EIS).

- Uintah Basin Energy and Transportation Study
- Enefit American Oil

Additionally, many oil and gas companies are adopting Best Management Practices (BMPs) as an important part of their pollution prevention program to help them cut their air emissions, reduce water use, control erosion, and reduce the amount of hazardous waste that they generate.
Chapter 3
Analysis of Economic Development Issues & Opportunities
3. Analysis of Economic Development Problems and Opportunities

In analyzing the Economic Development future of the Uintah Basin, it starts with the oil, gas and mining industries. The future of the Uintah Basin depends on how well local economic leaders can deal with the challenges of those industries, or how much they can diversify the local economy, in the instance that those industries can no longer provide the backbone of economic growth. A SWOT analysis (Strengths; Weaknesses; Opportunities; Threats) and evaluation will determine the future of Economic Development in the Uintah Basin.

Economic Development Needs

When you talk about Economic Development in the Uintah Basin, it starts with the natural resource extraction cluster. The “boom and bust” cycle of the past fifty years have provided challenges for the region to circumvent or overcome. Some of the most arduous include:

1. Lack of housing. The issues vary between affordability and availability. Market rental rates remain high, often ranging from $700 - $1000 per month for an apartment, depending on size, age, and finishes. Housing prices skyrocketed and new construction focused on upper-end homes and ignored the need for affordable housing. The housing market fluctuates often due to “supply & demand” against the current state of the economy. The high rental and housing costs have led to residents being unable to afford the costs, often leading to homelessness.

2. Tourism. The tourism cluster cannot accommodate tourists due to a lack of motel/hotel rooms. They are being rented by the natural resource extraction cluster as soon as any new unit is finished. Hotel and motel room rates average between fifty and one-hundred and ten dollars per night. Additional frustrations exist because the Dinosaur National Monument (a major tourist attraction for the region) finished construction and reopened its doors in the fall of 2012.

3. Infrastructure. A lack of the infrastructure (existing and new) is needed to support new housing and industry.

4. Underemployment levels in the service sector have caused hardship for lower income individuals. The service sector struggles to attract employees because they cannot compete with the extraction related industry wages.
This creates additional problems (existing “Mom and Pop” shops) because customers expect good service in a timely manner. Without the employees to provide this service, potential customers go elsewhere. Even though the economy is improving, those employed in the service sector and other non-extraction related industries struggle to find and keep suitable housing. Rental costs are higher here than in urban Salt Lake City. Any industries outside of the mining sector struggle to find and keep employees.

5. Lack of transportation. The Uintah Basin has limited accessibility. There is no interstate, rail, or national airport. There is small airport access and Highway 40, limiting transportation to ‘over-the-highway’ truck driving.

6. Workforce. There is a lack of skilled and educated candidates available for employment. This issue leads employers seeking external support and hiring of “out of area” employees to satisfy employer requirements. These “out of area” employees command a higher wage, resulting in greater amounts of money leaving the area. The economy is impacted by them not utilizing services, paying property tax, and their wage going home with them.

7. In Daggett County economic growth is a challenge due to the remote, isolated area, lack of population and their lack of available private land.

Diversification of the economy is also a high priority of the district. The area needs to unify, regionalize and diversify by creating a cohesive strategy for economic development; by placing more emphasis on job creation outside of the oil and gas industry. Some of these areas could include health care, transportation outside of the oil and gas industry, the environmental industry, tourism, manufacturing, and education. The area leaders have already acted on the later, by building state of the art post-secondary education facilities in Uintah County. Both Utah State University-Uintah Basin and the Uintah Basin Applied Technology College have new facilities that will meet the needs of the increasingly diverse education interests of local students, and in turn, will keep students in the area to receive quality education and training. By continue to build on this solid foundation; the Uintah Basin can become a leader in education in the state, the country and on a global scale.
## Strengths, Weaknesses, Opportunities and Threats

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<td>*Change in Rural Lifestyle</td>
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Strengths

Natural Resources

The one obvious strength of the Uintah Basin economy is the availability of natural resources. Whether it is natural gas, oil, oil shale or tar sands, there is an abundance of fuels in the region with global demand. This makes the area a major contributor to the global economy, not to mention local, state and national economies.

Education

Because of the growth in the extraction of these natural resources, the Uintah Basin has been able to increase its educational opportunities to the local population. The building of the new USU and UB TECH campus has provided the local area with educational opportunities that haven’t been available locally in the past. This is a major step allowing our youth to stay in the area for their education, which in turn provides a more educated workforce that can help develop a more diverse economy.

Tourism

Because of the diverse terrain within the Uintah Basin, recreational opportunities are abundant. The Uinta Mountains, containing both the Ashley National Forest and the Uinta National Forest, provides acres and acres of hiking, riding, hunting, fishing, camping and other outdoor activities for residents throughout the western United States. Located in the Uinta Mountains is Kings Peak, the highest elevation point in Utah at 13,528 feet. The Dinosaur National Monument and Museum also provides tourists throughout the world a chance to see real dinosaur bones and skeletons and to see what life was like millions of years ago. Overall, the Uintah Basin provides diverse opportunities for all to recreate and enjoy.

Weaknesses

Transportation

When talking about the shortcomings of the Uintah Basin, the discussion always seems to start with the lack of transportation in and out of the area. Lack of rail, interstate highway and commercial airport leaves very few access points; and provides no means of high volume transportation. Although this is being addressed by local leaders now, it still may be many years before we see major changes. This makes it difficult for the area to diversify the local economy.

Boom and Bust Economy

Because of its reliance on the oil, gas and mining industries, the area has a legitimate lack of economic diversification. The local economy ebbs and flows with the price of
energy. Because so many other industries depend on the success of the energy industry, the entire area is subject to the boom and bust that comes with the industry. This affects everything from retail, transportation, services and even infrastructure and housing. Finding a way to diversify the economy, lessening the dependence on the energy industry, is a goal for many local leaders.

**Strain on Resources**

With the rapid growth that has hit the Uintah Basin over the past two boom cycles; the strain on infrastructure has been taxing. The ability to predict a boom or a bust is difficult. Therefore, preparing for an influx of population can be tough to do. This can cause a lack of sufficient resources such as housing, water, sewer and roads. Although these areas are being addressed, there is still a need to add new and improve existing facilities and systems.

**Opportunities**

**Oil Shale and Tar Sands Development**

One of the most abundant resources in the area is oil shale and tar sands. While abundant, these resources can be difficult and expensive to mine. However, the technology to do so over the past few years has developed to make it less difficult and less expensive. Because of that, there are several companies that are working on developing those resources in the area. This could mean potential jobs and a more stable economy for residents of the Basin for several years to come.

**Improvements in Transportation**

Many local and state leaders are researching ways to bring better transportation to the area. The study has and will take into account the cost of bringing several different means of transportation to the area and the benefits and costs that will be associated with those new avenues. This could include things such as rail, air and better highway routes. By adding these new means of transportation, it opens the door for other types of economic development to the area and could bring about the economic diversity needed.

**Threats**

**Regulations**

Environmental regulation of the exploration and production of oil and natural gas development and production serve to protect the environment. Federal and state governments have imposed regulations on oil and natural gas industry activity in the United States. Numerous environmental agencies have regulations that affect
the exploration, development, and production processes. When most people think of the petroleum industry, they think of the very large, multinational producers such as ExxonMobil, Royal Dutch Shell (Shell), and British Petroleum (BP). But in reality, more than 80% of the companies producing oil and natural gas in the United States are small often with fewer than ten employees. Numbering in the thousands, these smaller companies usually operate the most marginal wells, and thus, are very sensitive to price and operating cost changes. A large number of proposed environmental regulations are in force or are under consideration and could affect the economic viability of many domestic operators. There are hundreds of small business owners that rely on the oil and gas industry to provide a steady income. By adding more, sometimes extreme, regulations to the industry not only affects large companies with thousands of workers, but small businesses that employ only a few, as well.

**Demand for Resources**

As the Uintah Basin continues to grow and reap the benefits of the natural resources in the area, the demand for resources will increase. Increasingly dry climate changes, strain on existing infrastructure and reduction in state and federal funding to help with these issues is a real concern for community leaders. Being able to meet demand for both residents and industry will continue to be a priority the will need to be addressed as potential growth is realized and more and more people move in to the area.

**Economic Clusters within the Uintah Basin**

When identifying issues and opportunities within the region all industry clusters were considered. It is no surprise that energy and natural resources, (one of Governor Herbert’s targeted clusters) leads the region in employment and wages. The largest industries in the region includes: mining, construction, transportation and warehousing.

Additional employment opportunities associated with mining extraction and the resulting migration to fill those jobs creates other economic clusters. Increased population requires retail trade, health care and social, leisure/hospitality/accommodations/foodservice, and education.

Recreation, tourism and agriculture, though minor have always been stabilizers in the region’s economy and are therefore considered to be an important cluster to offer a diverse opportunity.
Uintah Basin Industry Wages

Uintah Basin Average Monthly Industry Wages 2017

- Covered Ag/Forestry/Fishing/Hunting
- Educational, Health and Social Services
- Information
- Manufacturing
- Mining
- Government
- Other Services
- Leisure and Hospitality
- Professional and Business Services
- Financial Activities
- Trade, Transportation, and Utilities
- Construction

- Uintah Basin Average Monthly Wage Total
- Uintah Monthly Wage
- Duchesne Monthly Wage
- Daggett Monthly Wage
Utah’s Economic Development Plan

- Objective One – Strengthen and Grow Existing Utah Businesses, Both Urban and Rural
- Objective Two – Increase Innovation, Entrepreneurship and Investment
- Objective Three – Increase National and International Business
- Objective Four – Prioritize Education to Develop the workforce of the Future

Utah’s Governor Herbert’s Economic Development Plan and Statewide Clusters have set the direction of economic development across the state.

Statewide Targeted Clusters

Governor Herbert’s Administration has strategically identified and developed seven economic clusters:

- Aviation & Aerospace
- Defense & Homeland Security
- Energy & Natural Resources
- Financial Services
- Life Sciences
- Outdoor Products & Recreation
- Software Development & Information Technology

The Economic Clusters Initiative serves as a catalyst to focus people, ideas and resources in Utah’s areas of greatest development. Businesses within the clusters are supported through the establishment of synergies, improvement of distribution channels, creation and leveraging of economies of scale, and a highly skilled workforce. For more information, visit www.business.utah.gov/targeted-industries.

Uintah Basin Energy Summit

Uintah County hosted the annual Energy Summit. Hundreds of people from several states turned out to the Energy Summit held at the Uintah County Conference Center in Vernal. Speakers from the industry used the opportunity to discuss issues regarding regulations on drilling.

Utah’s Strategic Energy Initiative

Energy is a major priority for the administration of Utah Governor Gary Herbert. He continues to support the Utah Science Technology and Research (USTAR) program, a research and technology initiative built around the state’s world-class research
institutions and focused on the development of Utah energy technology (www.innovationutah.com). Governor Herbert and his administration have also created the Utah Energy Initiative, an ambitious ten year strategic plan designed to responsibly develop the state’s abundant natural energy resources and tap its entrepreneurial talent to establish Utah at the forefront of solving the world’s energy challenges.

Core Goals of the Utah Strategic Energy Initiative

1. **Meet the projected energy growth** demands over the next decade by making balanced use of fossil fuels and alternatives and renewable resources in a market-driven, cost effective, and environmentally responsible way.

2. **Ensure Utah’s continued economic development** through access to our own clean and low-cost energy resources.

3. **Develop the best new cutting-edge technologies**, particularly those that enable us to utilize precious natural resources with an elevated environmental consciousness, and deploy them in Utah, the nation, and the world.

4. **Create new and support existing energy** related manufacturing opportunities and jobs in Utah.

5. **Modernize the regulatory environment** to support sustainable power generation, energy transmission solutions and energy conservation.

6. **Promote energy efficiency**, conservation and peak consumption reductions.

7. **Facilitate the expansion of responsible development** of Utah’s energy resources, including traditional, alternative and renewable sources.

8. **Pursue opportunities for Utah to export** fuels, electricity and technologies to regional and global markets.

9. **Enhance and further integrate partnerships** between industry, universities, state government and local communities—especially those in energy-rich rural communities—to address future energy challenges and opportunities.

10. **Collaborate with other western regional states** to present a strong and unified voice to federal regulatory agencies on energy and public land issues.

Utah is a unique place in numerous ways but one aspect that makes the Beehive State especially stand out is its abundant natural resources—old and new.

The State is rich with traditional, renewable and unconventional energy resources. Traditional energy sources include fossil fuels such as coal, oil and gas, while renewable energy includes solar, wind, geothermal and more. Unconventional energy encompasses oil shale, oil sands and nuclear fuel such as uranium.
Utah has an established infrastructure of traditional energy that is low cost and effective. In fact, the State is among the top 10 producers in the nation for coal, oil and gas. Utah is also second lowest in the nation for consumer prices of natural gas, and the State is third lowest for electricity prices. This solid foundation of energy resources makes further exploration into renewable resources possible. “In Utah, we harness all of our varied resources,” says Samantha Mary Julian, director of the Utah Office of Energy Development. “Utah’s coal and natural gas industry keep our power rates really low. The overhead costs are lower for a company doing business in Utah than if they were somewhere else.”

**Powering the Economy**

Energy, whether it is traditional or alternative, benefits the State’s economy in the form of job creation and tax stimulation. “Energy jobs are high-paying jobs. They are at one hundred and ninety-one percent of the state’s median income,” says Jeff Barrett, Renewable Energy Development Coordinator for the Utah Office of Energy Development. Traditional energy employs 1.6% of the people in Utah, and $1.5 billion is paid in energy wages annually, according to the Governor’s Office of Energy Development. Newfield Exploration & Production is involved in exploring and developing hydrocarbon assets—oil and natural gas. Newfield is the largest oil producer in Utah and maintains a large office in the Roosevelt area and an oil field in the Monument/Butte area of the State.

Further boosting Utah in the realm of energy, fifty percent of the money generated from coal, oil and gas produced on public lands—those owned and operated by the Bureau of Land Management and the State School and Institutional Trust Lands Administration—is returned to the State to be doled out for county rural development.
**UINTAH BASIN ENERGY RESOURCES**

- **10TH PLACE**
  Utah’s ranking among states for oil production.¹

![Crude Oil Production Chart]

- **12th PLACE**
  Utah’s ranking among states for natural gas production.²

![Natural Gas Marketed Production Chart]

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372 million barrels proven crude oil reserves in 2016
3494 billion cubic feet proven dry natural gas reserves in 2016
13,966 thousand tons coal produced in 2016

Business Relocation and Expansion Programs

Business relocation and expansion programs, developed through a highly productive collaboration between the Governor’s Office of Economic Development (GOED) and the Economic Development Corporation of Utah (EDCu Utah), have defied the current extended downturn by helping attract compelling expansion and relocation efforts in the Beehive State. Their combined efforts helped secure more than one hundred relocation, retention, or expansion projects for Utah, producing many thousands of new, high-quality jobs in the State. This successful activity reinforces Utah government’s deep commitment to its people and companies, as it helps the private sector position the state as a place of unparalleled innovation and dynamism.

Fast-Tracking Rural Business in Utah

During the past decade, GOED has provided a series of low-cost equipment leases, training programs, state income tax credits and other resources to help enterprising entrepreneurs establish companies in rural Utah that provide a variety of products and services for clients and business partners statewide, nationally and globally. Participating entrepreneurs and growth companies have created new high-quality jobs throughout the state. The U.S. Department of Commerce has recognized Utah’s Fast Track program as the nation’s most innovative economic development regional initiative.

Governors Rural Partnership Board

This board maintains a rural voice for economic development through collaboration and representation of all interested rural partnerships and acts in an advisory capacity to the Governor on rural economic and planning issues.

Enterprise Zone

The Utah Enterprise Zone Program was established in 1988. An enterprise zone comprises an area identified by local elected and economic development officials and designated by the state. Under the program, certain types of businesses locating to, or expanding in a designated zone may claim state income tax credits.
Recycling Market Development Zones

In 1996, the Utah Legislature created the Utah Recycling Market Development Zone Program which focuses on recycling as an economic development tool. As more products are recycled and used to manufacture new products, the economy will be stimulated through new company expansion or formation and the creation of additional jobs. The zone legislation was established to incent businesses to use recycled materials in their manufacturing processes and create new products for sale. It also benefits business or individuals that collect, process, distribute recycled materials. Composting is considered to be an eligible recycling operation.

Eligible recycling businesses that are located in designated Recycling Market Development Zones qualify for:

• Five percent Utah state income tax credit on the cost of machinery and equipment
• Twenty percent Utah state income tax credit (up to $2,000) on eligible operating expenses
• Technical assistance from state recycling economic development professionals
• Various local incentives

As part of its goals, the Uintah Basin Economic Development District (UBEDD) coordinated the application process and all three counties (Daggett, Duchesne, and Uintah) have been designated as zones.

Utah Alliance for Economic Development
This statewide organization of economic development professionals includes representatives from state and local government, utility companies, real estate firms, large and small scale development firms, staffing companies, law firms and private economic development. The main goal for this organization is training, networking and making Utah a better place for all of us to work and live.

EDCUtah

Started in 1987 as a private, nonprofit organization, EDCUtah is a public/private partnership, working with state and local government and private industry to attract and grow competitive, high-value companies and spur the development and expansion of local Utah businesses.

Statewide Economic Development Districts (EDD)

Bear River EDD, Wasatch Front EDD, Mountainland EDD, Southeast Utah EDD, Six County EDD and Five County EDD all act as a resource with goals and objectives to further economic development throughout the State of Utah.
Business Expansion and Retention Program (BEAR)

The BEAR program allows those supporting the economic, workforce and community development efforts of a region to look at customer data in new ways. This is a tool to make strategic decisions about how to best apply limited economic, workforce and community development resources on a company by company basis. The BEAR program is a sound economic development strategy ensuring that priority issues are addressed and limited resources are well targeted – again on a company by company basis.

Workforce Services

The Department of Workforce Services (DWS) works closely as a partner of the Governor’s Office of Economic Development. Its mission is to provide employment and support services for its customers to improve their economic opportunities. The best decision is an informed decision, and the source for information on Utah’s labor market is the Utah Department of Workforce Services. DWS, in partnership with the U.S. Department of Labor’s Bureau of Labor Statistics (BLS), collects and analyzes a wide array of labor market information to describe the dynamics of Utah’s labor market. The office also provides localized economic information such as occupational wages, industry and occupational outlook, unemployment rates, population statistics, and job growth rates.

The State of Utah has made a strategic investment to drive economic growth through regional workforce development by participation in the ACT’s Certified Workready Communities Academy. This partnership between the Department of Workforce Services, UCap, higher education, career and technical education, public education, the chambers of commerce and EDCUtah, will provide a framework for aligning education and workforce development in order to advance economic development at the regional and community level. The community will benefit in several ways; irrefutable proof of the quality of the workforce, a process to measure and close the foundational skills gaps, and systemic alignment to state and regional economic development.

Higher Education

Students pursuing higher education in Utah have a diverse and compelling set of colleges and universities at their disposal, including public and private institutions that cater to a broad variety of academic interests and career goals.

Utah’s three major Ph.D.-level research universities—the University of Utah, Brigham Young University and Utah State University—have each distinguished themselves for their world-class research and innovation. For example, the world’s first artificial heart transplant, the first computerized system for real-time heart monitoring, digital recording, computer graphics and word processing were all
pioneered by faculty at Utah universities. Each of these universities is distinguished for their entrepreneurial strengths.

Utah State University (USU) Uintah Basin is located in Vernal at the USU Bingham Entrepreneurship and Energy Research Center and in Roosevelt at the USU Center. Presently the Uintah Basin Campus attendance exceeds 1,000 per semester.

The economic impact of USU Uintah Basin is significant. Presently over 50% of Basin high school graduates go on for some type of post high school schooling. The average cost per year of schooling away from home: tuition, fees, books, room and board, is $9,000 to $12,000. Students who stay home and go to school can do so for $5,000 to $6,000. This generates a savings of $2.75 million to Basin residents. Many Basin residents, just as their forebears, could not afford college were it not for the Uintah Basin Campus$3$.

**USTAR**

During the 2006 Utah legislative session, strong collaboration between industry, government and education leaders resulted in passage of the Utah Science Technology and Research (USTAR) economic development initiative, which is designed to maximize research-oriented technology development and commercialization from Utah’s leading institutions of higher learning by attracting and developing top research teams throughout the world. USTAR’s focus ranges from biomedical to advanced nutrition, nanotechnology biosensors, biofuels, fossil energy and other efforts that leverage existing university and industry strengths, while addressing large, strategic markets and vast commercialization opportunities. USTAR has been instrumental in helping attract top research teams from throughout the U.S. to Utah.

**Small Business Development Center (SBDC)**

The Vernal Small Business Development Center (SBDC) serves northeastern Utah and businesses throughout the state. The center works closely with other economic development professionals in Uintah, Duchesne and Daggett counties to help businesses succeed. The cutting edge technology allows them to extend consulting, training and support to all areas of the state via internet, teleconferencing, and satellite services provided by Utah State University.

The energy industry and energy research are major components of the Vernal SBDC. As a part of the USU Bingham Entrepreneurship and Energy Research Center, they work closely with researchers from the University, Idaho National Labs, USU Energy Dynamics Lab and others as needed to commercialize projects. Through the Vernal SBDC’s propriety research in energy drilling, clients were forewarned of the

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$3$ This figure was determined by the mean averages of the cost per school year minus the mean average of the cost for schooling at USU-UBRC multiplied by the 550 non-concurrent enrollment students.
economic changes in 2008 and many were prepared. They continue to monitor those trends and advise clients of potential changes in the industry.

The SBDC assists the Uintah Basin Revolving Loan Fund applicants by providing technical assistance in preparation of the programs required business plan.

Applied Technology Education

Consistent with Utah’s tradition of practical innovation in education, in 2001 the state created the Utah College of Applied Technology (UCAT) to deliver official Applied Technology Education (ATE) programs that range from basic skills training to professional certificates, with the potential to go on and earn associate degrees. These programs focus on the demands of the global economy, providing students with applied skills for entry-level employment while helping them lay the foundation for the academic and advanced technical skills they will need for their lifelong career development. The Uintah Basin Technical College (UB TECH) has a campus located in Roosevelt and Vernal. The UB Tech works closely with businesses to customize programs designed to meet companies’ workforce training needs and upgrade employees’ knowledge and skills, “Custom Fit Training” works with businesses of every size and shape – from mom and pop stores, to struggling start-up companies and state and national corporations, providing technical training, safety certifications, and leadership and management skills development. Custom Fit funding is made available through the Utah Legislature for economic and workforce development through training partnerships between Utah companies and the Utah College of Applied Technology.

UB Tech has been recognized nationwide for their compilation of designing a Petroleum Technology Certificate Program to meet the specific needs of the oil and gas industry. The program incorporates national accreditation and/or certification training which will allow students to carry certification to other regions of the country as needed by their employment. This successful program saw a financial contribution of $250,000 from Newfield Exploration. Newfield views the college as an important resource to train future workers in the energy industry. The donation was meant to help expand the technology of an oilfield job need in the skill of ‘Automation Programming’. The donation was used to build an automation lab and to develop the automation program. The program is contributed to by automation specialists within the Uintah Basin oil industry.

There are additional programs available to the oil mining and production industry, such as:

- CDL
- Well Cap Well Control – Drilling Supervisor
- Well Cap Well Control – Drilling/Workover/Completion
- IADC Rig Pass
• Gas Measurement
• Lift Systems
• Glycol Dehydrating and Gas Processing

The UBEDD oversees the Northeastern Housing Partnership Program. This coalition consists of the Uintah Basin Association of Governments (UBAOG), Duchesne County Justice Complex (DCJC), and the Uintah Basin Applied Technology Center (UBATC) with the primary goal of constructing affordable housing units for the residents of the Uintah Basin. Through the utilization of the “Occupational Training Outreach Program” at the UBATC (carpentry classes) and the student/inmates that are housed at the CDJC labor costs are minimal. Through a revolving loan fund provided by the State of Utah, Community Development Division and administered by the UBAOG, materials are supplied for the construction of modular housing units.

Broadband

High-speed internet access or “broadband” is now a driver for economic growth, job creation, global competitiveness and a better way of life. It provides the capability for people to interact in new ways, resulting in the creation of new industries, and is unlocking vast new opportunities for existing ones. It is changing how we educate children; deliver health care; manage energy; ensure public safety; engage government; and access, organize and disseminate knowledge.

The Utah Broadband Project, a joint effort between the Governor’s Office of Economic Development, the Public Service Commission, and the Department of Technology Services’ Automated Geographic Reference Center, has created an interactive map of available broadband services, and is developing a plan to increase broadband adoption and deployment throughout Utah, working with the Utah Broadband Advisory Council. Utah is consistently ranked as one of the best states the nation for Broadband speeds. Daggett, Duchesne, and Uintah counties through the State of Utah Broadband Project in conjunction with the local telecommunications provider, Strata Networks, have a plan in place for future fiber optic growth in the region to support regional broadband services. The document can be access at www.ubaog.org.
STRATA Networks, headquartered in Roosevelt, has served the Uintah Basin’s communications needs for 65 years. Founded as a telecommunications cooperative, the Company offers the following services to its members/customers: high speed broadband, voice, wireless voice & data, cable television, and data center and IT solutions. Along with telephone and broadband services, STRATA Networks has subsidiary operations including V6 Media, Spectra, and RINA.

STRATA’s primary and core focus has been and continues to be building fiber throughout the Basin. Nearly 6,000 locations are currently connected to fiber including homes and businesses; this represents nearly 40% of all existing locations in STRATA’s serving area. In efforts to ensure reliability of the network, STRATA has developed network redundancy by building redundant paths to the East through Colorado and to the West down 9 Mile Canyon and through Provo Canyon. STRATA understands the importance redundant networks provide, especially for businesses in ensuring minimal downtime and increased reliability. STRATA offers broadband speeds of up to 1 Gig per second with affordable rates.

Along with its broadband offering, STRATA has its own data center and cloud infrastructure positioned in a prime geographic location where there is minimal risk of natural disaster and an ideal low-humidity climate. In addition, the data center is climate controlled, and secured with facial recognition access, cameras, and 24/7 network operations monitoring to provide the highest levels of security. The data center offers data backup and recovery, dedicated hosting, cloud hosting, IT services, and colocation services in a controlled environment and with redundant infrastructure design.

STRATA’s robust nationwide 4G LTE network provides residents and businesses with nearly twice the coverage in the Basin as other comparable national carriers. This network provides convenient mobile access with speeds ranging from 5-12
Mbps. STRATA is the majority owner in the Rural Independent Network Alliance, LLC (RINA), a wireless switching company providing cellular hosting services for 8 partners located in Utah, Colorado, Wyoming, Idaho, and Oregon.

Spectra specializes in IT infrastructure and support for businesses. They offer managed IT services including managed email and managed Wi-Fi, disaster recovery, hosted voice, access control, automation, and other hosted and managed networking services.

V6 Media has a cutting edge state-of-the-art studio located in Vernal. They provide cinematic and aerial videography and video production, digital advertising, and creative services including web and graphic design.

Strata has approximately 250 employees.
Uintah Basin Broadband Map 2018

Red – Wireline, DSL, Fiber
Green – Fixed Wireless
Natural Gas and Compressed Natural Gas (CNG)

In 2018 natural gas prices in Utah rank 22nd nation, aided by Utah's abundant supply of natural gas. Historically, natural gas produced in Utah has been used for internal consumption, but in 2011, two interstate gas pipelines have been completed, linking Utah natural gas production facilities with other states.

As reported by the U.S. Department of Energy's Energy Information Administration, pricing to Utah residential customers was $9.40 per thousand cubic feet in January 2018 for residential use compared to $8.93 as the nation's average.

The principal supplier of natural gas in Utah is Dominion Energy, who serves more than 850,000 customers.

The Uintah Basin can now boast that it has two CNG filling stations (Vernal and Pleasant Valley turn-off) to serve the residents and those traveling through the area.

Electricity

According to the U. S. Department of Energy's Energy Information Administration, in February 2018 Utah's combined price for electricity, 10.41 cents per kilowatt hour, was one of the lowest in the U. S. compared with a national rate of 12.62. The state’s price for industrial electricity was 6.23 for residential electricity cost as opposed to 6.75 for the nation. For commercial, the rate was 8.24, compared with an average national rate of 10.60. For more information, visit the U.S. Energy Information Administration at www.eia.gov.

Moon Lake Electric (a local cooperative) and Rocky Mountain Power provide most of the electrical services. Bridger Valley Electric serves most of Daggett County.
Regional Past, Present and Projected Economic Development Investments

The following table shows the figures of private and public investment over the past several years, and the projected investments that will be made in the upcoming year.

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<th>Year</th>
<th>Private</th>
<th>Public</th>
<th>Total</th>
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<td>2006-2007</td>
<td>$2,200,000</td>
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<tr>
<td>2010-2011</td>
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<td>2011-2012</td>
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<td>Totals</td>
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Chapter 4
CEDS Goals & Objectives-
Defining Regional Expectations
4. **Uintah Basin Economic Development Districts Goals and Objectives**

**UINTAH BASIN ECONOMIC DEVELOPMENT DISTRICT**

**Scope of Work**

**July 1, 2017 - June 30, 2018**

**Goal 1: ASSIST WITH FUNDING AND/OR FINANCING FOR ECONOMIC DEVELOPMENT PROJECTS.**

**Objective 1:** Assist the “Region” (counties, municipalities, economic development entities and other agencies) in creating, compiling, and implementing a "2018 Capital Improvements List" targeting projects to strengthen/reinforce and expand existing infrastructure for housing, water, sewer, communications and transportation to accommodate and sustain the increasing population.

**Objective 2:** Assist local entities by providing grant writing and/or applying for financing. Provide demographic and other data as requested.

**Objective 3:** Provide planning and technical assistance in designing projects. Target job creations for low to moderate income; continue to diversify and create jobs for all businesses and industries.

**Objective 4:** Administer projects for entities that require assistance.

**Objective 5:** As a Board, write letters of support for Uintah Basin projects and programs.

**Goal 2: PROMOTE AND DEVELOP A BROADER AND MORE DIVERSE ECONOMY FOR ECONOMIC, SOCIAL, AND JOB STABILITY TO INHIBIT UNDEREMPLOYMENT AND REDUCE THE WAGE GAP.**

**Objective 1:** Coordinate and assist with activities associated with each of the local economic development organizations and agencies to provide education, pathways, and opportunities that result in an ethical, diverse, skilled and safe workforce. Participate in and utilize the UBEDD Board for the state of Utah’s “Business Expansion and Retention Program’ (BEAR).

**Objective 2:** Target existing businesses with low interest loans and new programs to help stabilize and sustain them. Market the existing Revolving Loan Fund Program.
Objective 3: Target new businesses and assist in obtaining low-interest loans to help diversify the economy. Coordinate services and planning activities with the local Small Business Development Center.

Objective 4: Work with local entities to strengthen the Economic Resiliency of the region due to the dominance of one economic driver in the area. Help entities determine the best way to diversify the local economy so it can survive in the case of a decline or elimination of the dominant economic driver.

Goal 3: DEPLOY A PUBLIC TRANSPORTATION SYSTEM.

Objective 1: Coordinate with existing public, private, and non-profit agencies that provide transportation, in order to better serve the targeted populations of low-income, disabled, and senior individuals.

Objective 2: Continue the development and implementation of a “Regional” dispatch system serving public, private, and non-profit transportation providers in the Uintah Basin region. Further, the regional dispatch system will serve as a call center for information about the transportation services provided in the district. In addition, the call center will serve to schedule call-a-ride services for human service transportation providers in the Uintah Basin.

Objective 3: Administer a fixed deviated route between Duchesne and Uintah Counties and a call in as needed system, including Para-transit. In addition, look for opportunities to provide transportation routes to the “targeted population” of low income individuals, seniors, and disabled persons who cannot transport themselves by their own merits.

Objective 4: Expand routes to individuals who are not currently served by public transit, by targeting low-income, disabled, elderly, and minority populations.

Goal 4: FACILITATE, STRENGTHEN, AND ENHANCE BETTER PARTNERSHIPS AND COMMUNICATION AT THE LOCAL, STATE, FEDERAL AND TRIBAL LEVEL.

Objective 1: Coordinate with local economic development organizations and agencies to assist in creating a cooperative atmosphere for economic development through participation and sponsorship in conferences, meetings, and symposiums to bring business, agriculture and natural resource industries together in a cooperative environment.

Objective 2: Participate with the state of Utah’s economic development organizations and other Economic Development Districts in meetings, conferences, or symposium to obtain additional resources to take advantage of opportunities to
develop economic diversity in the region.

**Objective 3**: Participate and provide input into the decision making process by various federal, state, local communities, and agencies on public land access, environmental issues, water and other resources in order to preserve steady employment while maintaining environmental quality.

**Goal 5: COMPLETION OF REGIONAL DOCUMENT NECESSARY FOR THE DENVER REGIONAL OFFICE**

**Objective 1**: Solicit input, compile and re-create the Comprehensive Economic Development Strategy for the Region, hold public hearing and submit plan by June 30, 2018.

**Strategic Projects, Programs and Activities**

Strategic projects, programs and activities were selected and prioritized at the local level. All entities eligible for funding were asked to submit a list of known or expected projects that they wish to complete within the next five years, through a public hearing process. Each entity prioritized their project list and identified potential funding sources, impacts and benefits to the lead agency. After that, an additional public hearing was held in each county in behalf of their constituents.
Chapter 5
Community and Private Sector Involvement
5. **Community and Private Sector Participation**

A broad spectrum of stakeholders in the region, including; elected officials, education leaders, economic development professionals, low income, senior citizens, disabled, industries and businesses were actively engaged in the process. We were fortunate to have state government in attendance to many of the meetings to provide input and report on issues and concerns. A broad range of methodologies and strategies were utilized to solicit input into the CEDS process. Through regional cooperation and collaboration strong partnerships exist to help one another. As staff, we would like to “thank” everyone for their valuable input and assistance.

**Timeline**

**February 2017**
- Capital Improvement List – Uintah County Public Hearing
- Capital Improvement List - Duchesne County Public Hearing
- Community Service Advisory Board Meeting

**March 2017**
- Capital Improvement List – Daggett County Public Hearing
- Consolidated Planning Notice
- Uintah Basin Association of Governments - Regional Review Committee Meeting
- Uintah Basin Association of Governments – Revolving Loan Fund Meeting
- Uintah Basin Economic Development District/BTA – Board Meeting

**April 2017**
- Uintah Basin Association of Governments – Advisory Council for Senior Services
- Community Services Advisory Board Meeting
- Uinta Basin Waxy Crude Conference

**May 2017**
- Uintah Basin Association of Governments – Board Meeting
- Community Service Advisory Board Meeting

**June 2017**
- Uintah Basin Association of Governments – Regional Review Committee
- Uintah Basin Association of Governments – Board Meeting

**August 2018**
- Duchesne County Brownfields Advisory Committee Meeting
- Uintah Basin Energy Summit
- Community Service Advisory Board Meeting