Goal 7

Engage in Policy and Regulatory Matters

OED will engage to support specific, targeted federal and state policies that reduce barriers to energy and mineral development, especially focused on rural Utah. OED will promote a balanced approach to implement incentives that will support innovation across all resources.

**ACTIONS**

- Provide written comments on proposed policies that could have a material impact on Utah’s economy and resources (e.g., Clean Power Plan, Regional Haze Rule, Federal Coal Lease Policy)
- Represent Utah’s interests at industry meetings
- Collaborate with other Western states to promote energy and minerals policy decisions that meet the needs of the region

**OED STAFF AND PARTNERS**

- OED Director, Deputy Director and Development Managers
- PLPCO
- Utah Department of Environmental Quality
- Utah Division of Oil, Gas and Mining
- Industry
- Federal Partners

**MEASURES**

- Improved access to Utah resources, including renewable and conventional energy sources
- Energy prices in Utah compared with other states (kWh or BTU)
- The trend of energy production costs in Utah as compared to trends in other energy-producing states (kWh or BTU)
- Alignment of Utah’s policy and regulatory decisions with OED intervention strategies, proposed solutions, comments, and positions
- Number of regulatory and/or policy issues OED is engaged in over the next three years
- Number of jobs potentially created or lost as a result of the policy/regulatory outcome
- Inventory of regulations or rules that were improved to enhance Utah’s energy future
Goal 8
Expand Regional Engagement

OED will lead the discussion and analysis of regional proposals in order to advance Utah’s interests in affordable, environmentally safe, reliable and resilient electricity systems.

Utah’s participation in broadening electricity markets occurs as the sector increasingly includes variable renewable resources; storage at the utility and dispersed scale is becoming economically justifiable; and states and customers are establishing particular generation requirements, (such as greenhouse gas emission limitations). Access to broader electricity markets offers Utah the potential for lower customer costs and expanded markets for generation, but must be implemented in a way that protects Utah’s economy and employment.

ACTIONS

• Evaluate the opportunities and risks associated with participation in a regional day-ahead electricity market enabling the State of Utah to make informed decisions resulting in continued energy affordability, reliability, environmentally safe and economic growth
• Continue Western RTO discussions with the California Independent System Operator, Mountain West Transmission Group, Peak Reliability and other potential partners
• Ongoing assessment of function and impact for Utah of the existing Energy Imbalance Market (EIM)
• Represent Utah’s interests in regionalization discussions through participation in meetings and written comments
• Collaborate with other Western states to promote sound policy decisions

OED STAFF AND PARTNERS

• OED team
• Regional organizations, including Western Governors’ Association, Western Electricity Coordinating Council, Western Interstate Energy Board, and the Western Interconnection Regional Advisory Board
• State entities, including the Public Service Commission, Division of Public Utilities, and Office of Consumer Services
• Utilities, including Rocky Mountain Power, Dominion Energy, co-ops, and municipals as represented by UAMPS and UMPA

MEASURES

• The trend of energy production costs in Utah as compared to trends in other energy-producing states (kWh or BTU)
• Installed capacity of renewable energy
• Installed capacity of energy storage
• Estimated economic benefit of EIM participation
Goal 9
Increase All-of-the-Above Energy Communications

This goal supports efforts to support increased local, regional, national and international awareness of Utah’s energy and mineral diversity. Through strategic and targeted communications, including enhanced website development, press and advertising campaigns and foreign trade missions over the next three years.

ACTIONS

• Launch a new energy.utah.gov website that will offer an interactive hub for business development, education, news and events
• Organize a multichannel communications initiative that will include:
  - Creation and disbursement of OED, partner and industry press releases
  - Targeted media pitches to county, state, regional and national news outlets on Utah’s energy and minerals opportunities and successes
  - Creation of new investment-driven printed materials for strategic meetings and elevating OED’s incentive programs
  - Strategic advertising campaigns to promote energy and minerals development opportunities to targeted industries both national and international
• Annual energy and minerals trade mission to drive international research partnerships, foreign direct investment and event speakers/sponsors/attendees
• Targeted engagement with visiting delegations to Utah
• Identify two opportunities annually for Governor's Energy Advisor to speak at foreign energy & minerals conferences
• Deliver an OED Annual Report

OED STAFF AND PARTNERS

• OED Communications Director
• Private web/advertising/marketing agency
• SpyHop Phase II Productions
• State Agencies
• County Commissions
• Foreign state and industry offices
• Federal Partners

MEASURES

• Website analytics (traffic, specific pages, demographics, length of stay, etc.)
• Advertising analytics across social media, print and broadcast campaigns
• Number of press releases delivered
• Number of press articles featuring Utah energy and minerals
• Number of companies engaged in foreign trade missions
• Number of companies engaged in local delegation visits
• Number of international agreements and action plans (MOUs such as Jordan and Israel)
• Number of international speeches and attendees addressed
Goal 10
Advance the Air-Energy Nexus

Affordable, reliable energy plays an important role in securing improvement in our air quality. Through the deployment of advanced energy systems, new transportation alternatives, cleaner fuels, building efficiencies and education, Utah can continue to drive improvement in our airshed. OED will engage with strategic partners such as the Utah Clean Air Partnership, Envision Utah, and Utah Clean Cities Coalition to improve understanding of the impact of energy on air quality. This leadership will include targeted educational opportunities for a variety of public audiences, developing educational content for events and outreach and elevating OED’s work and its connection to air quality. OED will work to identify opportunities that improve air quality outcomes while maintaining its all-of-the-above approach to energy and minerals development.

ACTIONS
• Develop two K-12 lesson plan designed to teach students about the air-energy nexus
• Work with strategic partners to develop educational panel on air-energy topics at the 2018 Governor’s Energy Summit and a partner event
• Provide targeted communications that describe how OED programs, policies and industrial assistance has positively impacted air quality
• Work with Point of the Mountain Development Commission to develop innovative, multi-modal transportation solutions to improve air quality and alleviate traffic congestion
• Support innovations in new energy technologies that result in reduced emissions, including pilot projects in partnership with Rocky Mountain Power’s STEP initiative
• Participate annually in the Salt Lake Chamber Clear the Air Challenge
• Become one of the Salt Lake Chamber’s "Clean Air Champions"
• Partner with Rocky Mountain Power and Dominion Energy to enhance air energy public outreach and coordinate on programs with a target to deliver two coordinated public messages annually
• Pursue funding opportunities for air quality improvement initiatives

OED STAFF AND PARTNERS
• OED team
• Utah Clean Air Partnership
• Utah Clean Cities Coalition
• Utah Division of Air Quality
• Utah Clean Air Caucus
• Utah Clean Energy
• Living Zenith
• Building Owners and Managers Association
• Envision Utah
• Point of the Mountain Development Commission
• Leaders for Clean Air
• U Drives Electric
• Utah Department of Environmental Quality
• Dominion Energy
• Andeaver
• Chevron
• Rocky Mountain Power
• Salt Lake Chamber (Natural Resources Business Council)

MEASURES
• Number of red air days
• Air pollutant emissions
• Number of people educated on the air-energy nexus
• Number of teachers/classrooms engaged
• Number of air-energy educational events
• Delivery of cleaner, Tier 3 fuels to Utah markets leveraging OED-administered High Cost Infrastructure Tax Credit
Daggett County Strategic Economic Development Plan

Daggett County is the least populated county in Utah with just under 2000 residents. Its beautiful landscapes and vistas, including the famous Flaming Gorge Reservoir, attract thousands of outdoor enthusiast and recreationalist each year. Its major industries are agriculture and tourist recreation.

Greatest Concerns for Economic Growth

Daggett County has many economic challenges due to its remoteness and separation from most of the Utah economy. 90% of the county is public federal land which dictates its limited uses. Despite the seasonal influx of tourists on the lake there is a lack of retail and service businesses—there are no grocery stores, movie theaters or auto service businesses that maintain year-around operation. Sales tax generation is minimal due to a lack of retail sales. The unemployment rate is higher than the state average, hovering around 5%. Many residents who choose to live in the county leave to find sustainable employment, either traveling into Wyoming or to a neighboring county such as Uintah. There are some 250 business licenses held in the county, most of which are seasonal or home-based business. But, there is a lack of support and training without a Small Business Development Center (SBDC) in the vicinity. Many businesses do not want to take on the challenges of entrepreneurial risk or the expense of hiring new employees, so they are content with status quo revenue levels.

The biggest blow to the Daggett County economy in recent years was the loss of 15 jobs from the closure of the county jail. Inmates are no longer housed in the jail. The loss of these 15 jobs in a county of less than 2000 residents is significant. This has contributed to the higher unemployment rate and lack of cash flow and spending in the local economy. The jail is supported by a tax payer bond. While it is no longer generating income the county still bears the burden of meeting its bond payment obligation for the jail—a further strain on the county’s budget and overall economy.

Another challenge to the Daggett County economy is the lack of fiber optics for broadband communication, not only for business functions, but also for educational opportunities. The county applied for federal grant funding to expand broadband from Strata, the provider from nearby Uintah County, but they did not get the award. Broadband is critical to e-commerce business function and to educational advantages for the local students.

These challenges contribute to various other concerns within the county such as a lack of housing, full-time employment opportunities, infrastructure maintenance, and out-migration of the younger population seeking education and employment.

Greatest Opportunities for Economic Growth

Entrepreneurial opportunities abound in Daggett County. Tourism and recreation will be a consistent industry into the future. The competitive advantages the county has, such as camping, hiking and biking, hunting and world class fishing, will continue to draw people to the county. County officials see opportunities in hotel accommodations, groceries, gas stations and convenience stores, service and
mechanical stations and tire stores; value added agricultural markets, and recreational product 
manufacturing.

Competition will likely lead to better accommodations and services as new businesses enter the area to 
compete with existing operations. For example, there is currently and regularly a lack of hotel/motel 
accommodations. Another motel or smaller resort would find an instant market. Potential AirBNB style 
accommodations would allow for more overnight stays and longer visits to the area rather than day trips 
or using hotels and motels in Evanston, Wyoming and would generate income opportunities for 
residential owners of existing properties.

There are potential business opportunities for mechanics and tire stores that can service not only the 
locals but also the 30,000 visitors who come in on any given weekend during peak tourism times. Retail 
operations, such as convenience and gas, and restaurants would find sustainable markets and increase 
the sales tax base. Recruitment of these types of businesses needs attention and marketing by an active 
economic development department.

**One-Year Vision:**

The one-year economic development vision for Daggett County reflects the need to address our most 
pressing issues. They are 1) to repurpose the vacant Daggett County Jail, 2) to fill the full-time position of 
Economic Development Director, 3) to establish greatly needed broadband connections, and 4) to find 
users for 12,000 acre feet, per year, of leasable water.

**Daggett County Jail**
The county must find a viable use for the building that will generate income to cover the bond debt 
service. The net desire is to ultimately recover the value of 15 local incomes lost due to the closure of 
the facility. Daggett County is exploring options for the use of the building and recently held a public 
meeting to ask for the citizen to contribute to the ideas. Some of the options that have been considered 
are as follows:

- Youth Correctional Facility
- State/County Office Building
- State Records Storage
- Health Care Facility
- Senior Care Center
- Retail store
- Manufacturing
- Lodging Facility

**Economic Development Director**
Another pressing matter for the county is the need for a full-time director of economic development. 
We are seeking a subsidy that will help us afford an employee to fill the position. Economic development 
requires dedicated attention on a daily bases to address issues from resource networks to business
recruitment. Staffing levels in the county will not accommodate the attention of a current employ to take on the demands of economic development in addition to his/her current job.

**Broadband Connection**
Broadband is critical to the business, educational, and tourism interests of Daggett County. The lack of internet connectivity is hampering the education of our school students. Research and learning through the web are now the standard in modern day education. With 50% of all business now being done over the internet nation-wide many of our businesses, tourism based and otherwise, are losing competitive advantages not having e-commerce options at the speeds they need. Daggett County has been working with Kelleigh Cole of the Governor’s Office of Economic Development to research solutions. It is estimated that it could cost several million dollars to accomplish.

**Water Leasing**
We have a vast resource that has gone virtually untapped that is worth millions of dollars and would change the economy of the county. We hold the rights to more than 12,000 acre feet of leasable water from the reservoir. It could be worth as much a $2 million per year if it were lease to its fullest extent. We are seeking opportunities for industry and other water users to lease this incredible resource. We will appreciate the help of the Governor’s Office of Economic Development and its affiliates to inform potential industry recruits of this valuable water resource.

**Five-Year Vision:**

**Establishment of a local SBDC or BRC**
Many existing and future businesses would benefit by having a Small Business Development Center and its resources within the county. Training, consultation, business modeling, and networking will expand opportunities for growth and local job creation.

**Hosting Specialized Sporting and Recreational Events**
There is a great untapped potential for the county in specialized sporting competitions and events. Daggett County would like to be more proactive in the promotion of its natural assets for events such as high school tournaments, fishing competitions, mountain bike racing, boating and other sports related competitive activities.

**Improve local amenities such as the Rodeo Grounds**
The Rodeo Grounds need to be upgraded. Improvement in amenities and structures would lead to better rodeo competitions that would draw greater crowds. It would also improve the image and landscape of the area, making it a marketable draw for events.

**Sale of the 2450 acres in Dutch John**
The county has valuable land near Dutch John that can be sold or leased for development in the resort community area. This would help shore up the financial coffers of the county.

**Increased Law Enforcement/ Improved Lake Safety**
We would like to see increased law enforcement, game wardens, and an emphasis on lake safety. The population in the county and surrounding the Flaming Gorge Reservoir increases by 30,000 people on any given weekend during tourist seasons. Current levels of law enforcement cannot manage the emergency response and regulatory needs during these peak times.

Facilitate more opportunities for GOED’s Rural Fast Track Grant, other grants and state tax credits
Daggett County businesses would benefit from modifications to some of the regulation on Rural Fast Track Grants, such as the hiring requirement or the pay level requirement to qualify for the grant. With a full-time Economic Director we would have someone in place to help inform businesses of their grant and tax credit opportunities.

State Jobs from the Wasatch Front
If there are opportunities for state jobs to be moved to rural counties, as has been suggested by some in the Governor’s Office, Daggett County would be a prime location for those interested in living in a beautiful rural setting. With modifications to, or re-institution of the Jail, and improvement of broadband connections state jobs options could become very attractive.

Ten-Year Vision:

Continued balance between the growing tourism sector and traditional agricultural uses that have been the foundation of the Daggett County.

Improved infrastructure to accommodate opportunities and growth

Expanded housing investments and opportunities
Duchesne County

2018

Utah’s 25,000 Rural Job initiative.
Duchesne County is excited to participate in every aspect of the new rural initiate that focuses on the health and vitality of Rural Utah. The 25,000 job initiative which was a result of Senator Kevin Vantassel’s efforts in the 2017 legislative session, and Governor Herbert’s strong support and willingness to sign a joint resolution has our local leaders invigorated and optimistic for the future of Rural Utah. This document will guide economic development efforts in Duchesne County. It will be amended as new opportunities or challenges present themselves.

Duchesne County proudly participates on every level with all state and federal partners to find opportunities and solutions for rural challenges. The Uintah Basin has dedicated, hard-working elected leaders who are engaged in the process and work tirelessly to advocate for our areas. Many of these individuals are considered experts in multiple fields. Our elected leaders are invited to engage in discussions and have a seat at the table in almost every setting. They are respected throughout the state of Utah and the nation. These people deserve a great deal of credit for raising the Basin’s issues to the forefront.

The residents of the Basin are some of the most ingenious and determined people in the world. Residents are accustomed to very hard work! It is not unusual for those employed in one of our many industries to work 60 – 80 hours weekly in every imaginable condition. Basin residents are loyal and continue to invest in their businesses when almost anyone else would walk away. Our residents care deeply about their families and will not give up easily. They will invent/reinvent, retool and continue to do anything that is necessary to find solutions. They believe in Utah and in the American Dream and that the Uintah Basin is the best place to achieve success for themselves and their family.

The Uintah Basin has seen amazing advances in infrastructure in recent years. These include but are not limited to roads, law enforcement, housing, education, healthcare, water, local amenities, new retail offerings and recreation. It is important to note that almost every one of these advances can be directly linked to the prosperity that flows to the state of Utah and local counties directly from a robust energy industry. While recent downturns have highlighted a lack of diversification it has been clearly demonstrated, private investment from some of America’s premier energy companies has made Utah a powerhouse of opportunity.

Healthcare in the Uintah Basin is state of the art. Collectively over 50 physicians call the Uintah Basin home. Most services and treatments can be done in the Basin which has stopped the flow of millions of dollars to other states and communities from our local residents. This high quality delivery system adds to the quality of life and standard of care for our residents. The Uintah Basin Medical Center (UBMC) headquartered in Roosevelt employs over 600 people in the hospital, clinic and all it’s affiliates. UBMC is considered one of the top rural hospitals in the United States.

Each community is Duchesne County has a proud identity and is recognized for many achievements. I would like to highlight just a few of their special traits.

*Roosevelt* has been named one of the best places in Utah to retire because of the cost of living, access to public lands, abundant recreation, health care and an excellent quality of life. Roosevelt is home to several corporate headquarters including Strata Networks and Moon Lake...
Electric and is the hub for professionals and retail services. During busy weekdays populations easily soar to over 20,000 people who come for entertainment, education, healthcare, financial & professional services, retail & dining, utilities & government sectors and much, much more.

*Duchesne City* is the gateway to the Uintah Basin and is home to one of Utah’s premier state parks which brings over 100,000 visitors to its amazing beach and water recreation at Starvation State Park. A deeply patriotic community Duchesne has the largest Veterans Memorial in the Basin and is the the county seat and houses the main offices for county government. School sports teams are nationally recognized as is the drill team. Add to the mix a new event center with an arena and conference rooms only a short 60 minute drive from Heber City. With such an ease of access to the Wasatch Front it is easy to see why many concede Duchesne City has it all.

*Altamont* boasts an award winning High School, local park, medical clinic and the most beautiful views and access to the High Uinta’s. Altamont is the hub for many activities and is just minutes away from several world Class Destination Resorts such as Falcon’s Ledge, Hidden Springs, Six Lakes all of which gives Altamont a unique personality all its own.

*Myton City* just minutes from Roosevelt has become a destination for one of Duchesne County premiere speciality schools Conamore’ who has received accolades and recognition from local and national groups as they serve local children with special needs. Myton has quaint parks and streets that take you back to a simpler time. Historic buildings and a thriving Ute Convenience Store. It is the perfect setting for a community striving to offer a special kind of identity.

*Tabiona* is a very small town with a population of less than 250 people, although a few dozen other families live within a 10 minute drive of the city. Tabiona is now connected to Kamas by HWY 35 known as Wolf Creek Pass. Tabiona offers a full educational experience for children K-12. The school is the lifeblood of the community and is always bustling with sports and destination events to highlight the education and opportunities available. Tabby Mountain is one of Utah’s most cherished treasures. Much of this natural wonder is part of the State Institutional Trust Lands holdings for the future of Utah’s School Students.

**Our Assets**

The Uintah Basin offers telecommunication technology second to none. Strata Networks, our local telecommunication cooperative, offers a full slate of services which includes, land line services to home and businesses, wireless services, LTE 4G Wireless, broadband DSL & Fiber. These state of the art services have two redundant routes which protect broadband users against natural and manmade disasters, a must for expanding businesses. Fiber optics to many homes and businesses has become a reality and additional areas are on the fast track to having connectivity. We understand that all future plans to diversify our economy will clearly utilize Strata as a key to success. Recently several talented young professionals have made the Uinta Basin their home after building successful careers around the world. Strata was able to provide the connectivity to make it possible to work in a remote location with access to customers on every continent. Words cannot adequately express the tremendous blessing that Strata is and will continue to be in Utah. They are on the cutting edge of technology and are embracing and
preparing to partner with job creators in technology and traditional industries. They have recently expanded their holdings to include a data center which can store information in the most secure location possible for customers around the world. The Uintah Basin has been referred to as an isolated empire because it lacks a four lane highway, a freeway, rail service and full service commercial air service. Technology is the our great equalizer. Strata provides us with that advantage while many rural areas across the nation are being left behind. Strata will be a big player in all future efforts to diversify the economy in Duchesne County. “Literally, Google Fiber ... has nothing on the Basin!!!”

Moon Lake Electric is a local cooperative serving all of the Basin except the Ashley Valley (Vernal) Area providing some of the most dependable and inexpensive power rates in the nation. This amazing organization exceeds expectation and is a great partner to work with whenever we need assistance. Moon Lake has been working on an upgrade and expansion formula which has seen dramatic strides in efficiency and ability to meet future electric needs. Rates for Moon Lake Electric customers are among the lowest in the Nation.

Education opportunities and offerings are considered excellent and well above average. The k-12 schools have deployed the newest technologies while empowering educators to make a real difference in the lives of their students. Over five new school buildings have been built in the last 10 years to keep pace with demand in Duchesne County. Others have received substantial upgrades. Duchesne County has utilized the latest technology to enhance teaching and learning environments. Some students graduating with a diploma from any of our four Duchesne County high schools have gone on to achieve national and international recognition and have become ambassadors for the proud communities where they were raised.

Students do not have to leave Duchesne County to achieve advanced certificates and degrees. Roosevelt and Vernal are home to concurrent enrollment and adult learning settings at UBTECH and USU Uintah Basin Campus. Hundreds of local teachers, nurses, engineers, accountants and many more have been able to earn a degree at any age without leaving Northeastern Utah. Their success has inspired new generations to redefine what is possible when living in a rural community in Utah. Academic leaders from higher education are very involved in economic development discussions and work diligently to prepare students to become the future workforce needed for business and industry.

Agriculture in the Basin has been stable over the last 5 years and has seen several good annual increases. Strong prices have allowed producers to upgrade machinery and expand operations. All Utah producers would agree that while the future is uncertain and fragile, Northeastern Utah will continue to be a major contributor to the overall well-being of the Basin and Utah.

Tourism & Recreation Promotion and Visitor Services is a top priority for Duchesne County. Stakeholders are meeting regularly to find both immediate and long term strategies to enhance destination traffic to Duchesne County. Duchesne County is home to the beautiful High Uinta Wilderness, world class fishing and hunting, 9 mile canyon, Starvation State Park, 10 destination resorts and the highly acclaimed Roosevelt Golf Course just to highlight a few. Additionally two new event centers were added to the complement of venues available for use for destination events conferences and meetings. One of the new event centers is the Grace Event Center in Roosevelt which is privately owned and the Centennial Event Center & Arena in Duchesne City
which is owned by the County. Additional lodging in both Duchesne City and Roosevelt City make it more accessible for our recreation and meeting venues. Duchesne County especially appreciates the partnership with adjacent counties and the State of Utah as everyone works collectively to bring visitors to the wonderful state of Utah!!!

Energy is still the foundation of economic prosperity in Duchesne County. We will continue to strongly support and advocate for this industry. After experiencing amazing growth, job creation and record business startup launches since 2000. Duchesne County experienced what some have referred to as an economic tsunami. The first quarter of 2015 found the energy industry in crisis, seeing pricing spiraling downward. Foreign producers began flooding the market with product. The state of Utah has lost over 3 billion dollars in investment in drilling budgets, from the height of production in oil and gas. Production companies, in an effort to remain viable have streamlined operations and are requiring new more aggressive pricing structures from vendors and contractors that reflected a much tighter margin. This new pricing and expense model has been a shocking and difficult pill to swallow as most expenses have not gone down for vendors. 2017 has seen a rebound of sorts, which has given a reprieve to many weary residents and businesses. We believe the future of the energy industry in the Basin is bright and we are cautiously optimistic. We believe energy will continue to be the primary driver of the economy in Duchesne County for at least the next 25 years. 50% of direct employment and 75% of indirect employment are based off of the Energy Industry. We are proud of our energy industry and the world class operations they have built. Billions of dollars have been poured into building a dynamic, savvy and strong energy industry in the Utah. This foundation is important for Utah and the Nation as we come to understand that energy independence keeps us safer with an opportunities for a better quality of life. Energy production is being accomplished with extreme safety, advanced technology and with an eye to maintain the highest environmental standards.

**Local leaders unanimously agree that by deploying a strategy which builds on many of the accomplishments and assets listed above, Duchesne County can slowly revitalize and diversify the economy one job at a time.**

The Tri-County Area Duchesne, Uintah and Daggett are closely aligned in their priorities and strategies to build sustainable communities. Economic development offices continually communicate and partner on regional projects. Economic Development Professionals meet with elected officials on a regular basis to collaborate on finding win win solutions. Additionally, the counties work hand in hand on the Business Expansion and Retention Program and State Legislative working groups.

We are so grateful that the State of Utah is doing so well and providing such an excellent foundation for all of Utah’s residents. We are well aware that Utah is one of America’s best managed states and leads every poll as an excellent place to do business. We have regular
on-going discussions with leaders at all levels. All state offices have been very engaged in helping the Basin find resources. We especially want to express our appreciation to Governor Herbert for his support and concern for Duchesne County. The Office of Economic Development and Office of Energy have been readily available for assistance. The State of Utah has many amazing and talented employees, we are fortunate to be able to tap into their expertise. Duchesne County is supporting several legislative priorities that will be forth coming from the Governor's Rural Partnership Board, and the 7 County Infrastructure Committee.

**Duchesne County has identified three initial projects that we feel are well positioned to succeed quickly, providing a first layer in the foundation for diversification. These projects also provide solutions for existing industry. These are not listed in order of importance as all are top priorities.**

A. *The newly established 7 County Infrastructure Coalition* has quite literally been 40 years in the making. Its vision may have been called by many names over the decades, but essentially the need for a long term strategy and way to do private public partnerships has always been considered the only way forward on large scale solutions for Eastern Utah. Development of broadband communication, road and rail transportation, pipelines, and utility transmission are just a few of the projects that are poised to move forward. While many believe this effort was just recently discussed and introduced, leaders have been wringing their hands in desperation for decades. Over the last 5 years, a more focused discussion brought a better understanding how regions are built and how interconnected counties, industry and Infrastructure planning is. The implementation of these projects are critical in allowing Eastern Utah to prosper, not only supporting existing industry, but planning for a future that will be less dependent on natural resource production. We sincerely seek continued support for the 7 County Infrastructure Coalition. An endorsement from the Governor's Office would confirm the need for this essential organization. Strong support from several state boards and coalitions are needed to strengthen the 7 County Coalition to take these projects into the future. The community impact board has been a critical partner, and will need to continue in its role of a funding partner. We believe the Governor's Office can be helpful in helping partners and agencies to understand the critical role that infrastructure plays in defining the success of communities.

B. *Duchesne County and Uintah County has identified remote jobs in the technology fields to be fertile ground for immediate job creation in the Uintah Basin.* In 2016 a company who had a contract to fill position for UBER found 50 employees to work for them from home in the Basin. These positions were entry level and did not require specialized training. This job announcement created a groundswell of interest and identified the emerging sector of jobs that can be performed from remote locations. UBTech is developing a program where training could be available for high school students and adults seeking to be ready for these technology jobs. See details below:

UBTECH will be seeking a positive recommendation from the Higher Education Appropriation Committee in the 2018 Legislative Session for this project.

Request amount:
UBTech has the infrastructure to facilitate the classroom space for an IT program both at the Roosevelt and Vernal Campus.

The anticipated start date for the IT program is August 2018

The Information Technology (IT) program will help students prepare for industry certification in the information technology field. UBTech will hire one full-time and one part-time instructor to manage and teach the IT program.

The mission of UBTech is to provide training to meet the local job markets needs and promote economic development. Our local industries are requesting employees with IT skills in computer hardware and software. Adding the IT program and instructional staff will allow UBTech to meet the those needs.

UBTech partners with Strata/Spectra the local telecommunication company that provides fiber optics, data storage, and cell phone service for the region. This request will help UBTech meet the demands of local employers like Strata who have identified a shortage of skilled IT applicants. We plan on working closely with our industry partners and train students to meet the employment needs in the information technology industry.

C. A forward thinking Utah Company has already set it sights on Duchesne County and made a substantial investment. Young Living Farms and Essential Oils is a new property owner in the picturesque area of Western Duchesne County known as the Tabiona Valley. Please see below the project plan and desired outcome.

Information provided by Office of Energy Development; Jordan Clark & Associates

Success+

Young Living Farms Tabiona Project

Duchesne County

Biomass Distillery, Tourism, Infrastructure and Agricultural Development

| Problem Statement | Job losses in agriculture, energy, minerals and tourism and the related support sectors have combined to significantly constrain rural job growth in Duchesne County. |
| Description (Biomass, Agriculture, Infrastructure and Tourism) | Duchesne County, The Governor’s Office of Energy Development (OED) and School Institutional Trust Lands Administration (SITLA) will optimize their rural development and infrastructure incentive programs in partnership with Young Living Farms to focus on a strategy to drive job creation in Tabiona, Utah through:  
- Aromatic agricultural farming  
- Biomass harvesting  
- Essential oil distilling  
- Northern Dog breeding and training facility for Siberian huskies and Alaskan malamutes  
- Facility for animal breeding, veterinary services and processing that will have visitor centers for tourism  
With the farm, distillery, housing and other buildings, water, power and communication infrastructure will need to be developed and supported through rural and OED incentives and state transportation development, which will increase access to global exports and market opportunities for products and services. |
|---|---|
| Project Management | Project Sponsor: Dr. Laura Nelson (OED), Irene Hansen (Duchesne County) and Dave Ure (SITLA)  
Project Facilitators: Michele Pasker (OED), Irene Hansen, Jordan Clark (OED)  
Project Managers: Jordan Clark, Cameron Archibald (OED)  
Project Data: Mark Harris (Young Living), Cameron Archibald  
Project Communications: Meghan Stettler (OED), Irene Hansen  
Team: Young Living Farms, Irene Hansen, Dan Royal (OED Incentives) |
| Milestones | Road Improvement ’17-'20  
| | Water Infrastructure 2017 & 2018  
| | Aromatic Farm Groundbreaking 1QTR’18  
| | Juniper Distillery Construction Start 2QTR’18 and Opening 2QTR’19  
| | Sled Dog Training Facility – Tourism 2QTR’18  
| | Elk Breeding and Meat Locker Completion 1QTR’18  
| | Opening of Tabiona Pass round 1QTR’18  
| | Legislative budget  
| | Emergency Services access to Tabiona, Utah with keeping Tabiona Pass open year round.  
| | Fiber $21K  
| |
| Estimated Investment by 2020 (~$10M) | Road Improvement ~$1M  
| | Water Infrastructure ~$2M  
| | Sled Dog Facility ~$2.3M  
| | Park- River Bed & Watershed enhancement ~$600K  
| | Aromatic Farm: Farm Equipment – Suppliers Distillery ~$3M  
| | Elk Breeding and Meat Locker: ~$1.5M  
| | Tabiona Pass Legislative – Governor's Office  
| | Fiber ~$21K  
| |
| Call to Action | PROMPT: Why is it important to support this project now?  
<p>| From mid-2014 to the end of 2016, employment in Duchesne county declined by approximately 20 percent. Over this same period, unemployment peaked at almost 10 percent. Jobs in the energy sector pay almost twice the average Utah wages and are a determinant in the economic stabilization in rural Utah. At the same time, the cost of agricultural farming has increased. The opportunity to combine both energy production and agriculture has kept many small agricultural farms in rural Utah open due to the profitability in energy, minerals and biomass. |</p>
<table>
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<tr>
<th>Success Criteria: To realize the goal the following conditions must be met</th>
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| · Year round access to Tabiona from State Hwy 35 from Park City  
  o This shortens travel time for goods and services from 81 miles to 59 miles and cuts about 15-20 minutes of travel time to Tabiona.  
  o Allow residents living in Tabiona to find employment and commute to and from Park City.  
  o Increases flow of tourism as another gateway to Duchesne County.  
  o Allows for year-round services to Tabiona, including emergency vehicle access.  
  o Ground breaking on 1000/acre farm by spring ‘18 |

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<tr>
<th>Performance Measures (Estimated Jobs by Young Living Farms Jobs 100-150)</th>
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| · Externally OED, Duchesne County and SITLA will assess baseline unemployment values and track job growth associated with utilization of its incentive programs and adjoining school trust lands to see how best to support Young Living.  
  o Annual targets will be defined and measured |
| Young Living Biomass and Essential Oils Distillery | Through the distilling of juniper chips, Young Living has created an ecosystem of jobs that support many initiatives of both the Utah Forest Service and Watershed Restoration Program. Young Living is subcontracting the whole tree removal and chipping of juniper trees, which are currently being done on private farmlands. As the program continues, the removal of more junipers will continue to mitigate the risk of forest fires, restore watersheds and increase the amount of agricultural and grazing land for both SITLA and private landowners. This has already created 7 rural jobs and in the biomass harvesting industry in the last two years with over $2M invested in Sevier County. Young Living has continued to hire in Juab County to increase capacity at the distillery there. However, this distillery cannot keep up with demand for processing juniper oil along with the other plants that must be distilled in the Mona Facility. It is anticipated that while Young Living will see an increase in job growth in Tabiona, there will also be an increase in job growth in the biomass sector as more supply of juniper chips will be required to meet the capacity of the new distillery. |

**What does the future hold for the BASIN??**

**In addition to those priorities outlined above other 5 year goals will include the following.**

It is the Goal of Duchesne County to have an additional 250 jobs in the local economy that are not dependent on Natural Resource Production within a 5 year time frame.

The Duchesne County Economic Development Office in Partnership with the Utah Rural BEAR program is actively engaging a contractor who will be visiting and establishing relationships with over 100+ businesses. We are excited to embark with the support of the state of Utah on making sure our rural businesses understand all the resources which are available from state agencies. We appreciate this partnership with GOED and look forward to many great stories of matching resources to businesses ripe and ready to expand. We have refined this process after some trial and error and are confident we have found a winning strategy. We sincerely wish to thank Linda Gilmore and her staff at GOED for their support and diligence.

Agriculture in Duchesne County is a vital part of our success. Agriculture is our backbone and has set the stage for the hard work ethic and can do spirit of our residents. We believe the agriculture community will be looking to the county, state and nation to reach common goals.
Regulation, unstable pricing and a distinct disadvantage for independent producers are all part of a complicated puzzle. Utah must continue its support of a sustainable agriculture community which includes planning and implementation of remedies that have and will continue to be identified.

Education is a fundamental component of building any society. Duchesne County School District has set the bar very high to achieve a well educated work force as they partner with USU and the Applied Technology College to make sure continuing education is available. However a paradigm shift is certainly in the wind as more and more students choose an online learning model. Finding ways to implement non-traditional learning which might include on the job training must be in the forefront of academic discussions. Urban solutions may not fit a rural framework. Duchesne County seeks ongoing partnerships to create and improve dynamic learning environments.

Duchesne County is a vibrant area with diverse land ownership. It is our hope that greater cooperation will be a reality, making it possible for all stakeholders to work together for win win solutions. Public land policy is especially vulnerable to political winds which make investment options limited. Investors do not want to assume additional risk to do business in rural areas of the state. The Uintah Basin has been especially vulnerable to this perception.

Duchesne County works to achieve good relationships with the Ute Indian Tribe. Finding solutions to challenges can appear overwhelming and unattainable. However, history has shown that a determined consistent communication and a willingness to negotiate in good faith can overcome some challenges. Duchesne County’s complicated jurisdictional issues have greatly limited the ability to promote travel and tourism as some trails and some public destinations are only accessible by crossing Tribal lands. These often produce uncertain outcomes. The continuation of the State’s support, involvement and investment are the only way to make change possible and sustainable with any certainty.

Enhanced recreation and tourism is a viable building block for diversification and tax revenue to cities and towns. Greater support and investment in communities who are the gateways to Utah’s Treasures are needed. Northeastern Utah offers a perfect destination for visitors to experience the diversity of our state without adding to the pressure and congestion of the big 5 national parks. Although Utah has made amazing and substantial advances in advertising the many treasures in Utah. A small percentage of funds for advertising approved by Utah’s Legislative Body should be shifted to additional staff at UOT. Expertise would be very valuable to rural counties trying to expand offerings and building tourism infrastructure. Private industry could also benefit greatly from increased technical assistance for small enterprises who don’t have the benefit of public relation firms or large corporate affiliations. Over time the visitor experience in Utah will define us as a state as millions come and go. Increased training and consistent technical assistance to all stakeholders is a must to take Utah to the next level and maintain current growth levels.

*In addition to those priorities outlined above other 10-20 year goals will include the following.*
It is the Goal of Duchesne County to have an additional 400 jobs in the local economy that are not dependent on Natural Resource Production within a 10 year time frame. We believe the 2030 census will show a Duchesne County population of over 30,000 people. Duchesne County’s close proximity to the Wasatch Front will be a natural area for expansion for those who want to be within a couple of hours of big city amenities, but can work from home or in remote locations in a technology driven national economy.

Investment for new and expanding business is a difficult nut to crack. Frankly speaking the Uintah Basin has been identified, more than once throughout its history, as a less desirable place to invest money. That identity has sidelined several small businesses that simply could not make a viable idea become reality due to lack of funding. Several entrepreneurs over the years have left the region for a more fertile ground to grow a new venture. Many great leaders have correctly said that “Capital is a Coward” often times Rural Utah is victim of such a mentality. Great ideas, inventions and dreams remain on the bench because of a lack of investment. The State of Utah could be the convener of bringing capital and investment to make truly viable visions come to fruition. Many solutions that are used in the Urban areas of Utah, do not function as a rural component or option.

Transportation is the vital link to make it possible to do business in Duchesne County. While Duchesne County is actively working with UDOT to find creative ways to layer solutions, most experts agree an expansion to a four lane divided highway from Vernal to Heber is the most efficient way to advance transportation in Northeastern Utah. This project would most likely take 20 years for design, planning and full implementation.

Utah is quickly morphing into a urban state. Connections to Rural Utah are becoming less and less relevant to most state residents. Simply stated this turn of events is devastating to the voice of Rural Utah. Rural issues could be drowned out in a sea of big city problems simply dwarfing the needs of Rural Utah. Duchesne County believes some safeguards need to be considered to make sure that Rural Utah which covers at least 20 of 29 counties continues to be involved in the conversations. Currently one senator can have more than 6 rural counties just to have the population to form one senate district. This dynamic deserves to be a topic of conversation among the best and brightest minds in Utah. Will Rural Utah be better known and defined in 10 years or will our influence be drastically diminished? All Utahns have a stake in the future of Rural Utah. Rural Utah cannot simply be a playground for the urban residents.

**In Summary**

Duchesne County is determined to be prominent leader in the exchange of ideas and the sharing of strategies within Rural Utah. It is indeed a privilege to live in a state where an emphasis on the wellbeing of all citizens is recognized and embraced. Duchesne County is proud of its strong contribution to the success of Utah. We sincerely appreciate the opportunity to participate in this landmark process.

This plan is the first step to identify a path forward to achieve job creation as recommended in the 25,000 job initiative. It is meant as an overview and a synopsis that captures public outreach, survey results and some city, county, and regional planning efforts that have already occurred. This process should not be considered a socio-economic or econometric overview.
UINTAH COUNTY
ECONOMIC DEVELOPMENT

STRATEGIC PLAN
FEBRUARY 28, 2018
INTRODUCTION

Uintah County is the #1 producer of natural gas in The State of Utah. It is no surprise that Uintah County’s economy is largely affected by the state of the energy industry at any given point in history. Historically, the economy has seen several instances of a slowdown in the energy industry which results in the downturn of the local economy. The most recent downturn began at the end of 2014 which resulted in an unemployment rate around 12% and a loss in gross taxable sales around 40%. Each time the community is faced with this challenge they come out performing more efficiently and engaged in an effort to diversify the economy.

Uintah County does not lack in local infrastructure. We have updated water and sewer systems, new community facilities and schools, well maintained roads, access to power and natural gas, and one of the most technologically advanced telecommunications systems in the country. We may be known as a small rural community, but do not lack in opportunities that were once believed to be available only in urban areas.

As of the second quarter of 2017, Uintah County’s economy has stabilized and is looking towards sustained growth. The unemployment rate has decreased to 5.6% with gross taxable sales growing 29% from this time last year. The economy has improved markedly and is very encouraging.

Source: Utah Dept of Workforce Services and Utah State Tax Commission
**SHORT-TERM GOALS**

**DIVERSIFICATION WITHIN THE OIL & GAS INDUSTRY**
- Support Uintah Advantage (Upgrader) - *This project has the potential to remove the discount that is placed on the price of our local crude. It will also provide the opportunity to reach new markets dealing with lubricants.*
- Support the Seven County Infrastructure Coalition (SCIC) - *This organization has the potential to partner with Uintah Advantage and other projects to help them start operations.*
- Participate in the Western States Rural Natural Gas Initiative (WSRGI) - *This initiative will be looking at opportunities for new infrastructure and opportunities related to natural gas fields including the Uinta Basin to provide a way to supply this product to new markets such as Asia from the West Coast.*

**ECONOMIC DIVERSIFICATION**
- Support UBTech Programs - *UBTech is set to offer a new technology program beginning August 2018. This program will expand our technology workforce and place us at a very competitive level in recruiting tech companies.*
- Increase Marketing Outreach - *Design, produce, and place materials for business outreach, retention, expansion, and recruitment. Partner with Duchesne County with these efforts. Uintah Basin: Small Town Big Opportunities recruitment video has already been created.*

**BUSINESS EXPANSION AND RETENTION**
- Support the completion of the Bookcliffs Highway - *This project will provide new opportunities for local businesses including better transportation alternatives for goods and additional customers. It will increase tourism by connecting Dinosaur National Monument to the Mighty 5, Flaming Gorge Recreation Area, and Yellowstone National Park.*
- BEAR and Rural Fast Track Funding - *Support efforts through the legislature to have the IAF as a line item in the Governor’s Budget each year. This program has proved to be very successful in Uintah County and is one of the few tools from GOED that we are able to use on a consistent basis.*
- Restructuring Rural Incentive Programs - *Work with GRPB and other organizations to restructure these programs so that they can be used in the rural communities they were designed for. Many times the restrictions don’t allow them to be used for the intended purpose.*
- State Jobs - *Look for opportunities and feasibility to move State Jobs to Rural Utah. In many cases it would save tax payer money and the employee would be more aware of current situations.*
LONG-TERM GOALS

DIVERSIFIED ECONOMY
• Support projects to diversify current industries.
• Market and recruit new industries including manufacturing and technology

QUALITY OF LIFE
• Support Master Trail System Project
• Expand and add new recreational opportunities
• Engage in efforts to increase transportation opportunities

STRONG AND DIVERSIFIED WORKFORCE
• Support local higher education institutions - USU Uintah Basin and UBTech
• Provide training for local businesses
REQUESTS

JOBS

State Jobs
Support the transition and movement of State jobs dealing with rural lands, resources, and issues to locate their office in The Uintah County. This has the potential to save tax payer money and allows the employee to be more aware of the rural situations that they are tasked with.

The average lease rate in Downtown Salt Lake City is $20.60 SF/YR in comparison to the average lease rate in Vernal, UT that is $11.76 SF/YR. This difference could save State Offices thousands of dollars each year in rent not factoring the cost of travel that some offices occur by traveling to Rural Utah several times a week. The knowledge and expertise that comes with living in your work environment also proves to be very valuable as well.

1. Community Development - Community Impact Board (CIB) Staff
2. Attorney (Tribal Issues)
3. Jones Hole Fish Hatchery (Federal to State Owned)

Tech Jobs
Support and help make the connection between tech companies located on the Wasatch Front and Rural Utah to open rural office locations and bring tech job opportunities to Uintah County.

Support and Fund UBTech’s new Information Technology Program. This program will help students prepare for industry certification in the information technology field and increase the County’s IT workforce to support technology jobs.
REQUESTS

TRANSPORTATION

Bookcliffs Transportation Corridor
Support, fund, and prioritize the completion of this highway to provide additional opportunities for The Uintah Basin and provide the connection to Utah State’s tourism industry. This road is proven to provide a positive economic impact not only to the surrounding communities, but to the entire State of Utah.

The total construction cost to finish the Book Cliffs Transportation Corridor is estimated to be $158 million. The tourism economic impact that this road will have on Uintah County, Duchesne County, Grand County, and The State of Utah is estimated to be $43 million in GDP and $80 million in total output through the year 2040 if the road is completed by the end of 2020.

Source: Book Cliffs Transportation Corridor Study, December 2015

Highway 40
Support and prioritize the widening of Highway 40 by 2040. This is a very important transportation corridor for Uintah County. Reducing the congestion and providing passing lanes to maneuver around large industry trucks will increase the safety along this roadway.

Rural Programs
Support and fund efforts to continue and expand rural programs. Recently we have elevated the BEAR Program in the Basin. It has proved to be an invaluable asset to both businesses and economic development. We are able to help businesses succeed through solving current issues and providing guidance and information about resources available to them. The Rural Fast Track Grant has also been a huge asset and morale builder for our local businesses. With the temporary adjustment we received this past year. We had two businesses who were able to take advantage of this program and expand their business and hire additional employees with several more businesses excited to do the same. The Enterprise Zone Tax Credit has also proved to be a helpful tool for local businesses. These resources give our businesses an incentive to expand, capitalize on their successes, and help grow the economy. Rural programs give us the tools and resources to help stabilize and enhance the economy in Uintah County.