

The Counties of:
Juab, Millard, Piute, Sanpete, Sevier, and Wayne



SIX COUNTY
Economic Development District

CEDS 2019

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

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Vision Statement

The vision of the Six County Economic Development District is to provide direction and leadership in a manner that will enhance the capability of local leaders and citizens to plan, develop, and implement projects that will conserve and improve the use of our lands and natural resources and to improve the socioeconomic conditions in the Six County area.

EXECUTIVE SUMMARY

The Six County Economic Development District (SCEDD) was formed through inter-local agreements by Juab, Millard, Piute, Sanpete, Sevier, and Wayne counties. The District received official designation by the Department of Commerce, Economic Development Administration (EDA), on November 25, 1969.

The SCEDD receives a “*Partnership Planning Assistance Grant*” from the Economic Development Administration (EDA). A grant requirement is to develop, implement, and update a five-year Comprehensive Economic Development Strategy (CEDS) for the Region. This five-year CEDS supersedes all earlier editions and is entitled the Comprehensive Economic Development Strategy 2019 or simply CEDS 2019.

The Authority Board of the SCEDD established the CEDS 2019 Steering Committee and directed the development of a “CEDS 2019. This advisory group comprises elected officials and special interest representatives for education, business, labor, industry, agriculture, minority groups, community organizations, unemployment and underemployment. The CEDS 2019 Steering Committee participated in a (S)trengths, (W)eaknesses, (O)pportunities, and (T)hreats or SWOT Analysis and review of the draft before becoming final. They have directed staff in making corrections, additions, and changes. *See Exhibits #- 2019 Six-County Economic Development District Board and Exhibit # – Strategy Committee Membership Roster in the Appendix on Pages # and #.* As in previous CEDS documents, statistical and demographic data was used to determine distress of the area. Per capita income, median family income, and employment wages, were significantly lower than that of the State of Utah and U.S. unemployment was lower than the U.S but has been consistently higher than that of the State. The CEDS 2019 has developed goals and objectives to improve these areas of concern.

From the SWOT Analysis exercise the chosen as areas of focus are: 1) Lifestyle; 2) Development of Natural Resources; 3) Low paying jobs; 4) Kids leaving the area for better job. The District will focus on these priorities as they work toward reaching their goals and objectives.

The Steering Committee also derived a vision statement for the Region which is: ***The vision of the Six County Economic Development District is to provide direction and leadership in a manner that will enhance the capability of local leaders and citizens to plan, develop, and implement projects that will conserve and improve the use of our lands and natural resources and to improve the socioeconomic conditions in the Six County area.***

There are five goals that the District has set. Objectives and strategies were developed to meet these goals. *Goal 1 - Develop and maintain a positive environment for economic development; Goal 2: Conduct and support a reliable and integrated planning in cooperation with all agencies; Goal 3: Assist in expansion and retention of local business and establish industry that will increase family sustaining employment opportunities; Goal 4: Encourage and identify opportunities to develop more efficient use of natural resources; and, goal 5: Assist minority and ethnic populations in achieving their economic development goals and objectives.*

The final portion of the CEDS 2019 is the action and implementation plan. To assist in tracking accomplishments the SCEDD Board will update the Action Implantation Plan chart each time they meet during regularly held Board Meetings. If there are any questions or comments regarding this plan please contact Travis Kyhl, SCEDD Executive Director at (435) 893-0713 or at tkyhl@sixcounty.com.

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Section I. Background

Organization, History, and Future: The Six County Region was organized as the Six County Economic Development District (SCEDD) by the Department of Commerce, Economic Development Administration (EDA) on November 25, 1969. Since its inception, the SCEDD has benefited greatly from the investment in the Region by the EDA. This includes yearly planning grant awards. EDA resources have been and continue to be a stabilizing factor in maintaining a collaborative economic development program within the Six County area. Because of EDA's past investment hundreds of jobs both direct and indirect have been created and/or retained. The continuance of this success is greatly dependent on the continued resources provided by EDA.

Economy: According to the Utah State Department of Workforce Services, reported nonfarm jobs in 2017 was placed at 26,321 in the six-county region. The largest employer was the government sector accounting for 27.3% of the region's workforce. Those employed in trade, transportation, and utilities sector is 21.5%. There is a significant gap between the next employment sectors which include education, health and social services with 12.4% employment followed by leisure and hospitality at 9.6% and manufacturing at 8.8%.

The chart below provides a breakdown of employment in the District. It includes the number employed in each sector.

Sector	Juab	Millard	Piute	Sanpete	Sevier	Wayne	Region	Percent
Construction	295	105	N/A	450	381	142	1373	5.15%
Ed/Health/Social Svcs	560	494	32	1005	1207	117	3415	12.81%
Financial Activities	54	65	5	170	185	2	481	1.80%
Government	873	1067	143	3416	1807	276	7582	28.44%
Information	16	19	N/A	193	35	N/A	263	0.98%
Leisure/Hospitality	328	381	19	591	908	294	2521	9.46%
Manufacturing	823	200	N/A	1103	467	10	2603	9.76%
Mining	23	108	N/A	30	622	N/A	783	2.94%
Other Services	56	81	N/A	158	149	22	466	1.75%
Prof/Business Svcs	202	528	3	281	547	10	1571	5.89%
Trade/Transport/Utilities	348	1329	32	1087	2625	181	5602	21.01%

Source: U.S. Bureau of Labor Statistics, Utah Department of Workforce Services

To better understand the employment characteristics of the Region, each sector is now described. Some sectors are categorized together because of the limited number employed in these sectors.

The government services sector is the largest employer in the Region. This sector includes public land agencies, federal, state, and local governments including education. This sector is identified as an economic cluster especially in the Richfield area where regional offices of the Forest Service, BLM, Department of Transportation, SCAOG Offices, U.S. Rural Development Offices, and other federal, state and local government offices are established. This sector is projected to grow.

The trade, transportation, and utilities sector include retail and wholesale trade, transportation, and utilities. With the geographical location of the region, being centrally located between Phoenix, Arizona; Las Vegas, Nevada; Denver, Colorado; Los Angeles, California; and Salt Lake City, Utah there is projected growth in this sector,

especially in the transportation industry. A viable economic cluster in this sector is the trucking industry. Because of the central location to markets in California, Arizona, Nevada, and Colorado, many trucking companies have located and expanded their operations in the Six County area.

Education, health, and social services include higher education, health care, and social services.

Leisure and hospitality are a diverse group of industries including such establishments as hotels and motels, theaters, recreation, and other service industries.

Manufacturing is self-explanatory.

Clusters including professional services, construction, mining, information and financial services, and others are not categorized. This category includes all other employment sectors other than agriculture.

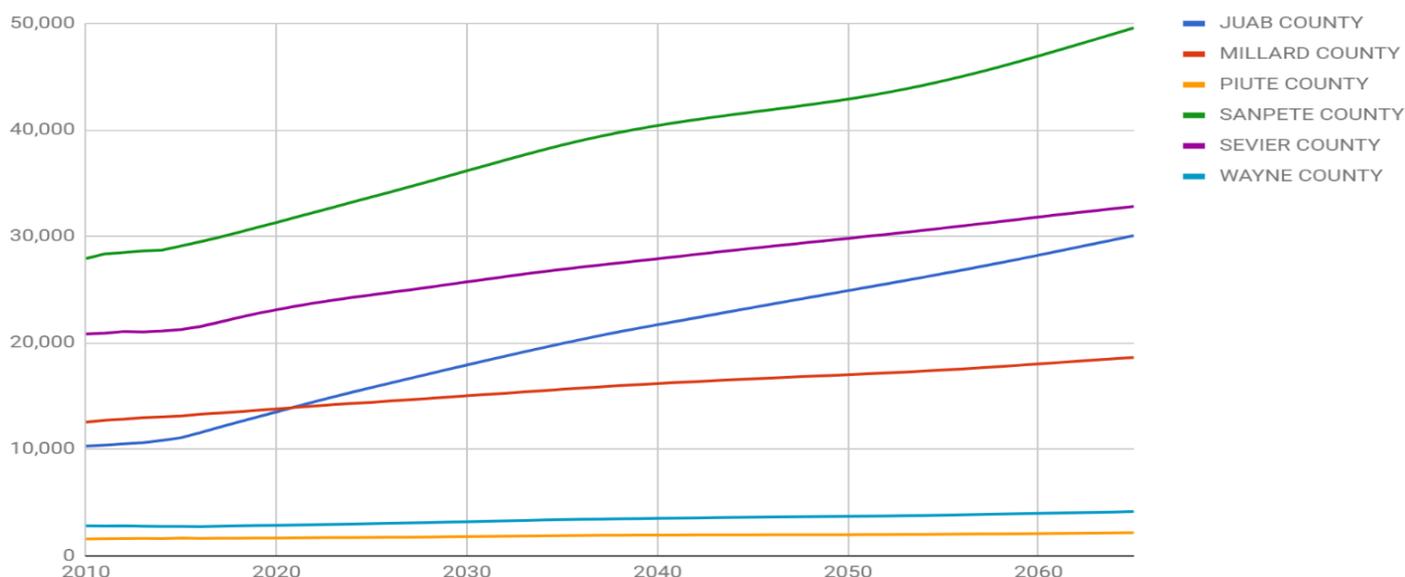
The agricultural sector is not listed on the chart because of the difficulty identifying the number of jobs solely and directly from this sector. It was traditionally the major employer of the area. It includes seed production, sheep/wool, turkeys, hogs, beef, dairy farming, poultry, crop harvesting, etc. Over the past 55 years, agricultural employment has steadily declined. Even though this sector has experienced decline over the past decades, there is opportunity for growth and expansion in the agriculture and value-added agriculture industry.

Population: According to the 2017 Population Estimates from the Census Bureau, an estimated 79,603 people live in the region. This compares to 75,866 in 2010; 66,506 in 2000; 54,284 in 1990; and 49,580 in 1980. The median age of the population base is 37.1 years old for the Region. All counties within the Region have experienced growth over the past two decades. *See the Populations Projections chart below.*

The following chart is a contextualized population count developed by The Kem C. Gardner Policy Institute, an office of the University of Utah, which houses the Utah Population Committee. The Utah Population Committee produced this contextualized population count based on factors unique to Utah.

Population Projections

Source: Kem C. Gardner Policy Institute 2015-2065 State and County Projections



	Juab Co.	Millard Co.	Piute Co.	Sanpete Co.	Sevier Co.	Central MCD/SCAOG	State of Utah
2010	10,280	12,535	1,555	27,907	20,814	75,873	2,772,373
2015	11,071	13,104	1,631	29,088	21,238	78,857	2,997,404
2020	13,498	13,774	1,645	31,297	23,097	86,143	3,325,425
2025	15,789	14,403	1,699	33,696	24,494	93,066	3,615,036
2030	17,911	15,010	1,781	36,158	25,720	99,755	3,889,310
2035	19,925	15,619	1,872	38,580	26,896	106,255	4,178,317
2040	21,690	16,160	1,916	40,410	27,893	111,566	4,463,950
2045	23,307	16,605	1,938	41,682	28,879	116,004	4,745,057
2050	24,892	16,994	1,954	42,893	29,804	120,214	5,017,232
2055	26,498	17,435	1,995	44,609	30,774	125,102	5,285,767
2060	28,228	18,006	2,069	46,949	31,812	131,016	5,555,423
2065	30,069	18,617	2,149	49,590	32,802	137,356	5,827,810

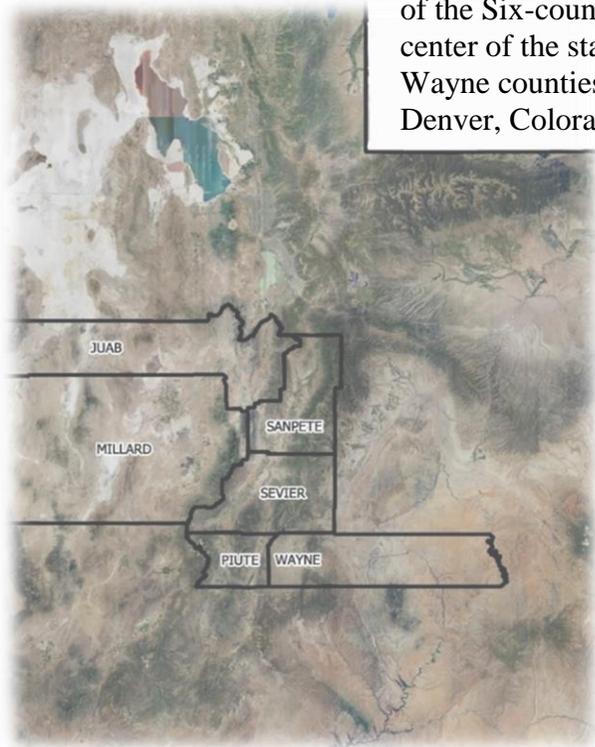
Nearly 88.8% of the Region’s population is white. Hispanic or Latino makeup is over 7.7% of the population base. There are 4.5% in all other categories including “Some other race” which is two or more races. *For details see the chart entitled Population by Race and Hispanic Overview below.*

Population by Race and Hispanic Overview (2017)										
	Year	Population by Age & Race - Total Population	White	Black Alone	American Indian or Alaska Native	Asian	Hawaiian and Other Pacific Islander	Two or More Race Groups	Hispanic or Latino	Non-Hispanic or Latino
Juab County	2017	10,694	10,214	30	202	13	47	362	487	10,207
Millard County	2017	12,651	11,369	57	224	171	39	1,001	1,643	11,008
Piute County	2017	1,860	1,852	4	7	0	0	3	67	1,793
Sanpete County	2017	28,892	26,208	458	604	141	266	1,775	2,757	26,135
Sevier County	2017	20,961	20,094	115	389	116	39	423	1,039	19,922
Wayne County	2017	2,700	2,623	8	11	27	32	11	145	2,555
Six County Region	2017	77,758	72,360	672	1,437	468	423	3,575	6,138	71,620
Utah	2017	2,993,941	2,675,612	49,844	52,230	97,530	43,235	166,831	409,311	2,584,630

Source: U.S. Census Bureau 2013-2017 American Community Survey 5-Year Estimates ACS DEMOGRAPHIC AND HOUSING ESTIMATES

Geography: The area of the Central Utah region comprises 16,991 square miles and encompasses a total of 10,874,485 Acres. This equates to 20% of the total area of the State of Utah’s 84,867 square miles.

The graphic to the left shows this comparison along with the geographic location of the Six-county Region in the State of Utah. The Six County region is in the center of the state of Utah. It comprises Juab, Millard, Piute, Sanpete, Sevier and Wayne counties. It is geographically located approximately 500 miles from Denver, Colorado; 600 miles from Los Angeles, California;

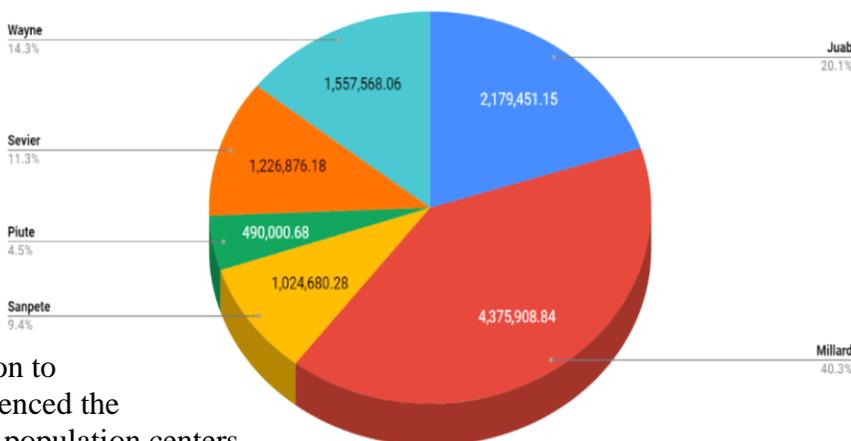


and 600 miles from Phoenix, Arizona. Travel time from the District Offices in Richfield to County Economic Development Offices in Nephi, Delta, Junction, Ephraim, Richfield, and Loa are: 80 minutes, 90 minutes, 0 minutes, and 50 minutes respectively. It is a mountainous region with elevations reaching over 12,000 feet. Because of the area’s arid dry climate, settlers developed an irrigation system consisting of numerous reservoirs, canals, and ditches to water fields and sustain the agriculture industry. For the most part the population base exists in the lower valleys. Ownership of the land within the Six County region is 83.3% public which includes Forest Service, BLM, State, National Parks and monuments. American Indian or tribal lands accounts for less than 1%. Only 16.2% is privately owned.

To better understand the Six-county Region, the graphic entitled *Counties by Acres*, lower right of this page, provides a graphic comparison of the counties in acres. It is easy to note that Millard County, depicted in red, is by far the largest county. Piute County, in green is the smallest. Juab County is the second largest county followed by Wayne County, Sanpete County, and Sevier County. The graphic provides the number of acres for each county. Because of the geographic formation of the counties, it is interesting to note that Sanpete County has the largest population base followed by Sevier, Millard, Juab, Wayne, and Piute Counties. Water availability, transportation, location to geographic centers, etc. has greatly influenced the population centers for each county. The population centers are closely aligned in the central part of the State along the major transportation corridors. Job availability, access to shopping, entertainment, recreation, and other amenities available on the Wasatch Front and other urban areas of the State greatly influence current growth centers in Region.

Counties by Acres

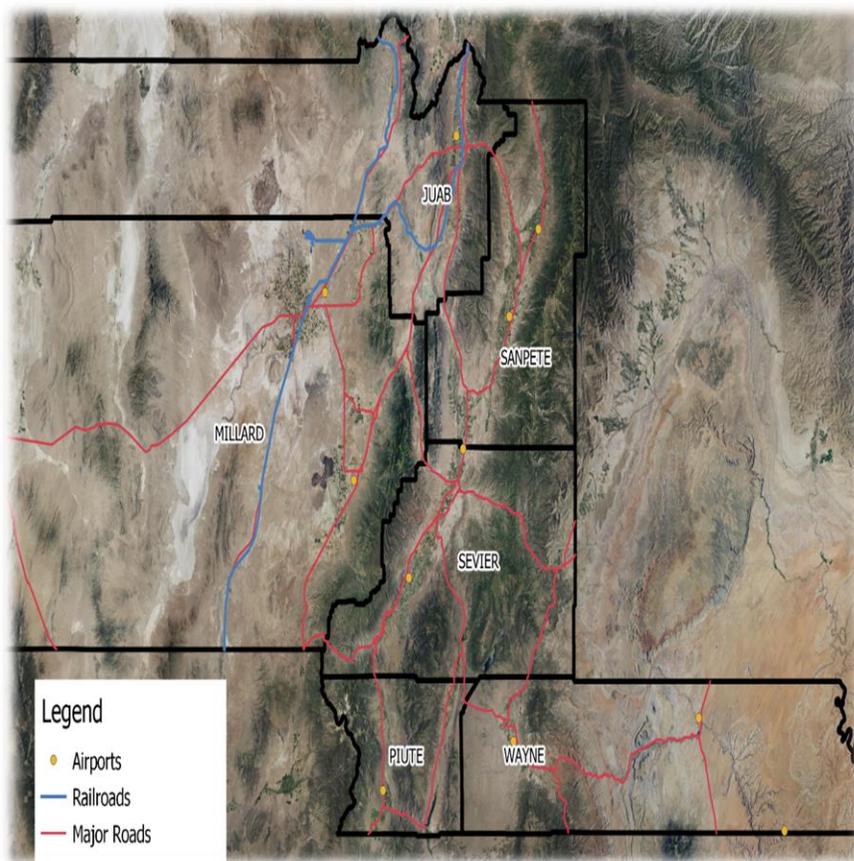
Source: Utah School and Institutional Trust Lands Administration (SITLA) and Bureau of Land Management



Workforce Development: The Six County region enjoys a dedicated and hardworking workforce. Those living in the area have chosen the amenities offered by the region over those of the more metropolitan or urban areas. This includes higher transportation costs, less employment opportunities, higher food costs, less business finance options, and others. However, the workforce is multi-trained with a desire to learn and be educated as new employment opportunities become available.

Partnership with Snow College has identified and continues to work with area businesses to provide training for potential employees. The Online Initiative program funded by the Utah State Legislature and administered by Utah State University trains individuals to work from home, or other suitable venues, over the internet. This program will greatly impact the opportunities for employment in the six-county area. Additionally, other programs such as Custom Fit Training are making a positive impact in the workforce development of the area.

Transportation Access: The Six County AOG Transportation Graphic below identifies major highways, railroads and airports. Interstate highways 15 and 70 are the main transportation corridors in the Six County region. Paved two lane highways to nearly every city and town exist. With over 80% of the region being public lands managed by federal and state agencies, it is imperative that access across public lands be maintained. The right-of-way for

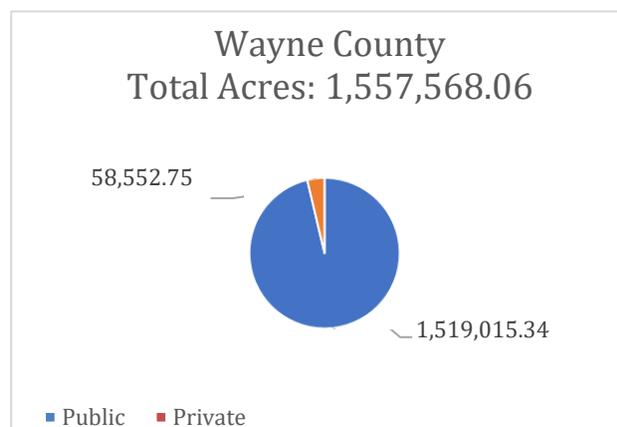
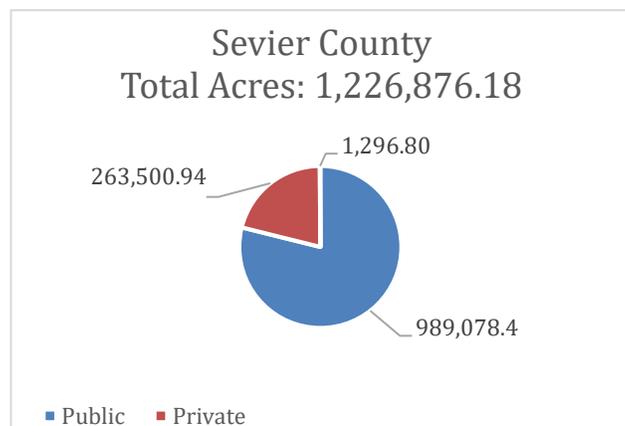
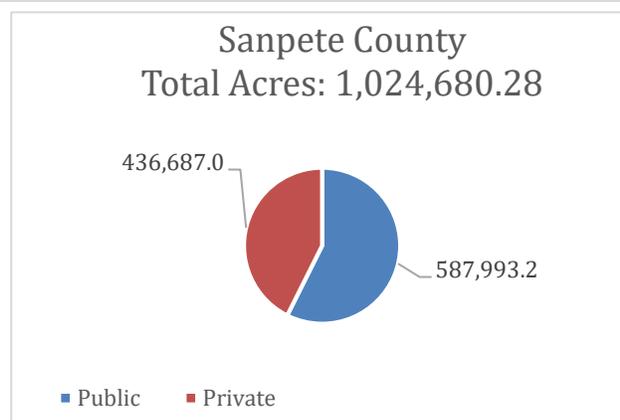
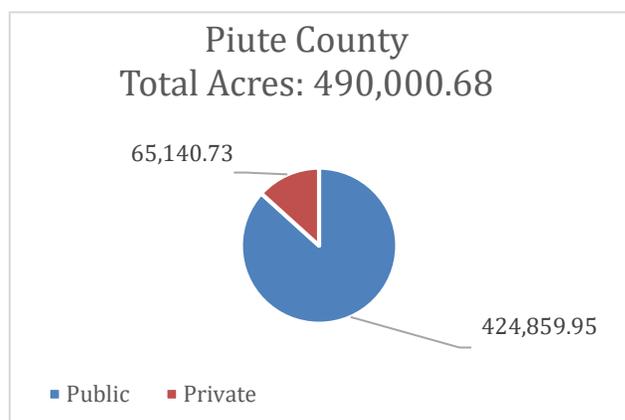
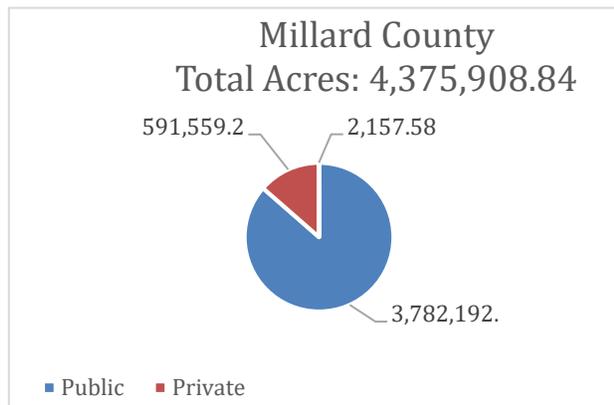
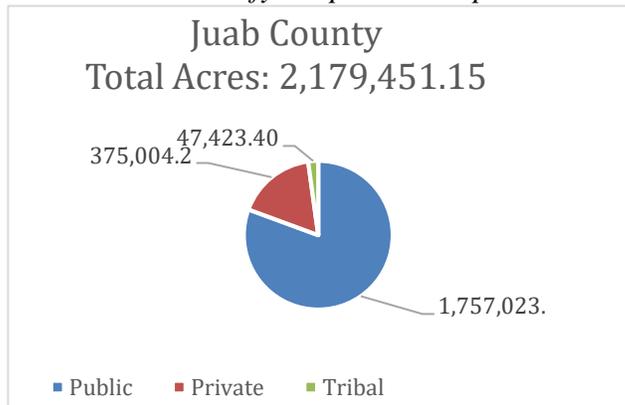


the construction of roads across public lands known as RS2477 roads have been subject of debate for many years and continue to pit environmental activists against local officials.

Juab and Millard Counties have access to rail. Sanpete, Sevier, Piute, and Wayne Counties do not have railroad service. A feasibility study along with an environmental impact study (EIS) has been finalized to determine the plausibility of constructing a short line railroad. The EIS has identified the route and location of the proposed railroad. Currently the feasibility study does not support construction of the railroad. Should the railroad become plausible and constructed it would serve the Sanpete and Sevier area.

There are no major airports in the Six-county Region. The Salt Lake International Airport is nearly 3 hours from Richfield. There are, however, small county and community airports which supports small planes, jets, and helicopters. Currently there are no commuter services offered through these airports. Other air transportation services include St George, Utah; Salt Lake City, Utah; Provo, Utah; and Las Vegas, Nevada which are respectively three, three, two, and four hours away from Richfield.

Environmental: The six-county region enjoys clean air and water. Every effort is made to adhere to state and federal regulations to protect the environment. When it comes to environmental concerns, business development endeavors are negatively impacted with the disproportionate amounts of public lands within the Six County area and Utah as compared with other states. The amount of public lands in the Six County area is (83.3%). *The charts below identify the public and private lands in each county*



Source: Utah School and Institutional Trust Lands Administration (SITLA) and Bureau of Land Management.

With the inordinate amount of public lands, environmental oversight by these agencies is keen. Federal land management agencies such as the Bureau of Land Management (BLM) and Forest Service are mandated to follow federal environmental guidelines known as the National Environmental Policy Act (NEPA) and Federal Land Policy and Management Act (FLPMA). Though the environmental questions are not referenced verbatim in these documents, they do directly correspond to those addressed in the *Environmental Guidance for Grant Programs* provided by the EDA, Department of Commerce as revised 03/07/2011.

Section II. Analysis of Economic Development and Opportunities

Problems: Analyzing the economic development and opportunities of the Region identified some issues that have contributed to the area's current economy. *Distress Factor Comparison of the Six County Region* are summarized in the chart below. These are not presented in any priority. Some of the more important factors are summarized beginning on the next page.

Regional Contextual Factors	Juab County, UT	Millard County, UT	Piute County, UT	Sanpete County, UT	Sevier County, UT	Wayne County, UT	Region	Utah
Overview								
Total Population 2018	11,555	13,006	1,445	30,623	21,539	2,690	80,858	3,161,105
Population Growth (2010 to 2018)	12.80%	4.00%	-7.10%	10.10%	3.50%	-3.20%	3.35%	14.40%
Households 2017	3,287	4,235	516	8,366	7,171	990	24,565	938,365
Labor Force (persons) 2018	5,574	6,239	482	12,476	9,879	1,435	36,085	1,572,136
Unemployment Rate 2018	3	3.3	5.4	3.7	3.6	6	4.2	3.1
Per Capita Personal Income 2017	\$34,089	\$35,174	\$32,046	\$27,710	\$31,677	\$35,126	\$32,637	\$43,459
Median Household Income 2017	\$60,078	\$56,215	\$41,334	\$52,251	\$52,668	\$43,805	\$51,059	\$68,395
Poverty Rate 2017	10.2	12.4	16.7	14.2	12.4	13.7	13.3	9.7
High School Diploma or More - Pct. of Adults 25+ 2017	92.40%	89.60%	84.10%	89.10%	90.00%	88.60%	88.97%	91.80%
Bachelor's Degree or More - Pct. of Adults 25+ 2017	16.80%	21.40%	22.70%	19.20%	16.80%	26.00%	20.48%	32.50%
Covered Employment 2017	3,520	4,769	276	7,517	8,640	1,024	25,746	1,430,588
Avg Wage per Job 2017	\$34,067	\$39,443	\$28,155	\$31,320	\$35,231	\$30,288	\$33,084	\$46,575
Manufacturing - Pct. All Jobs in County 2017	21.30%	4.20%	0.00%	12.20%	5.10%	0.50%	7.22%	9.00%
Manufacturing - Avg Wage per Job 2017	\$46,688	\$57,641	\$0	\$37,752	\$40,712	\$14,112	\$32,818	\$56,723
Transportation and Warehousing - Pct. All Jobs in County 2017	0.30%	3.50%	1.10%	2.00%	11.60%	2.10%	3.43%	4.60%
Transportation and Warehousing - Avg Wage per Job 2017	\$43,450	\$49,187	\$26,676	\$42,145	\$45,865	\$38,952	\$41,046	\$48,544
Health Care, Social Assist. - Pct. All Jobs in County 2017	0.00%	0.00%	0.00%	9.00%	0.00%	10.00%	3.17%	11.70%
Health Care, Social Assist. - Avg Wage per Job 2017	N/A	N/A	\$0	\$32,604	N/A	\$37,726	\$23,443	\$44,635
Finance and Insurance - Pct. All Jobs in County 2017	0.00%	0.00%	0.00%	1.70%	1.80%	0.00%	0.58%	4.50%
Finance and Insurance - Avg Wage per Job 2017	\$0	\$0	\$0	\$44,984	\$49,355	\$0	\$15,723	\$69,743

Sources: U.S. Census Bureau, U.S. Bureau of Labor Statistics, U.S. Bureau of Economic Analysis, and USA Counties in Profile StatsAmerica.

Growth - Since 2010, the region's growth averaged 2.1% compared to 5% growth rate for the State and 2.4 % for the U.S. This can be largely attributed to limited employment opportunities and lower wages.

Unemployment - The average unemployment for rate in 2018 for the region was 4% while Utah was 3.1% and the U.S. was 4.0%. The contributing factor is limited employment opportunities in the Six County region.

Poverty Rate - The region's average poverty rate of 13.3% was higher than that of the State at 9.7% but not the national average at 13.4%. This can be attributed to lower wage employment and the need for family sustaining jobs.

Intergenerational Poverty - An important note about poverty is the intergenerational nature of poverty that affects people. Across the Six County region, the average rate was 9.3%. For the State, it was 7%. This unique measurement of poverty is an approach by the State aimed at reducing intergenerational poverty and ensuring that it isn't passed onto future generations.

Education - Educational levels for adults 25 years old or older having their high school diplomas was around 89% for the region compared to 91.8% for the State and 87.3% for the United States. This attainment was respectable when compared to the State and United States. However, adults 25 years old or older having receive a bachelor's or higher degree was only 20.5% for the region falling significantly behind the State at 32.5% and the United States at 30.9%. The lack of skilled trades and a compatible workforce are factors that has been identified as contributing to lower per capita and median family incomes of the Six County area.

Median Income - The average median household income across the Six County region in 2017 was at \$51,059 while per capita income was \$32,637. This is in comparison with the State median household income at \$60,148 while per capita income was at \$39,319. The United States median household income was at \$57,652 while per capita income was at \$31,177.

Area's economic relationship – The relationship of the region's economy with that of the State, national, and global perspectives, is one of both advantages and disadvantages. Advantages are perceived to be quality of life, wide open space, and the rural lifestyle. Disadvantages include the factual data that characterize the Six County area with a slower growth rate, higher poverty, lower educational attainment and lower per capita and median family incomes from that of the State and U.S. The unemployment level is consistently higher than that of the State. To compare the economic distress of the Region as it relates to the State and U.S.

There are many contributing factors to this disparity. One major factor is the disproportionate amount of federal controlled public land which makes it much more challenging to develop business and industry from the area's natural resources. It becomes increasingly difficult to attract and keep an educated workforce with lower wages as compared to the state and U.S. However, the areas geographic location allows workforce migration to the larger more affluent regions of the State to find employment.

Opportunities: Advantageously the Region can develop a planned and methodical strategic plan for growth and development. Even though the amount of public land in the region is viewed as a liability, it can also be recognized as a great asset when it comes to tourism and recreational opportunities.

The Six County region and each county therein are involved with the development of the State's strategic plan entitled "Your Utah, Your Future". Through this planning process the State will determine how it plans to accommodate growth of over two million more people by the year 2040. The Central Utah area is poised to play a significant role in this development.

In the meantime, the Six County region will work on correcting its deficiencies by enhancing its workforce through greater educational opportunities, land acquisition for industrial and commercial development, and marketing endeavor to expand higher paying employment. Additionally, the Region will collaboratively work with the State of Utah to maintain the economic superiority Utah now enjoys.

The Region has identified opportunities that can contribute to enhancing the area's economy. Again, the following are in no order of importance.

Strengths, Weaknesses, Opportunities, and Threats Analysis (SWOT) - The Six County Economic Development and CEDS Steering Committee conducted a regional SWOT Analysis. The Analysis revealed that "Lifestyle" as a strength surfaced as the top overall priority. A close second was "Natural Resource" development as an opportunity. Lower in the ranking was "Low Paying Jobs" as a weakness and "Youth Leaving" as a threat. This prioritization from the SWOT was used in developing the Region's Goals and Objectives. *The Six County Economic Development District Area Sector Analysis Process or ASAP* in the Appendix on Page # provides a detailed review of the process.

Infrastructure assets – Annually the communities and counties of the Six County region identify needed infrastructure. This process recognizes needs for both community and economic development. Infrastructure for industrial development to include water, sewer, transportation, communication, etc. has been identified as a need by county officials. The objective of this plan is to help market and support existing infrastructure for economic development and assist in identifying and developing future sites for industrial and business development.

Emerging and declining clusters/Area Sector Analysis Process (ASAP) – One of the most obvious and discouraging cluster declination in the Six County area is that of agriculture and other natural resource extraction industry. The cause of this effect is the inability to make a profit due to global markets, economies of scale, technology, and access to natural resources. However, the region has identified and is targeting information technology, distribution and logistics, value added agriculture, aviation and composites, along with small business development as emerging clusters. Regional assets compliment these Clusters and appear to be opportunistic endeavors.

The Region completed The Area Sector Analysis Process (ASAP) project providing a targeted business and industry analysis for Juab, Millard, Piute, Sanpete, Sevier and Wayne County's. A compilation of data from each of the six counties was utilized for a regional ASAP targeted business and industry analysis. This information will help the region and its counties and communities focus on potential business and industries that are desirable and compatible with the culture and resources of the region. This implementation of the ASAP will diversify the economy, provide greater job opportunities, and increase the per capita and median family income. The ASAP identify businesses and industry that are more acceptable to the residents of the communities and counties within the Six County area. To review the ASAP reports for the region and each county *The Six County Economic Development District Area Sector Analysis Process or ASAP* in the Appendix on Page #.

Relationship of the area's economy – The United States comprises 3,531,905 square miles, Utah has 84,867 square miles and the Six County Region is 16,991 square miles. In relationship to area, the Six County Region's land mass is 16.7% of the State of Utah. The population for the State of Utah as of 2017 is 3,101,833. Of this total population there are 2,789,802 people, or roughly 90% of the total population, that live in a metropolitan or urban area. Of the remaining 312,031 rural citizens, 79,603 or 25.5% live in the Central Utah area. Because of the very rural nature of the Six County region, the disadvantages include less employment opportunities and lower wages. However, the advantage is the opportunity to plan strategic growth and enjoy a rural quality lifestyle. With the State's tremendous projected growth over the next 40 years, there will be a greater demand on the rural areas of the State and the land for recreational advantages, open space, and other assets that Central Utah offers.

Government-sponsored or supported plans: The Region utilizes all government sponsored programs and initiatives. This is done at the county and local level.

State Coordination – The Six County Region coordinates with State economic development efforts. Members of the SCEDD Board serve on the Governor’s Rural Partnership Board which facilitates rural issues with the legislature. Members and staff serve as members of the Utah Alliance which provides networking opportunities with economic development practitioners from throughout the State. A member of the State’s Governor’s Office of Economic Development (GOED) serves as a member of the region’s Technical Committee. Additionally, staff serve on the Utah Envision Board whose charge is preparing for Utah’s tremendous growth during the next 40 years. Also, staff serves on the Board of Mountain West Small Business Finance (MWSBF) an SBA lender serving Utah and the intermountain west. For a review of the State’s vision, mission statement, Governor’s economic objects, and programs *see the Strategic Plan, 2016-2020, Governor’s Office of Economic Development* in the Appendix on page #.

State programs and incentives – Counties within the Six County Region utilize State sponsored programs including “Fast Track” grants that provide opportunities for new and expanding businesses. “Enterprise Zones” which provides tax incentives for expanding businesses. The “BEAR” program that provides funding for economic development programs that encourage business development and expansion. The “Online Initiative” program which teaches individuals how to do business on the internet and work from home. Identified “Opportunity Zones” which provide an incentive for investors to develop in dilapidated areas. These are just a few of the programs that are available through the State’s Governor’s Office of Economic Development.

Governor’s County Economic Development Plans – The Governor invited the local officials of each county to his office to discuss their counties economic development objectives and priorities. These plans for the counties within the Six County region can be reviewed at *Strategic Plan, 2016-2020, Governor’s Office of Economic Development* in the Appendix on page #.

Past, Present, and Projected Future Economic Development Investments:

Past Economic Development Investments - has included initial industrial park development in each county; railroad spur development in Juab County; Salina and Mt. Pleasant industrial park development and Ephraim Industrial area enhancement. In addition, the EDA provided capital to assist the Region in establishing its Revolving Loan Fund.

Present Economic Development Investment – is currently funding for Technical Assistance. This investment helps the Region to accomplish many activities and foster economic development within the six-county region.

Projected Economic Development Investments - for the Region include continuation of the yearly planning assistance grants. Other projected investments include industrial park development in all six counties but especially for Sanpete, Juab, and Millard Counties. Development of educational opportunities through concurrent education programs, creation of amenable degrees and curriculum through higher education, and enhancing entrepreneurial programs. These are major areas of focus of the CEDS 2019. Recapitalization of the Region’s revolving loan fund is necessary. The District is also hopeful that EDA funding can assist in the development and/or update of a CEDS for the Paiute Tribe of Southern Utah and Ibapah Tribe of the Confederated Tribes of the Goshutes.

Other factors – Other factors that affect the economic performance of the region includes a great geographic location – halfway between Los Angeles, CA and Denver, CO; sound health care facilities; good schools and educational opportunities; and great public safety/first responder capability in area communities. There is much open space for growth but there is also a lack of infrastructure for economic development.

Resources – To view the most up to date demographic and statistical data, the following links are provided for your convenience:

For Census level data:

<https://data.census.gov/cedsci/>

This website is a portal to all the data that the U.S. Census Bureau collects, analyzes, and distributes.

For Utah level specific data with contextual factors accounted for:

<https://jobs.utah.gov/wi/data/library/index.html>

This website is the dissemination portal for all the data that is gathered, analyzed, and released by the

Utah Department of Workforce Services Workforce Research and Analysis Division. <https://gardner.utah.edu/>

This website is the release portal for the Utah Population Committee work, an advisory body established by the Utah State Legislature to help with population estimates in the State of Utah.

For other data used in the creation of this document:

<http://www.statsamerica.org/>

“StatsAmerica” is a service of the Indiana Business Research Center (IBRC) at Indiana University's Kelley School of Business. With support from the Economic Development Administration, they have developed a unique and useful set of tools and reports, as well as providing access to other EDA-funded projects. They have obtained thousands of data items from hundreds of data sets from dozens of federal and state sources, along with some commercial or private source data.

Section III. CEDS Goals and Objectives – Defining Regional Expectations

GOAL 1: DEVELOP AND MAINTAIN A POSITIVE ENVIRONMENT FOR ECONOMIC DEVELOPMENT

Objective 1: Strengthen cooperative leadership within the region and work collaboratively to meet regional goals and objectives.

- Strategy 1: Conduct bi-monthly SCEDD Board meetings.
Time frame to accomplish: *First Wednesday, Bi-monthly*
Lead Organization: *SCEDD Board/Exec. Dir./Exec. Asst.*
- Strategy 2: Implement the District’s Comprehensive Economic Development Strategy.
Time frame to accomplish: *First Wednesday, Bi-monthly/2024*
Lead Organization: *SCEDD Brd/Tech. Com./Exec. Dir./Exec. Asst.*
- Strategy 3: Coordinate with and attend Technical Committee meetings.
Time frame to accomplish: *Bimonthly or whenever held*
Lead Organization: *SCEDD Brd/Tech. Com./Exec. Dir./Exec. Asst.*
- Strategy 4: Collaboratively work with public lands agencies in developing and retaining multiple use of public lands.
Time frame to accomplish: *Monthly or whenever possible*
Lead Organization: *Counties/NRC/Tech. Com./Exec. Dir.*

Objective 2: Sponsor training activities for District Board member, other local officials, economic development professionals, community and business leaders, and staff.

- Strategy 1: Host annual Regional Recognition Banquet to honor area businesses and/or individuals.
Time frame to accomplish: *Yearly in December.*
Lead Organization: *SCAOG Board/SCEDD Board/Technical Committee/Executive Director and Executive Assistant*
- Strategy 2: As directed and funding allows, elected officials and staff will attend EDA regional/or Annual conference, NADO Washington and Annual Conferences, NACO/Annual and Western Interstate Regional Conferences, and other approved conferences.
Time frame to accomplish: *Throughout Year.*
Lead Organization: *SCAOG Board/SCEDD Board/Executive Director and Executive Assistant*
- Strategy 3: Sponsor the Six County Annual Leadership Summit.
Time frame to accomplish: *Annually in April.*
Lead Organization: *SCEDD Board/SCAOG Board/Tech Comm/Exec. Director*
- Strategy 4: Conduct annual “Legislative Day” and “Congressional Briefing”.
Time frame to accomplish: *October and October/Annually*
Lead Organization: *SCEDD Board/Exec. Dir./Exec. Asst.*

Strategy 5: Provide public awareness of economic development activities by preparing news releases on District sponsored events and other economic development activities, sending a copy of the SCEDD's minutes to all commissioners and mayors on the Board, and preparing articles for the agency's quarterly news bulletin.
Time frame to accomplish: *Bimonthly and quarterly.*
Lead Organization: *Executive Director and Executive Asst.*

Objective 3: Provide technical assistance and support to county economic development endeavors.

Strategy 1: Attend county economic development and community planning meetings.
Time frame to accomplish: *Whenever held and appropriate to attend.*
Lead Organization: *Technical Committee/Executive Director/Staff*

Strategy 2: Provide technical assistance as requested by communities and counties.
Time frame to accomplish: *Throughout Year.*
Lead Organization: *Technical Committee, Executive Director and staff*

Strategy 3: Market the six-county region as a central location for small conferences, conventions, sporting events, etc.
Time frame to accomplish: *Ongoing -throughout the year*
Lead Organization: *EDD Board/Technical Committee*

GOAL 2: CONDUCT AND SUPPORT A RELIABLE AND INTERGRATED PLANNING IN COOPERATION WITH ALL AGENCIES.

Objective 1: Serve as a coordinating agency for economic development in the Six County region.

Strategy 1: Serve as a coordinating entity for all economic development efforts within the District by encouraging representation from all interests to attend District sponsored activities.
Time frame to accomplish: *Appropriate Activities Throughout Year.*
Lead Organization: *SCEDD Board/ Tech. Comm./Executive Director*

Strategy 2: Update the region's consolidated plan.
Time frame to accomplish: *Yearly by July.*
Lead Organization: *Executive Director/Regional and Asst. Planner*

Objective 2: Maintain communications with elected officials of counties and communities; and, directors of entities involved in economic and community development.

Strategy 1: Attend economic development meetings and activities sponsored by other organizations in the District and State.
Time frame to accomplish: *Throughout Year*
Lead Organization: *Executive Director and staff*

Strategy 2: Maintain membership in The Alliance for training and coordination.
Time frame to accomplish: *Yearly*
Lead Organization: *Executive Director/staff*

Strategy 3: Serve on committees and boards of other entities involved in economic development.
Time frame to accomplish: *Throughout Year.*
Lead Organization: *SCAOG/SCEDD Boards/Executive Director*

Strategy 4: Visit annually each county commission and mayor/city council to determine economic and community development needs.
Time frame to accomplish: *Yearly.*
Lead Organization: *Executive Director/Regional and Asst. Planner*

Objective 3: Provide technical assistance to counties and communities in general and development planning.

Strategy 1: Conduct bi-monthly regional Natural Resource Committee meetings.
Time frame to accomplish: *Bimonthly*
Lead Organization: *SCAOG Board/Exec. Dir.*

Strategy 2: Recognize beautification efforts at the District's Annual Recognition Banquet.
Time frame to accomplish: *Yearly - December*
Lead Organization: *SCEDD Board/Tech Committee/Exec Director*

Strategy 3: Provide technical assistance as needed to counties developing Opportunity Zones
Time frame to accomplish: *Throughout the year as needed.*
Lead Organization: *SCEDD Board/Tech Committee*

Objective 4: Serve the Regional Census Data Center in association with the State of

Strategy 1: Maintain a database with information as how to find current demographics, reports, procurement information, census data, information on financial resources, community and county plans, etc.
Time frame to accomplish: *Throughout Year*
Lead Organization: *Executive Director/Regional and Asst. Planners*

Strategy 2: Collaboratively determine population projections with county and State officials.
Time frame to accomplish: *Yearly*
Lead Organization: *Technical Com/Regional and Asst. Planning*

GOAL 3: ASSIST IN EXPANSION AND RETENTION OF LOCAL BUSINESS AND ESTABLISH INDUSTRY THAT WILL INCREASE FAMILY SUSTAINING EMPLOYMENT OPPORTUNITIES.

Objective 1: Serve as a Business Outreach contact point to assist in business expansion, and retention along with marketing opportunities for business and industry in Six County Region.

Strategy 1: Attend county economic development and community planning meetings.
Time frame to accomplish: *As requested*
Lead Organization: *County Economic Development/Exec. Dir./ Technical Committee*

Strategy 2: Provide technical assistance as requested by communities and counties.
Time frame to accomplish: *As requested*
Lead Organization: *Executive Director and Regional Planner*

- Strategy 3: Update county capital improvement lists.
Time frame to accomplish: *Annually - April*
Lead Organization: *Regional and Asst. Planners*
- Strategy 4: Visit annually each county commission and mayor/city council to determine economic and community development needs.
Time frame to accomplish: *Yearly*.
Lead Organization: *Executive Director/Regional and Asst. Planner*
- Strategy 5: Provide technical assistance in developing industrial parks and/or commercial centers.
Time frame to accomplish: *As requested*
Lead Organization: *County officials/Executive Director and staff*
- Strategy 6: Provide technical assistance to area businesses in helping them to expand and retain business.
Time frame to accomplish: *As requested*
Lead Organization: *County Economic Development and Technical Committee*
- Strategy 7: Work to develop each county economic development office as a Business Resource Center.
Time frame to accomplish: *Yearly*
Lead Organization: *SCEDD Board/Technical Committee/County Economic Development*

Objective 2: Assist in the development of business and industry.

- Strategy 1: Work with counties and communities to implement business creation and expansion as identified in the Area Sector Analysis Process (ASAP) Plan.
Time frame to accomplish: *Ongoing*
Lead Organization: *Counties/Tech. Comm./SCEDD/Staff*
- Strategy 2: As plausible develop the Central Utah Railroad project.
Time frame to accomplish: *June 2024*
Lead Organization: *Sevier, Sanpete, and Juab Counties/SCAOG*
- Strategy 3: Maintain current information on available financial resources and coordinate assistance with other agencies that will help individuals and businesses prepare for the funding phase of new or expanding business.
Time frame to accomplish: *Yearly - ongoing*
Lead Organization: *SCEDD/Technical Committee/LAB*
- Strategy 4: Assist counties in implementing the Central Utah Business Expansion and Retention program.
Time frame to accomplish: *Ongoing - daily*
Lead Organization: *SCEDD/Technical Committee/Bus. Outreach Manager*
- Strategy 5: Identify and develop a plan for an industrial site location in Juab, Millard, Piute, Sanpete, Sevier and Wayne Counties.
Time frame to accomplish *July 2024*
Lead Organization: *Counties/Technical Committee/Executive Director*

Strategy 6: Develop utilities for underserved areas in Millard and Sanpete Counties.
 Time frame to accomplish *June 2024*
 Lead Organization: *Millard and Sanpete Counties/SCEDD Board*

Objective 3: Serve as a liaison for political support for new and expanding business.

Strategy 1: Provide political support for Sevier counties in obtaining permits necessary to develop electric generation facilities.
 Time frame to accomplish *January 2020*
 Lead Organization: *Sevier County/SCAOG/SCEDD/staff*

Strategy 2: Provide industrial site identification, information, and coordination with the State's Sure Site program
 Time frame to accomplish: *Ongoing - yearly*
 Lead Organization: *Counties/EDCU/Technical Committee/staff*

Objective 4: Through a collaborative process work with institutions of education to better coordinate educational and training needs for area businesses and industry.

Strategy 1: County economic development directors to serve on Snow College's "Economic Development Workforce Advisory Board" (EDWAC).
 Time Frame to accomplish: *Ongoing – As needed.*
 Lead Organization: *Counties/Technical Committee*

Strategy 2: Support development of four-year degrees at Snow College that supports, encourages, and enhances rural business and industry
 Time Frame to Accomplish: *As opportunity avails.*
 Lead Organization: *Technical Committee/SCEDD*

Strategy 3: Develop a high school entrepreneurship course with Snow College.
 Time Frame to Accomplish: *Spring 2024*
 Lead Organization: *Technical Committee/EDWAC*

Strategy 4: Through the Six County Technical Committee, coordinate with Snow College Small, Business Development Center, and Utah Department of Workforce Services to encourage business expansion and retention.
 Time Frame to Accomplish: *On going/yearly*
 Lead Organization: *Tech. Committee/EDWAC/Snow College/SBDC*

GOAL 4: ENCOURAGE AND IDENTIFY OPPORTUNITIES TO DEVELOP MORE EFFICIENT USE OF NATURAL RESOURCES.

Objective 1: Coordinate and foster political support for natural resource development projects in the Six County Region.

Strategy 1: Conduct bi-monthly regional Natural Resource Committee meetings.
 Time frame to accomplish: *Ongoing – bimonthly*
 Lead Organization: *SCOG/Staff*

Strategy 2: Assist Millard and Juab counties in protecting water resources of the West Desert targeted for the Southern Nevada Water Authority's proposed pipeline project.
 Time frame to accomplish: *Ongoing – bimonthly*
 Lead Organization: *SCAOG/Staff*

- Strategy 3: Assist Wayne County in protecting Factory Butte as an open all-terrain-vehicle recreation area to enhance the tourism business of the county.
Time frame to accomplish: *Ongoing – annually.*
Lead Organization: *Wayne County/NRC/Staff*
- Strategy 4: Host Congressional Briefing to help congressional delegation and local elected officials better understand the need to maintain multiple use of public lands.
Time frame to accomplish: *Annually in August.*
Lead Organization: *Hosting County/SCOG/Staff*
- Objective 2: Coordinate natural resource development with public land managers to foster multiple use of public lands.
- Strategy 1: Coordinate with public lands agencies in mitigating catastrophic wildfires on public lands.
Time frame to accomplish: *Ongoing – as requested and necessary.*
Lead Organization: *SCOG/Staff/Public Lands Agencies*
- Strategy 2: As directed, provide input about support or non-support for management of the Fishlake, Dixie, Manti LaSal Forests, and BLM.
Time frame to accomplish: *Ongoing – as requested and necessary.*
Lead Organization: *SCOG/Staff/Public Lands Agencies/NRC*
- Strategy 3: Participate in maintaining multiple use of public lands on the Fishlake, Dixie, Manti LaSal, and Uintah Forest's; and, Bureau of Land Management (BLM) in the Six County area.
Time frame to accomplish: *Ongoing – as requested and necessary.*
Lead Organization: *SCOG/Staff/Public Lands Agencies*
- Strategy 4: Complete a bike path in the Torrey area of Wayne County.
Time frame to accomplish: *July 2017*
Lead Organization: *Wayne County/SCEDD Staff*
- Strategy 5: Develop a lands use bill with congress that provides a land exchange which allows access to public lands for economic development.
Time frame to complete *January 2024*
Lead Organization: *Wayne County/Congressional Members/SSCAOG/SCEDD/Staff*
- Strategy 6: As directed provide technical assistance in supporting private business' utilization of natural resources on public lands.
Time frame to accomplish: *As opportunity comes along*
Lead Organization: *Counties/SCEDD/Staff*

GOAL 5: ASSIST MINORITY AND ETHNIC POPULATIONS IN ACHIEVING THEIR ECONOMIC DEVELOPMENT GOALS AND OBJECTIVES.

Objective 1: Assist minority populations within the region with economic and community development efforts.

Strategy 1: Working in collaboration with the Five County AOG and Wasatch Front Regional Council respectively, assist the Paiute Indian Tribe of Southern Utah and Ibapah Tribe in developing and/or updating a tribal Comprehensive Economic Development Strategy (CEDS).

Time frame to accomplish: *2024 or as determined with tribe through collaborative process*

Lead Organization: *SCAOG/FCAOG/WFRC/Ibapah Tribe/Paiute Tribe/Staff*

Strategy 2: As directed, assist minority and ethnic populations in achieving their economic development goals and objectives.

Time frame to accomplish: *Ongoing – as requested and necessary.*

Lead Organization: *SCEDD/Technical Committee/Staff*

Strategy 3: Assist minority businesses and groups with available resources as requested.

Time frame to accomplish: *Ongoing – as requested and necessary.*

Lead Organization: *SCEDD/Technical Committee/Staff*

Strategy 4: Six County will continue to enhance and build a working relationship the Paiute Indian Tribe of Utah.

Time frame to accomplish: *Ongoing – as requested and necessary.*

Lead Organization: *SCEDD/Technical Committee/Staff*

Objective 2: Determine means of dialogue with minority population within the Six County region.

Strategy 1: Identify methods to inform, educate and disseminate information about regional resources and programs.

Time frame to accomplish: *Ongoing – as requested and necessary.*

Lead Organization: *SCEDD/Technical Committee/Staff*

Strategy 2: Utilize the region's web site as a point of reference to address minority issues about economic development.

Time frame to accomplish: *Ongoing.*

Lead Organization: *SCEDD/Staff*

Section IV. Community and Private Sector Participation

The relationship between the Six County Economic Development District, the general public, communities, and the private sector is good. This relationship has helped in the development and implementation of the CEDS. The following elements describe this relationship and the partnership that exists.

Community involvement – There are 49 communities within the Six County region. Each county appoints a mayor to represent their communities on the Six County Economic Development District Board (SCEDD). SCEDD staff meet annually with each community. During this visit the economic development of the respective community is discussed. Economic goals and objectives along with issues and concerns are reviewed. Ways to enhance the economic vitality of the area are also conversed. Information from these visits are evaluated and used to determine how the CEDS implementation is working and how the CEDS can be amended to better represent the communities within the District.

General and private sectors – The general and private sector populations of the region are represented on the CEDS Steering committee. Individuals from these sectors have been carefully selected to ensure the CEDS represents their issues and concerns. Additionally, most commissioners and mayors who serve on the SCEDD Board are private business owners. As their elected positions are only part time, these individuals bring with them business knowledge and skills which are utilized in the development and implementation of the CEDS. The Recognition Banquet hosted annually by the SCEDD recognizes a business or individual from each county and the region that enhances the economic vitality of the area.

Area Sector Analysis Process (ASAP) - The SCEDD has completed a regional targeted industry plan utilizing the Area Sector Analysis Process or ASAP as developed by the Western Rural Development Center, Utah State University Cooperative Extension Service and University of Nevada Reno Cooperative Extension Service. The ASAP included: 1) Six (6) meetings or modules conducted in each of six (6) counties. The ASAP requires local participation and input; 2) A survey with residents in each county provided data which was evaluated and analyzed by the ASAP program specialist at the University of Nevada Reno; and, 3) Providing each county and region an analyzed list of industries by North American Industry Classification System (NAICS) code ranked in order of most “desirable” and “compatible”. See *The Six County Economic Development District Area Sector Analysis Process or ASAP* in the Appendix on Page #.

Section V. Strategic Projects, Programs and Activities

The projects, programs and activities addressed in this document are on a regional level. They have been derived from the evaluation of county economic development plans, discussion with county officials, and oversight from the CEDS 2019 Steering Committee and Six County Economic Development Board. Under each goal – listed below - *Evaluation Considerations* and *Performance Measures* are listed. These criteria will be addressed by the Board in their evaluation of accomplishments and failures.

Evaluation Considerations – The types of activities undertaken by the region are addressed by the evaluation criteria that will be considered under each goal’s objective and strategy. A general listing of evaluation considerations is listed for each goal as summarized below.

Performance Measures - Performance measures utilized in the evaluation of success for CEDS 2019 will include:

- (“A”) *The number of jobs created and or retained after implementation of the CEDS;*
- (“B”) *Number and types of investments undertaken in the region;*
- (“C”) *Number and type of activities undertaken by the region that fosters a positive environment for economic development;*
- (“D”) *Amount of private sector investment in the region after implementation of the CEDS; and*
- (“E”) *Changes in the economic environment of the region.*

The performance measures used for evaluation for each goal is summarized below. They will be identified by the capital letter within quotes as identified above.

Goal Summary with Evaluation Considerations and Performance Measures

Goal 1: DEVELOP AND MAINTAIN A POSITIVE ENVIRONMENT FOR ECONOMIC DEVELOPMENT

Evaluation Considerations: 1) Conducting meetings throughout the District for purposes of discussing and coordinating economic development activities; 2) Provide training for local officials, community leaders, and economic development staff; and 3) Provide support for economic development through provisions of technical assistance.

Performance Measures: “C” and “E” - Each year the District will: 1) Conduct six board and technical committee meetings; 2) Host a “Leadership Summit” training conference; 3) Host a State legislative coordination meeting; 4) Conduct a congressional networking meeting; 5) Board members and staff to attend at least five training conferences; 6) Document economic development activities in which technical assistance was provided; and 7) Host regional “Recognition Banquet”.

Goal 2: CONDUCT AND SUPPORT A RELIABLE AND INTERGRATED PLANNING IN COOPERATION WITH ALL AGENCIES

Evaluation Considerations: 1) Coordinate economic development activities throughout the District; 2) Actively participate in economic development endeavors throughout the region; 3) Provide assistance in developing county and community general plans; and 4) Provide demographic and statistical data.

Performance Measures: “C” and “E” - The District will: 1) Discuss accomplishments of the CEDS 2019 at each Board meeting and prepare progress report as required by the EDA; 2)

Complete area consolidated plan; 3) Attend county economic development meetings; 4) Maintain membership in partner organizations; 5) Document planning assistance provided to counties and communities; and 6) Document assistance in providing demographic and statistical data.

Goal 3: ASSIST IN EXPANSION AND RETENTION OF LOCAL BUSINESS AND ESTABLISH INDUSTRY THAT WILL INCREASE FAMILY SUSTAINING EMPLOYMENT OPPORTUNITIES

Evaluation Considerations: 1) As requested, provide technical assistance in developing new business and industry; and 2) As requested, provide technical assistance for expanding business and industry.

Performance Measures: "A", "B", "D" and "E" - Each year the District will: 1) Create and/or retain twenty (20) jobs through administration of the regions Revolving Loan Fund (RLF); 2) Document community and private investment in economic development undertaken by local government and private sector; 3) Document number of jobs created and retained by new and expanding business and industry; 4) Document assistance provided in the development of new business and/or industry; 5) Document assistance for business and/or industrial expansion; 6) Prepare and submit GPRA report as required by EDA; and 7) Compare demographics of the region as new and or expanding business and industry is created.

Goal 4: ENCOURAGE AND IDENTIFY OPPORTUNITIES TO DEVELOP MORE EFFICIENT USE OF NATURAL RESOURCES

Evaluation Considerations: 1) Coordinate and foster political support for natural resource development; and 2) Coordinate natural resource development with public land managers.

Performance Measures: "C" and "E" - Each year the District will: 1) Conduct six "Natural Resource Committee" meetings; 2) Document assistance provided in public lands planning with the Forest Service and BLM; 3) Document assistance provided to counties in land use planning; and 4) Document project specific activities in which regional assistance was provided.

Goal 5: ASSIST MINORITY AND ETHNIC POPULATIONS IN ACHIEVING THEIR ECONOMIC DEVELOPMENT GOALS AND OBJECTIVES

Evaluation Considerations: 1) Provide assistance to minority populations with their economic development efforts; and 2) Provide communication to minority populations as to programs and resources available for economic development.

Performance Measures: "B", "C" and "E" - Each year the District will: 1) Document assistance provided to minority populations for economic development; 2) Disseminate information about resources available for economic development to identified minority populations; 3) Document attendance of economic development activities involving and/or hosted by minority organizations; and 4) Document project specific activities in which regional assistance was provided.

Section VI. CEDS Plan of Action

Promotes economic development opportunity – Considered a strength and opportunity, the rural and quality lifestyle of the area also pose a significant weakness and threat. The so-called NIMBY (Not in My Back Yard) faction is alive and well in Central Utah. Most people live in the region because of its rural characteristics and the quality of life it offers. It seems there is ardent opposition with any larger business or industrial development

Efforts in Economic Resiliency - The region has developed goals, objectives, and strategies through the CEDS process that if successful will propagate resiliency and overcome these challenges and deficiencies. General areas of focus identified through a recent Six County Economic Development Study, by Bonneville Research, as directed by the region's Technical Committee includes: enhancement of education; targeting the economic clusters of information technology, distribution/logistics, value added agriculture, aviation/composites, and small business; concentrating on business expansion and retention; developing entrepreneurship; and, recruit business/industry that compliments the regions needs and unique characteristics. For a detailed review of the region's goals, objectives, and strategies see Section III. *Strategic Direction: Action Plan, Vision Statement, Goals and Objectives beginning on page #*

Fosters effective transportation access

Enhances and protects the environment – Traditional industries of the region included farming, ranching, timbering, and mineral mining. These industries all relied heavily upon the utilization of both public and private lands. Nearly all occupations centered on these base industrial clusters. As settlers moved into the Central Utah area, land had to be cleared for production agriculture. Roads had to be developed for natural resource extraction. Water supplies were developed from mountain areas, springs, and rivers. Reservoirs were engineered and built along with canals and irrigation systems. The livelihood of early residents was from the land and the natural resources it produced. Much of the land was rugged and impassible. Even grazing operations found the terrain difficult and unproductive. Federal agencies such as the Bureau of Land Management (BLM) and the United States Forest Service (Forest Service) were organized to assist states and local governments to manage these areas. The mission and goal of these agencies were to develop these lands into productive and developable real estate. The original purpose of the BLM was to hold and manage barren and unclaimed lands until commercial and private uses were identified. Once a suitable purpose was identified, the BLM mission was to dispose of these lands and move them from federal management to private ownership. On the other hand, The Forest Service was organized to help manage the vast resources found in forested lands. This included management for the extraction of timber, minerals, grazing, and water resources. They also managed fire control. Again, their overall purpose was to manage the forests for resource utilization by local business and industry. As the West grew there became more competition for the natural resources available on public lands. The Forest Service and BLM were given more responsibility. However, powerful special interest lobbies, environmental activists, and the politics of the Eastern states, nearly all privately owned, began to pressure congress in protecting and developing more wilderness on public lands. As a result, congressional rules and regulations have greatly changed the local direction and decision-making ability of the Forest Service and BLM. These agencies have evolved into managers of federally controlled lands with little authority to make local decisions concerning natural resource development, access, or other management practices. It is nearly impossible and so time consuming that privatization of public lands is no longer an alternative.

Special interest lobbies and environmental activists have made economic development opportunities on these public lands nearly impossible. The result, a large portion of the Forest Service and BLM budget is being utilized to litigate lawsuits involving public land decisions. States such as Utah and especially their rural areas with large holdings of public lands have struggled to maintain enough tax base. Business development and expansion is for the most part met with ardent opposition. The special interest lobbies and environmental activists spin public lands

and wilderness into a means of disruption and obstruction of economic development and growth. Funding resources from these groups has created heavy handed congressional control over these lands. Western congressional members cannot prevail in changing laws which make new or even existing resource development more accessible on public lands. Because of the disparity in taxes between states with no or little public lands and those with nearly all public lands, the State Institutional Trust Land program was developed. Through congressional action, this program granted State rights and development of two sections, or 5.5%, of a township on federally controlled lands. The resources from the sale or development of these lands are mandated to support public schools. This program has helped rural counties and communities with some community and economic development opportunities.

Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy – Rural geography and infrastructure - Because of the rural nature of the Six County region, there are deficiencies in alternative transportation, water development, utilities, technological advancement, and other infrastructure. With 90% of the State of Utah’s population living in metropolitan areas, it is challenging to attract new and expanding business without these amenities.

The District does understand its assets through the involvement of local elected and government officials. Major employers seem to have access to enough capital and credit resources. Local governments are aware of and targeting potential emerging economic sectors that could lead to a more diversified economic base. For the most part, the majority of the area’s workforce have chosen to live and remain employed in the six-county area. They are multi-trained to obtain employment where opportunities prevail.

Promotes the use of technology in economic development, including access to high-speed telecommunications — Much of the CEDS 2019 is focusing on promoting a positive vision for the region. There are many events and activities sponsored by the Region to foster collaboration in visioning for the Central Utah area. These include the annual Leadership Summit, Congressional Briefing, Recognition Banquet, and Legislative Day events that help local officials better coordinate current and future opportunities.

Each of the above-mentioned subsets assist in the ability of the region to remain resilient to the ever-changing economic conditions of the Six County area. This is the case for both a challenge and deficiency. It also helps communities, counties, and the region prepare for opportunities that become available.

Balances resources through sound management of physical development – The region has adopted the Hazard Mitigation Plan prepared by the Six County Association of Governments’ Planning Department to mitigate natural disasters. The region is prepared for unforeseen disasters through active police, fire, and CERT trained professionals. The region will also subscribe to the monthly *Local Insights* publication by the State of Utah Department of Workforce Services to obtain an up to date economic and labor analysis of the Central Utah Area.

Obtains and utilizes adequate funds and other resources – Through the District’s Board, Technical Committee, Six County Association of Governments, counties, communities, state departments, congressional members, and stakeholders the region can predict economic slowdowns, shock and crisis. This communication will take place each time the Six County Economic Development Board and/or their partner organizations meet. The District and Association of Governments will serve as the coordinating entities for the Six County region.

Section VII. ACTION PLAN IMPLEMENTATION

The SCEDD Board meets bi-monthly. Progress of the Region’s CEDS will be discussed at each meeting. The following “Action” and “Implementation” charts will help the Board and Staff track accomplishments. There are charts for each goal and objective. Strategies are listed within.

GOAL 1: DEVELOP AND MAINTAIN A POSITIVE ENVIRONMENT FOR ECONOMIC DEVELOPMENT

Objective 1: Strengthen cooperative leadership within the region and work collaboratively to meet regional goals and objectives.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: Conduct bi-monthly SCEDD Board meetings.	High	Bimonthly	SCEDD & Staff	Ongoing	
Strategy 2: Implement the District’s Comprehensive Economic Development Strategy.	High	First Wednesday Bimonthly	SCEDD & Staff	2024	
Strategy 3: Coordinate with and attend Technical Committee meetings.	High	Bimonthly	Counties & Staff	Ongoing	
Strategy 4: Collaboratively work with public lands agencies in developing and retaining multiple use of public lands.	High	Monthly	SCAOG NRC & Staff	Ongoing	

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Objective 2: Sponsor training activities for District Board member, other local officials, economic development professionals, community and business leaders, and staff.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: Host annual Regional Recognition Banquet to honor area businesses and/or individuals.	High	Annually In December	SCAOG SCEDD Tech Com & Staff	Annually	
Strategy 2: As directed and funding allows, elected officials and staff will attend EDA regional/or Annual conference, NADO Washington and Annual Conferences, NACO/Annual and Western Interstate Regional Conferences, and other approved conferences	High	Throughout Year	SCAOG SCEDD & Staff	Annually	
Strategy 3: Sponsor the Six County Annual Leadership Summit.	High	Annually April	SCAOG SCEDD Tech Com & Staff	Annually	
Strategy 4: Conduct annual "Legislative Day" and "Congressional Briefing".	High	Annually October	SCAOG & Staff	Annually	
Strategy 5: Provide public awareness of economic development activities by preparing news releases on District sponsored events and other economic development activities, sending a copy of the SCEDD's minutes to all commissioners and mayors on the Board, and preparing articles for the agency's quarterly news bulletin.	High	Quarterly or As Needed	Staff	Ongoing	

Objective 3: Provide technical assistance and support to county economic development endeavors.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: Attend county economic development and community planning meetings	High	Throughout Year	Staff	Ongoing	
Strategy 2: Provide technical assistance as requested by communities and counties.	High	Throughout Year	Staff	Ongoing	
Strategy 3: Market the six-county region as a central location for small conferences conventions, sporting events, etc.	Medium	Throughout Year	Counties Tech Com Staff	Ongoing	

GOAL 2: CONDUCT AND SUPPORT A RELIABLE AND INTERGRATED PLANNING IN COOPERATION WITH ALL AGENCIES.

Objective 1: Serve as a coordinating agency for economic development in the Six County region.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: Serve as a coordinating entity for all economic development efforts within the District by encouraging representation from all interests to attend District sponsored activities.	High	SCEDD Board Meetings and Tech Com Mtgs and Other Events	SCAOG SCEDD Tech Com Staff	Ongoing	
Strategy 2: Update the region's consolidated plan.	High	Yearly By July	SCEDD Staff	Ongoing	

Objective 2: Maintain communications with elected officials of counties and communities; and directors of entities involved in economic and community development.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: Attend economic development meetings and activities sponsored by other organizations in the District and State.	High	Throughout Year	Staff	Ongoing	
Strategy 2: Maintain membership in The Alliance for training and coordination.	Low	Yearly	Staff	Annually	
Strategy 3: Serve on committees and boards of other entities involved in economic development.	Medium	As Opportunities Arise	Staff	Ongoing	
Strategy 4: Visit annually each county commission and mayor/city council to determine economic and community development needs.	High	Yearly	Staff	Ongoing	

Objective 3: Provide technical assistance to counties and communities in general and development planning.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: Conduct bi-monthly regional Natural Resource Committee meetings.	High	Bimonthly	SCAOG Staff	Ongoing	
Strategy 2: Recognize beautification efforts at the District's Annual Recognition Banquet.	High	Yearly December	SCAOG SCEDD Tech Com Staff	Annually	
Strategy 5: Recognize beautification efforts at the District's Annual Recognition Banquet.	Med	Yearly December	County ED Staff		

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Objective 4: Serve as a regional Census affiliate under the Governor’s Office of Management and Budget.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: Maintain a database with information as how to find current demographics, reports, procurement information, census data, information on financial resources, community and county plans, etc.	Low	Throughout Year	Staff	Ongoing	
Strategy 2: Collaboratively determine population projections with county and State officials.	High	Yearly And As needed	Staff	Annually	

GOAL 3: ASSIST IN EXPANSION AND RETENTION OF LOCAL BUSINESS AND ESTABLISH INDUSTRY THAT WILL INCREASE FAMILY SUSTAINING EMPLOYMENT OPPORTUNITIES.

Objective 1: Serve as a Business Outreach contact point to assist in business expansion, and retention along with marketing opportunities for business and industry in Six County Region.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: Attend county economic development and community planning meetings	High	As scheduled	County ED Staff	Ongoing	
Strategy 2: Provide technical assistance as requested by communities and counties.	High	As Necessary	County ED SCEDD Staff	Ongoing	
Strategy 3: Update county capital improvement lists.	High	Yearly April	Staff Counties	Ongoing	
Strategy 4: Visit annually each county commission and mayor/city council to determine economic and community development needs.	High	Yearly	Staff	Annually	
Strategy 5: Provide technical assistance in developing industrial parks and/or commercial centers.	High	As Needed	Tech Com Counties Staff	Ongoing	
Strategy 6: Provide technical assistance to area businesses in helping them to expand and retain business.	High	As Needed	SCEDD Tech Com Staff	Ongoing	
Strategy 7: Work to develop each county economic development office as a Business Resource Center.	Low	As Opportunity Arises	SCEDD Tech Com Counties Staff	Ongoing	

Objective 2: Assist in the development of business and industry.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: Work with counties and communities to implement business creation and expansion as identified in the Area Sector Analysis Process (ASAP) Plan.	Medium	Throughout Year	SCEDD Tech Com Counties Staff	Ongoing	
Strategy 2: As plausible develop the Central Utah Railroad project.	Low	As Opportunity Arises	SCEDD Counties Staff	Ongoing	
Strategy 3: Maintain current information on available financial resources and coordinate assistance with other agencies that will help individuals and businesses prepare for the funding phase of new or expanding business.	High	Throughout year	SCEDD LAB MWSBF Tech Com Staff	Ongoing	
Strategy 4: Assist counties in implementing the Central Utah Business Expansion and Retention program.	Low	Yearly	County ED Staff	Annually	
Strategy 5: Identify and develop a plan for an industrial site location in Juab, Millard, Piute, Sanpete, Sevier and Wayne Counties.	High	As Opportunities Arise	Counties Tech Com Staff	Ongoing	
Strategy 6: Develop utilities for underserved areas in Millard and Sanpete Counties.	Medium	As Opportunities Arise	Millard Sanpete Counties	Ongoing	

Objective 3: Serve as a liaison for political support for new and expanding business.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: Provide political support for Sevier counties in obtaining permits necessary to develop electric generation facilities.	Medium	As Necessary	Sevier County SCEDD	Ongoing	
Strategy 2: Provide industrial site identification, information and coordination with the State's Sure Site program	Low	Ongoing As Opportunities Allow	Tech Com Counties Staff	Ongoing	

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Objective 4: Through a collaborative process work with institutions of education to better coordinate educational and training needs for area businesses and industry.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: County economic development directors to serve on Snow College's "Economic Development Workforce Advisory Board" (EDWAC).	High	Throughout Year	SCEDD Snow College Tech Com Counties	Ongoing	
Strategy 2: Support development of four-year degrees at Snow College that supports, encourages, and enhances rural business and industry	High	As Opportunities Allow	Snow College SCEDD Tech Com EDWAC	Ongoing	
Strategy 3: Develop a high school entrepreneurship course with Snow College.	Medium	As Opportunities Allow	EDWAC Snow College	Ongoing	
Strategy 4: Through the Six County Technical Committee, coordinate with Snow College Small, Business Development Center, and Utah Department of Workforce Services to encourage business expansion and retention.	High	Bimonthly	SCEDD Tech Com Staff	Ongoing	

GOAL 4: ENCOURAGE AND IDENTIFY OPPORTUNITIES TO DEVELOP MORE EFFICIENT USE OF NATURAL RESOURCES.

Objective 1: Coordinate and foster political support for natural resource development projects in the Six County Region.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: Conduct bimonthly regional Natural Resource Committee meetings.	High	Bimonthly	SCAOG Staff	Ongoing	
Strategy 2: Assist Millard and Juab counties in protecting water resources of the West Desert targeted for the Southern Nevada Water Authority's proposed pipeline project.	Low	Ongoing Involvement As Necessary	Millard Co. Juab Co. SCAOG Staff	Ongoing	
Strategy 3: Assist Wayne County in protecting Factory Butte as an open all-terrain-vehicle recreation area to enhance the tourism business of the county.	Medium	Ongoing Involvement As Necessary	Wayne Co SCAOG Staff	Ongoing	
Strategy 4: Host Congressional Briefing to help congressional delegation and local elected officials better understand the need to maintain multiple use of public lands.	High	Yearly August	Hosting County SCAOG Staff	Ongoing	

Objective 2: Coordinate natural resource development with public land managers to foster multiple-use of public lands.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: Coordinate with public lands agencies in mitigating catastrophic wildfires on public lands.	High	Ongoing Involvement As Necessary	Counties SCAOG Staff	Ongoing	
Strategy 2: As directed, provide input about support or non-support for management of the Fishlake, Dixie, Manti LaSal Forests, and BLM.	High	Ongoing Involvement As Necessary	Counties SCAOG NRC Staff	Ongoing	
Strategy 3: Participate in maintaining multiple use of public lands on the Fishlake, Dixie, Manti LaSal, and Uintah Forest's; and, Bureau of Land Management (BLM) in the Six County area..	High	Ongoing Involvement As Necessary	Counties SCAOG NRC Staff	Ongoing	
Strategy 4: Complete a bike path in the Torrey area of Wayne County.	High	As Opportunities Arise	Wayne County Tech Com Staff	Ongoing	
Strategy 5: Develop a lands use bill with congress that provides a land exchange which allows access to public lands for economic development.	Low	As Opportunities Arise	Counties SCAOG Staff	Ongoing	
Strategy 6: As directed provide technical assistance in supporting private business' utilization of natural resources on public lands.	High	As Opportunities Arise	Counties SCAOG Tech Com Staff	Ongoing	

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GOAL 5: ASSIST MINORITY AND ETHNIC POPULATIONS IN ACHIEVING THEIR ECONOMIC DEVELOPMENT GOALS AND OBJECTIVES.

Objective 1: Assist minority populations within the region with economic and community development efforts.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: Working in collaboration with the Five County AOG and Wasatch Front Regional Council respectively, assist the Paiute Indian Tribe of Southern Utah and Iapah Tribe in developing and/or updating a tribal Comprehensive Economic Development Strategy (CEDS).	Medium	As Opportunities Arise	SCEDD WFRC FCAOG Staff	2024	
Strategy 2: As directed, assist minority and ethnic populations in achieving their economic development goals and objectives.	Low	As Opportunities Arise	Staff	Ongoing	
Strategy 3: Assist minority businesses and groups with available resources as requested.	High	As Opportunities Arise	Staff	Ongoing	
Strategy 4: Six County will continue to enhance and build a working relationship the Paiute Indian Tribe of Utah.	High	As Opportunities Arise	SCEDD Staff	Ongoing	

Objective 2: Determine means of dialogue with minority population within the Six County region.

STRATEGY	PRIORITY	TARGET	LEAD AGENCY	DATE TO COMPLETE	REMARKS
Strategy 1: Identify methods to inform, educate and disseminate information about regional resources and programs.	Low	As Opportunities Arise As Requested	SCEDD Tech Com Staff	Ongoing	
Strategy 2: Utilize the region’s web site as a point of reference to address minority issues about economic development	Low	As Needed	Staff	Ongoing	

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APPENDIX

Exhibit 1 - 2019 Six-County Economic Development District Board

Governmental Representatives – 63%

Appointed Representative	Title	Member Organization	Category	Other Interests
Tooter Ogden (Chair)	Commissioner	Sevier County	County Government	Econ. Dev.
Scott Bartholomew(Secretary)	Commissioner	Sanpete County	County Government	Broadband Ind.
Newell Harward	Commissioner	Wayne County	County Government	Construction
Wayne Jackson	Commissioner	Millard County	County Government	Military/Veterans
David Ogden	Mayor	Richfield City	City Government	Small Business
Rick Dalton	Mayor	Loa Town	City Government	Construction Ind.
*Brent Boswell	Director Econ. Dev.	Juab County	County Government	Community Dev.
*Vacant	Director Econ. Dev.	Piute County	County Government	
*Kevin Christensen	Director Econ. Dev.	Sanpete County	County Government	Education
*Malcolm Nash	Director Econ. Dev.	Sevier County	County Government	Oil and Gas Dev.
*Adus Dorsey	Director Econ. Dev.	Wayne County	County Government	Tourism
* Scott Barney	Director Econ. Dev	Millard County	County Government	Bus.Development

**These individuals are employees of their respective county and have been appointed by their county commissioners (elected officials) to serve as Board Members of the Six County Economic Development District.*

Non-governmental Representatives – 32%

Name	Position	Company	Category	Other Interests
Michael Holt	Owner/Manager	Holt Sanitation	Private Industry	Waste Mgt.
Byron Woodland	Retired	Woodland Dentistry	Private Industry	Public Health
Glade Nielson	Owner Manager	Nielson Consulting	Private Industry	Bus. Organization
Darin Bushman (Vice Chair)	Manager	Jorgensens	Private Industry	Online Marketing
Cody Grundy	Owner manager	Grundy Construction	Private Industry	Construction
John Christensen	Owner Manager	Behavior Probation	Private Industry	Law Enforcement

Stakeholder Organization Representatives – 5%

Name	Position	Company	Category	Other Interests
Lorraine Gregerson	Executive Director	Richfield Chamber	Chamber Commerce	Tourism

Government Representatives –	12
Non-governmental -	6
Stakeholder –	1
Total Board Membership	19

Exhibit 2 - Strategy Committee Membership Roster

Private Sector Representatives – 51%

NAME	POSITION	COMPANY	SECTOR	REPRESENTATION	COUNTY
Rick Blackwell	Manager	State Bank So Utah	Banking	Private Business	Piute
Ken May	Retired	SUFCO	Mining	Private Business	Sevier
Megan Mustoe	Owner/Mgr	Mustoe Law Office	Legal	Private Business	Sevier
Michael Holt	Owner/Mgr	Holt Sanitation	Waste Management	Private Business	Millard
Dennis Blackburn	Owner/Mgr	Blackburn Service	Automotive	Private Business	Wayne
William Talbot	Manager	Talbot Farms	Agriculture	Private Business	Piute
Clint Painter	Owner/Mgr	Azurite Mining	Manufacturing	Private Business	Juab
Kinley Peterson	Owner/Mgr	Peterson Invest.	Wholesale Industry	Private Business	Sevier
Scott Johnson	President	Johnson Feedlot	Agriculture	Private Business	Sevier
Scott Bartholomew	Manager	GE Telephone	Broadband	Private Business	Sanpete
Ralph Brown	Owner/Mgr.	Brown Construction	Construction	Private Business	Sevier
Efren Silva	Owner/Mgr	El Mexicano	Restaurant Industry	Private Business	Sanpete
Cody Grundy	Owner/Mgr	Grundy Concrete	Construction	Private Business	Wayne
Glade Nielson	Owner/Mgr	Nielson Consulting	Business Org.	Private Industry	Juab
Stan Wood	Owner/Mgr	Wood Farms	Agriculture	Private Business	Wayne
Darin Bushman	Manager	Jorgensen's	Online Marketing	Private Business	Piute
Sreve Lund	Owner/Mgr	Savoy Energy, LLC	Oil/Mining	Private Business	Sanpete

Representatives of other economic interests – 49%

NAME	POSITION	ORGANIZATION	AREA OF INTEREST	REPRESENTATION	COUNTY
Jody Gale	Area Agent	USU Extension	Utah St. University	Stake Holder	Sevier
Lorraine Gregerson	Director	Richfield Chamber	Retail Business	Stake Holder	Sevier
Tim Chamberlain	Director	S. Bus. Dev. Ctr.	Small Bus. Develop	State Government	Sanpete
Stacie McIff	Director	Snow College	Educational Service	Stake Holder	Sevier
Claudia Jarrett	Retired	County Commission	Rural Development	Rural Counties	Sanpete
Byron Allen	Manager	Indian Dorm	Cultural Heritage	Native American	Sevier
Forest Turner	Specialist	Utah DWS	Workforce Dev.	Stake Holder	State
Nan Anderson	Rural Direct	Gov. Office ED	Rural Econ. Dev.	State Government	State
Tracy Balch	Director	Soil Conservation	Rural Development	Fed/State Government	Sevier
Rick Dalton	Mayor	Junction Town	Trucking Industry	Town Government	Piute
Brent Boswell	Director	Juab County ED	Economic Develop	County Government	Juab
Scott Barney	Director	Millard County ED	Economic Develop	County Government	Millard
Darrin Owens	Econ Dev	Snow College	State Legislature	Education	Sanpete
Kevin Christensen	Director	Sanpete ED/Tour.	Economic Develop	County Government	Sanpete
Malcolm Nash	Director.	Sevier County ED	Economic Develop	County Government	Sevier
Adus Dorsey	Director	Wayne County ED	Economic Develop	County Government	Wayne

Private Sector Representatives	17	51%
Representatives of other economic interests	16	49%
Total Strategy Committee Members	33	

SIX COUNTY ECONOMIC DEVELOPMENT DISTRICT

ACRONYMS

AOG- Association of Governments
ASAP- Area Sector Analysis Process
BLM- Bureau of Land Management
CAA- Community Action Agency
CEDS- Comprehensive Economic Development Strategy
DNR- Utah Department of Natural Resources
DWS- Department of Workforce Services
EDA - Economic Development Administration
EDD- Economic Development District
EDCU - Economic Development Corporation of Utah
EDWAC - Snow College Economic Development Working Advisory Committee
EIS – Environmental Impact Study
FLPMA- Federal Lands Policy Management Act
F.S. - Forest Service
GIS - Geographic Information System
GOED – Governor’s Office of Economic Development
LAB - Loan Administration Board
MWSBF- Mountain West Small Business Finance
NAICS - North American Industry Classification System
NACO- National Association of Counties
NADO - National Association of Development Organizations
NARC - National Association of Regional Councils
PILT- Payment in Lieu of Taxes
RLF - Revolving Loan Fund
SBA - Small Business Administration
SBDC - Small Business Development Center
SBIR - Small Business Innovative Research
SCAOG - Six County Association of Governments
SCEDD - Six County Economic Development District
SITLA- School & Instructional Trust Lands Administration
SWOT – Strengths, Weaknesses, Opportunities, and Threats
UAC - Utah Association of Counties
UACIR - Utah Advisory Council on Intergovernmental Relations
UDAF- Utah Department of Agriculture and Food
UDOT- Utah Department of Transportations
RS2477 – Ruling allowing roads to be built across Bureau of Land Management administered lands

Six County Economic Development District
SWOT Analysis Process

SWOT Analysis Process

None of the counties in the region have a recent analysis of their strengths, weaknesses, opportunities, and threats (SWOT). As a result, there is no county-specific SWOT analysis data referenced in the 2019 CEDS. Through the Regional SWOT Analysis process some specific county strengths, weaknesses, opportunities, and threats were identified. They are listed below.

Juab County

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
Location Access	Not enough commerce Out migration of workforce	Transportation Airport	Lack of water Growth without revenue

Millard County

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
Higher wages	Pending IPP coal unit closure	Power generation	Workforce leaving Climate change Politics

Piute County

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
Low poverty Quality of life Water Environment Schools Recreation	No economic development Weak workforce No jobs	Lifestyle	Excessive public lands No tax base Insufficient county revenue

Sanpete County

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
Agriculture Snow College Local governments Schools Broadband Diversity New home construction	Poverty rate Limited housing Lack of skilled workers Low paying jobs Lack of infrastructure Location Lack of water Public lands Ordinance regulations	Broadband Student housing Snow College Value-added ag CUCF expansion Access to public lands Natural resource dev. Planning for growth Water development Tourism Lack of transportation dev.	Youth leaving Intergenerational poverty Government regulations Crime Lack of water Limited resources Workforce leaving Loss of industry Decaying infrastructure Being a bedroom community Limited funding

Sevier County

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
Quality of life Leadership Environment Recreation Lifestyle Education Diversity Infrastructure Snow College Public lands Location Optimism Organized Scenery Cohesiveness Great economy	Lack of good jobs Lack of mental health resources Location Lack of funding Limited housing Apathy Lack of econ. dev. Vision Lack of skilled labor pool Empty stores	Available programs Collaboration Markets Workforce Legislature Medical for aging Location Good jobs Recreation Growth Agriculture Broadband Empty stores to fill Rural Online Initiative Retail Services Tourism Events	Workforce leaving Outsiders moving in Limited resources Stagnant wages Intergenerational poverty Multiple use of public lands Extensive growth Past reputation Competition for econ. dev. Limited water Environmental special interests Lack of vision and opportunity

Wayne County

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
Cohesive Attitude	Limited funding Lack of infrastructure Lack of support industries	Opportunities to create jobs Rural Online Initiative	Increased tourism w/o support

Regional SWOT Analysis – An online survey was sent out to the Six County CEDS Steering Committee and local officials. Survey results were compiled. They are listed below.

Strengths	Weaknesses	Opportunities	Threats
SCAOG Infrastructure Open space Coordination Leadership Resiliency Snow College Workforce Recreation Location Public lands Natural resources Lifestyle Legislators Tourism Available services Medical facilities	Aging population Funding Leadership change Infrastructure Lack of skilled labor Lack of jobs Location Apathy Public lands Diversity Limited water Intergenerational poverty Mental health resources Lack of broadband Rural areas underserved Low-paying jobs Brain drain	Location Obtaining funding ASAP implementation Tourism Snow College Ag industry (value-added) SCAOG Exporting RMPs Rural programs Utah growth Broadband Central Utah Railroad dev. Business Development Convention opportunities Collaborative agencies Transportation CRMP Utility Development Public lands Natural resources	Losing coal-related industry Loss of federal funding Outside influence of public lands Lack of sufficient public services Limited State and Federal representation Limited water Poor reputation Youth leaving Funding for economic development Costly development rules and regulations No research university Division between county, state, and federal government Ignorance (apathy) Lack of communication

The committee reviewed and prioritized the above list selecting the top priorities in each category. This was accomplished through an electronic voting app using cell phones. The results are listed below.

Strengths	Weaknesses	Opportunities	Threats
1. Lifestyle 2. Natural Resources 3. Location	1. Apathy 2. Low-paying jobs (<i>tie</i>) 2. Lack of skilled labor 2. Infrastructure	1. Tourism 2. Natural Resources 3. Rural programs	1. Limited water 2. Ignorance/Apathy (<i>tie</i>) 2. Youth leaving

This same procedure was used to ascertain the top priority in each category. They are listed below.

Strengths	Weaknesses	Opportunities	Threats
1. Lifestyle	1. Low Paying Jobs	1. Natural Resources	1. Youth Leaving

A final analysis by the Six County CEDS Committee identified the top priority from all categories. Each were given four stickers. One for \$10, one for \$5, one \$2, and one for \$1. They were asked to “put their money where their priority lies”. This meant all on one element or spread out over four elements. The results of this exercise resulted in “*Lifestyle*” as the highest priority with \$114 worth of votes followed by a close second “*Natural Resources*” with \$113. “*Low Paying Jobs*” was third with \$58 and “*Youth Leaving*” with \$54.

Six County Economic Development District

Six County Regional Area Sector Analysis Process (ASAP) Project

FINAL REPORT

December 28, 2017
By: Russ Cowley

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INTRODUCTION SUMMARY

Goals - The economic development goals for the Six County region are to:

- Develop and Maintain a Positive Environment for Economic Development
- Conduct and Support Reliable and Integrated Planning in Cooperation with all Agencies
- Assist in Expansion and Retention of Local Business and Establish Industry that will Increase Family Sustaining Employment Opportunity.
- Encourage and Identify Opportunities to Develop More Efficient Use of Natural Resources.
- Assist Minority and Ethnic Populations in Achieving Their Economic Development Goals and Objectives.

Long-term - The expected “Long-term” results in completing these goals for the Six County region would be an increase in the Median Family Income and Per Capita Income of those living and working in the Six County area. This would be accomplished by diversifying the economy through expanding businesses and industry that are both desirable and compatible with the culture and resources of the Region. This “Long-term” outcome would also result in greater job opportunity and entrepreneurial success for the area’s workforce.

Short-term - Expected “Short-term” goals would be to identify those businesses and industry that are desirable and compatible with the Region’s culture and resources on a county and regional level. Once identified, develop and implement a marketing strategy utilizing Economic Development Corporation of Utah (EDCUtah) and other resources to successfully invite, assist, attract, and expand more diversified businesses and industry to the area.

Need for the ASAP - The Six County Economic Development District (SCEDD) is a regional organization established in November of 1969 through inter-local agreements between Juab, Millard, Piute, Sanpete, Sevier, and Wayne Counties. Working regionally the SCEDD develops and maintains a regional Comprehensive Economic Development Strategy (CEDS). The goals, objectives, and strategies identified in the CEDS supports the economic development goals of local counties and communities.

The SCEDD participated in the “*Coal-Reliant Communities Innovation Challenge*” held in Grand Junction, CO on September 16-18, 2015. A goal identified from the Workshop for “*Team Central Utah*” was the need to diversify the economy of the Central Utah area. To accomplish this objective, the Region needed to grow and expand existing and/or new businesses and industries. *It was clear that an element missing in local economic development plans and the Region’s CEDS is a targeted industry study that identifies businesses and industries that are both desirable and compatible with the culture and resources of the Six County area. It was determined strategically by Team Central Utah to utilize the ASAP to meet this goal.*

REGIONAL ASAP PROJECT

Process - The SCEDD has contacted and developed an agreement with Western Rural Development Center, Utah State University Cooperative Extension Service and University of Nevada Reno Cooperative Extension Service to complete an “Area Sector Analysis Process” or ASAP for the Six County region. Through the ASAP six (6) meetings or modules were conducted in each of five (5) counties. Wayne County previously completed their ASAP analysis. The ASAP requires local participation and input. A survey was conducted with residents in each county. Data gathered was then evaluated and analyzed by the ASAP program specialist at the University of Nevada Reno. The results are an analyzed list of industries by North American Industry Classification System (NAICS) code classification ranked in order of most “desirable” and “compatible” for each county and the Region.

Outcome - The ASAP project provides a much-needed targeted business and industry analysis for Juab, Millard, Piute, Sanpete, and Sevier Counties. In 2015, Wayne County completed their ASAP. Beginning in October of 2016 Piute, Juab, and Millard Counties began their ASAP Process with Sevier and Sanpete starting in February of 2017. All counties completed their meetings, surveys, and received ASAP results by September 2017.

This information will help the region and its counties and communities focus on potential business and industries that are desirable and compatible with the culture and resources of the region. A strategy to work with EDCUtah and other marketing resources can be developed to create and expand targeted businesses and industry into the Six County area. This implementation will diversify the economy, provide greater job opportunities, and increase the per capita and median family income. Another tremendous outcome of ASAP will be the identification of businesses and industry that are more acceptable to the residents of the communities and counties within the Six County area. Apathy shown by area residents has been a major hurdle in successfully creating and expanding economic development in the Six County region.

Implementation - Results of ASAP provides a much clearer vision of the types of business and industry that should be marketed for the Six County region. Information derived through ASAP is intended for use by local elected officials, community, county, and regional economic development professionals, state planning agencies, EDCUtah and other agencies to market targeted businesses and industries for the Six County region. This marketing strategy includes outreach to business and industry currently established in the Six County area, those in the State wishing to expand operations, and those outside of Utah.

Each county will determine the implementation method best suited for their respective jurisdiction to utilize data derived from the ASAP. The Regional ASAP implementation strategy is utilization of the CEDS. Data derived from the ASAP for each county will be included in the CEDS update scheduled for completion in 2019. Immediate use of ASAP data is encouraged and supported by the SCEDD.

SIX COUNTY ASAP PROJECT RESULTS

Desirability – Survey results ranked desirability according to “*Community Development Goal Rankings*” and “*Community Development Indicator Rankings*”. This ranking criterion identified those elements that citizens expressed as priorities necessary in supporting business expansion and retention. Note, the following results are derived from a regional compilation. Individual county data differs from that of the regional analysis and that of other counties.

Community Development Goal Rankings found **Economic Quality** which is the improvement of the area’s economy as their highest priority at 49.9%. **Environmental Quality** which is sustaining or improving the area’s environment ranked second with 27.6%.

Social Quality which relates to sustaining and enhancing the social aspects of the area as third at 22.5%. (See Appendix A – County ASAP Implementation Reports – Table 1 for county specific data and Appendix B – Utah Six County AOG ASAP Summary Report – Table 1 and Figure 1 for a regional analysis).

“*Community Development Indicator Rankings*” listed the top three criteria to be “**New Businesses hire locally**”, “**New businesses increase the average local wage**”, and “**New businesses return profit to the community**” in that order of priority. “**Every new job generates additional jobs in the community**”, “**New Business buy locally**”, and “**New businesses do not pollute the water**” rounds out the top 6 priorities. (See Appendix A – County ASAP Implementation Reports – Table 2 for county specific data and Appendix B – Utah Six County AOG ASAP Summary Report – Table 2 and Figure 2 for a regional analysis).

Compatibility – An assessment of factors that are important and sometimes critical for the operation of businesses and industry was taken for each county. Factors such as accessibility, available retail and industrial space, cell phone service, water and power supply were all compared to national standards and evaluated as assets. These assets were then compared to requirements of over 2500 businesses and industries interviewed over the past ten years and the results compiled in a data base for ASAP use. These data are a critical part of the *compatibility index* used to match and target industries with community goals and preferences. (See Appendix A – County ASAP Implementation Reports – Table 3 for county specific data and Appendix B – Utah Six County AOG ASAP Summary Report – Table 3 for a regional analysis).

Target Industry Assessment – County desirability and compatibility scores were then compared with the ASAP business interview data base. Four-digit North American Industrial Classification Code System (NAICS) codes were profiled on a scatter gram. Of interest are those sectors with a desirability and compatibility match greater than .50. From the ASAP process, there are over 200 industries within the Six County area with a desirability match of greater than .55 and a compatibility score of greater than .60. Sector matches are then determined according to their match criterion. Regionally there are over 150 sectors with compatibility matches greater than 60 (See page 61, Appendix C, Module 4: Six County AOG ASAP Output).

A compilation of county data was used to derive results for the regional analysis. Note, county specific data, graphs, scatter-grams,

and charts were not submitted with this report. In Appendix C: Six County AOG ASAP Model Output a copy of a PowerPoint presentation summarizes the ASAP process. A review of the slides provides a better understanding of the ASAP process. Slides explain the ASAP model, graphs and charts provide data for the regional analysis, and computer-generated output is explained.

Target Industry Sectors – The final assessment of the ASAP, before implementation, is to determine target industry sectors. From the target industry assessments each county narrowed their focus on those industrial sectors which have the most potential for their respective area. In Appendix A – County Implementation Reports – Table 4 and Appendix B – Utah Six County AOG ASAP Summary Report – Table 4 is a list of “**High Ranking Selected NAICS Sectors**” for each county and the region.

Note, in Appendix C on pages 64 through 70 there is detailed computer-generated information about NSAICS code along with an explanation of desirability and compatibility. This same information is available for each county but was intentionally left out of this report due to volume restraints. A detailed explanation of how this raw data was utilized to derive selected sectors is not necessary for this report. The PowerPoint slides in Appendix C does provide a color-coded graphic for NAICS code providing a colored dot. Green signifies acceptable, red unacceptable, with yellow indicating potential if certain changes in criteria takes place. (See Appendix C, page 66, “CI & DI – Red Light – Green Light)

The “**High Ranking Selected NAICS Sectors**” generated from this process is the important results. From this list the respective county or region can further research and do an in-depth-analysis for each.

IMPLEMENTATION STRATEGY – NEXT STEPS

The final step in the ASAP is for each county and the Region to develop an “Implementation Strategy”. Next steps in developing this implementation strategy has been outlined for each county and the Region. (See Appendix A – County ASAP Implementation Reports – number 6 - Implementation Strategy – Next Steps and Appendix B – Utah Six County AOG ASAP Summary Report – number 6 – Implementation Strategy – Next Steps).

Each county will determine the extent to which they will follow these suggested guidelines. Some have already established an implementation team. As opportunities become available hopefully they can utilize the data derived from this process to strengthen their recruitment effort. Additionally, economic development sections of county or community general plans can be reinforced by ASAP findings.

Regionally the Six County Economic Development District will incorporate the results of the ASAP in their CEDS. As counties and the Region acknowledge recruitment opportunities relative to high ranking sectors identified through the ASAP, the CEDS can significantly strengthen recruitment proposals.

CONCLUSION

The Six County ASAP Project has been a big undertaking. The process of conducting an ASAP meeting monthly in each county proved challenging but very worthwhile. Each module not only helped counties understand the ASAP process but brought folks together to strategically discuss their vision of the future for their respective county and community.

The survey requirement proved to be very encouraging. Over 1067 completed surveys were submitted for evaluation. The analyzed results provide economic development practitioners with a much clearer understanding of the types of businesses and industries that meet the expected desirability characteristics of the residents of the Six County region.

APPENDIX

A

County ASAP Implementation Reports

Juab County, Utah

ASAP Implementation Report



Helping communities identify targeted, sustainable economic development.



JUAB COUNTY ECONOMIC DEVELOPMENT– Implementing ASAP

1. Introduction

The economies in many communities and counties in the West are struggling with limited employment opportunities and stagnant wages especially for working class, service and blue-collar jobs. In rural communities, problems are compounded because of declining employment in agriculture, natural resources and manufacturing, historically the primary employers of rural Americans. In more rapidly growing metro and shoulder counties, problems of housing, transportation and accommodating new growth and development complicate the integration of adjacent rural counties into a regional economy. Such is the case with Sanpete County comprised of largely rural communities but with growth and expansion on the horizon from metro regions just to the north of Juab County. To assist communities with their regional economic development efforts, the Western Rural Development Center and its partners throughout the western region have developed ASAP (Area Sector Analysis Process), a strategic planning model designed especially for rural or growing metro counties in the Western United States.

2. ASAP Model

The ASAP model and process has been applied or is in the process of being applied, in a dozen or more communities in the West including the Utah counties of Wayne, Sevier, Juab, Sanpete, Piute, Millard in the 6 County Association of Governments; Grand and San Juan Counties in the Southeastern AOG; and Beaver and Garfield Counties in the 5 County AOG region.

The ASAP process consists of six modules that are delivered once each month for six months. Module topics are: 1. Introduction and Overview of the ASAP Process; 2. Community Goals and Assets: Acquiring County Data and Surveys; 3. Overview of County Socioeconomic Factors; 4. Presentation and Discussion of ASAP Output (Target Industry Data Report presented); 5. Quantitative Analysis of ASAP Results Sanpete County NAICS Report presented); and 6. Applying ASAP Results to Community Economic Development Efforts (Sanpete County Final Report and Implementing ASAP presented).

During the six-module process, community goals are determined through a survey of county residents. Community **infrastructure, economic and quality of life** assets are **also** determined. Finally, survey data **from** over 2,500 businesses from all geographic regions of the country **are reviewed** to determine what industries **would** need to succeed in a **target** community **or** county and what benefits the industry **would** bring to the **local** community.

The ASAP process then **matches community survey and asset input with industry interview data**. The ASAP model helps communities determine industries that are both desirable for local residents and compatible with industry needs. Extensive data and information are provided to the community on industries that are both desirable and compatible and are selected by the community for further research and analysis.

Utilizing ASAP output, the ASAP team helps the community team to develop and implement an economic development strategic plan.

Data specific to Juab County are provided below: included are survey and asset results (Tables 1-3), and target industrial sectors (Table 4).

3. Survey Results (Desirability)

159 Juab County residents responded to an on-line survey of economic development preferences and goals summarized in Tables 1 and 2. Questions are organized around the business and development implications of factors relating to sustaining and improving the economic, environmental and social quality of county residents. The top three responses, “New businesses hire locally,” New businesses return profits to the community,” and, “New businesses increase the average local wage” reflect the concern of residents for an improvement in the quality of their economic life. Nearly a third of the 159 responses, included one of these top three economic outcomes. These community development choices and preferences comprise a **desirability index** which is one critical component of the ASAP matching process.

TABLE 1: Community Development Goal Rankings

<i>Goal</i>	<i>Weight</i>	<i>Rank</i>
Economic Quality	47.8%	1
Environmental Quality	32.1%	2
Social Quality	20.0%	3

TABLE 2: Community Development Indicator Rankings

<i>Indicator</i>	<i>Weight</i>	<i>Rank</i>
G1.I1 - Every new job generates additional jobs in the community	8.7%	6
G1.I2 - New businesses return profits to the community	9.8%	2
G1.I3 - New businesses hire locally	13.2%	1
G1.I4 - New businesses buy locally	6.7%	8
G1.I5 - New businesses increase the average local wage	9.4%	3
G2.I1 - New businesses do not pollute the water	9.1%	4
G2.I2 - New businesses do not release toxic chemicals in the air	8.8%	5
G2.I3 - New businesses are in compliance with hazardous waste management	8.0%	7
G2.I4 - New businesses do not emit greenhouse gas	3.7%	12
G2.I5 - New businesses do not develop undeveloped land	2.4%	15
G3.I1 - New businesses increase the local tax base	3.7%	11
G3.I2 - New jobs are full-time	5.1%	10
G3.I3 - New jobs offer benefits (health and/or retirement)	6.3%	9
G3.I4 - New jobs provide training programs	2.4%	14
G3.I5 - New businesses support community activities	2.4%	13
Number of observations	159	

4. Asset Evaluation Results (Compatibility)

Table 3 identifies county assets that are important and in some cases critical for the operation of businesses and industry in Juab County. Factors such as accessibility, available retail and industrial space, cell phone service, water and power supply are all compared to national standards and evaluated as assets. These assets are then compared to requirements of 2500 businesses and industries interviewed over the past ten years and the results compiled in a data base for ASAP use. These data become a critical part of a **compatibility index** used to match and target industries with community goals and preferences.

TABLE 3: ASAP Asset Values

Asset	Description	Source	Asset Values			Asset Value Basis	
			Sanpete, UT	Baseline	Ratio	Sanpete, UT	Baseline
A1	Access within 30minutes to interstate	CAI	No	---	---		
A2	Access within 30minutes to package freight	CAI	No	---	---		
A3	Access within 30minutes to railhead	CAI	No	---	---		
A4	Access within 30minutes to rail freight	CAI	No	---	---		
A5	Access within 30minutes to passenger air	CAI	No	---	---		
A6	Access within 30minutes to port/harbor	CAI	No	---	---		
A7	Access within 30minutes to international port	CAI	No	---	---		
A8	Access to natural gas pipeline	CAI	Yes	---	---		
A9 & A10	Driving miles to metropolitan area population > 50,000	CAI	74.1	282	26.28%	Provo, UT	Glasgow, MT
A11	3-phase electric	CAI	Yes	---	---		
A12	Fiber optic lines	CAI	Yes	---	---		
A13	High-volume water supply	CAI	No	---	---		
A14	High-volume wastewater disposal	CAI	No	---	---		
A15	Solid waste disposal	CAI	Yes	---	---		
A16*	Cell phone service	CAI	N/A	N/A	N/A		
A17	Local public transportation	CAI	No	---	---		
A18	Expansion site	CAI	No	---	---		
A19	High-speed internet	CAI	Yes	---	---		
A20	% of workforce with college degree or equivalent	CAI	20.50%	54.58%	37.56%	Washington, D.C.	
A21	% of workforce with HS degree or equivalent	CAI	88.80%	92.77%	95.72%	Montana	
A22	% of workforce with less than HS degree	CAI	11.10%	18.21%	60.95%	California	
A23	Prevailing yearly wage	CAI	\$ 31,521.00	\$ 113,243.00	27.83%	Santa Clara, CA	
A24	Workers compensation tax rate	CAI	1.27%	3.24%	39.20%	California	
A25	Business income tax rate	CAI	5.00%	9.99%	50.05%	Pennsylvania	
A26*	Local and state government incentives	CAI	N/A	N/A	N/A		
A27*	Union labor	CAI	N/A	N/A	N/A		
A28	Specialized job training programs (excl. college and university)	CAI	No	---	---		
A29	Short- and long-term financing	CAI	Yes	---	---		
A30*	Business/trade association	CAI	N/A	N/A	N/A		
A31	Crime rate	CAI	0.72%	8.13%	8.83%	St. Louis, MO	
A32	Median home price	CAI	\$ 152,000.00	\$ 1,000,000.00	15.20%	San Jose (et.al), CA MSA	
A33	Air and water quality	CGS	87.28	---	---		
A34	Nature/ecosystem	CGS	80.38	---	---		
A35	Outdoor recreation opportunities	CGS	84.68	---	---		
A36	Social and cultural opportunities	CGS	59.30	---	---		
A37	Retail shopping opportunities	CGS	39.75	---	---		
A38	Education system (K-12)	CGS	70.89	---	---		
A39	Access within 3 minutes to a college or university	CAI	Yes	---	---		
A40	Health care services	CGS	66.71	---	---		
A41	Public safety services (e.g. police, fire)	CGS	70.98	---	---		

* = Not included in ASAP Model

CAI = Community Asset Inventory - values provided by steering committee; ratio values validated and modified where necessary

CGS = Community Goal Survey - average of all community survey rankings (1=lowest, 10=highest)

5. Target Industry Sectors

County desirability and compatibility scores are compared with business interview data in the ASAP data base and matches are profiled on a scattergram as four digit NAICS code industries. Of particular interest are sectors with desirability and compatibility matches greater than .5 plotted on the scattergram. There are more than 200 industries in the Juab County study with a compatibility match > .60; 30 sectors with a desirability match > .55; and 25 industries with compatibility and desirability scores > .55. Table 4 represents the five industries from the high (>.55) DI and CI list, plus additional compatible industries added because of their potential in Sanpete County.

The top three industries selected for further research and in-depth analysis are: NAICS 3329 (including sub-sector 332992) Small Arms Ammunition Manufacturing; 3364 Aerospace Product and Parts Manufacturing; and 5415 Systems Design and Related Services (Appendix 1 provides detailed information for these target sectors).

TABLE 4: High Ranking Selected NAICS Sectors

Rank	NAICS4	Description	Existing Sector	DI	CI
16	3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing	X	0.5705	0.7688
15	3273	Cement and Concrete Product Manufacturing		0.5532	0.7740
Add'l	3329	Other Fabricated Metal Product Manufacturing		0.4670	0.8162
18	3331	Agriculture, Construction, and Mining Machinery Manufacturing		0.5521	0.7316
14	3341	Computer and Peripheral Equipment Manufacturing		0.5528	0.7747
13	3353	Electrical Equipment Manufacturing		0.5771	0.7806
Add'l	3359	Other Electrical Equipment and Component Manufacturing		0.4996	0.8622
Add'l	3364	Aerospace Product and Parts Manufacturing	X	0.5429	0.7668
Add'l	3391	Medical Equipment and Supplies Manufacturing	X	0.5279	0.7864
Add'l	5182	Data Processing, Hosting, and Related Services	X	0.5070	0.9362
Add'l	5415	Computer Systems Design and Related Services	X	0.5258	0.6097

6. Juab County Implementation Strategy – Next Steps

Organize economic development team

- Option 1: Task Force specific to ASAP analysis and results is organized to review and implement ASAP
- Option 2: Existing ongoing Economic Development Board is tasked with implementation of ASAP

Identify short term strategies

- Research existing ASAP target industries in Sanpete County. Possible BEAR activity
- Research ASAP target industries not currently in county. Possible EDC Utah and GOED assistance for contacts

Organize around economic development strategies

- Encourage local entrepreneurship in high desirable (Desirability Index) and compatible (Compatibility Index) industries
- Assist existing businesses with high DI and CI
- Recruit compatible, desirable industries
- Develop needed infrastructure to increase compatibility with desirable industries

Identify long term strategies

- Infrastructure development
- Industry recruitment

Millard County, Utah

ASAP Summary and Implementation Report



MILLARD COUNTY ECONOMIC DEVELOPMENT– Implementing ASAP

1. Introduction

The economies in many communities and counties in the West are struggling with limited employment opportunities and stagnant wages especially for working class, service and blue-collar jobs. In rural communities, problems are compounded because of declining employment in agriculture, natural resources and manufacturing, historically the primary employers of rural Americans. In more rapidly growing metro and shoulder counties, problems of housing, transportation and accommodating new growth and development complicate the integration of adjacent rural counties into a regional economy. Such is the case with Millard County comprised of largely rural communities but with growth and expansion on the horizon from metro regions just to the north of Millard County. In an effort to assist communities with their regional economic development efforts, the Western Rural Development Center and its partners throughout the western region have developed ASAP (Area Sector Analysis Process), a strategic planning model designed especially for rural or growing metro counties in the Western United States.

2. ASAP Model

The ASAP model and process has been applied or is in the process of being applied, in a dozen or more communities in the West including the Utah counties of Wayne, Sevier, Juab, Sanpete, Piute, Millard in the 6 County Association of Governments; Grand and San Juan Counties in the Southeastern AOG; and Beaver and Garfield Counties in the 5 County AOG region.

The ASAP process consists of six modules that are delivered once each month for six months. Module topics are: 1. Introduction and Overview of the ASAP Process; 2. Community Goals and Assets: Acquiring County Data and Surveys; 3. Overview of County Socioeconomic Factors; 4. Presentation and Discussion of ASAP Output (Target Industry Data Report analyzed and discussed); 5. Quantitative Analysis of ASAP Results (Millard County NAICS Report analyzed and discussed); and 6. Applying ASAP Results to Community Economic Development Efforts (Millard County Final Report and Implementing ASAP delivered to Millard County ASAP Steering Committee)..

During the six-module process, community goals are determined through a survey of county residents. Community **infrastructure, economic and quality of life** assets are **also** determined. Finally, survey data **from** over 2,500 businesses from all geographic regions of the country **are reviewed** to determine what industries **would** need to succeed in a **target** community **or** county and what benefits the industry **would** bring to the **local** community.

The ASAP process then **matches community survey and asset input with industry interview data**. The ASAP model helps communities determine industries that are both desirable for local residents and compatible with industry needs. Extensive data and information are provided to the community on industries that are both desirable and compatible and are selected by the community for further research and analysis.

Utilizing ASAP output, the ASAP team helps the community team to develop and implement an economic development strategic plan. Data specific to Millard County are provided below: included are survey and asset results (Tables 1-3) and target industrial sectors (Table 4).

3. Survey Results (Desirability)

188 Millard County residents responded to an on-line survey of economic development preferences and goals summarized in Tables 1 and 2. Questions are organized around the business and development implications of factors relating to sustaining and improving the economic, environmental and social quality of county residents. The top three responses, “New businesses hire locally,” “New businesses increase the average local wage,” and, “Every new job generates additional jobs in the community” reflect the concern of residents for an improvement in the quality of their economic life. Forty percent of the 188 responses, included one of these top three economic outcomes. These community development choices and preferences comprise a **desirability index** which is one critical component of the ASAP matching process.

TABLE 1: Community Development Goal Rankings

<i>Goal</i>	<i>Weight</i>	<i>Rank</i>
EconomicQuality	60.8%	1
Environmental Quality	18.5%	3
Social Quality	20.7%	2

TABLE 2: Community Development Indicator Rankings

<i>Indicator</i>	<i>Weight</i>	<i>Rank</i>
G1.11 - Every new job generates additional jobs in the community	12.6%	3
G1.12 - New businesses return profits to the community	10.9%	4
G1.13 - New businesses hire locally	15.3%	1
G1.14 - New businesses buy locally	7.7%	5
G1.15 - New businesses increase the average local wage	14.4%	2
G2.11 - New businesses do not pollute the water	5.9%	7
G2.12 - New businesses do not release toxic chemicals in the air	4.1%	10
G2.13 - New businesses are in compliance with hazardous waste management	5.3%	9
G2.14 - New businesses do not emit greenhouse gas	1.9%	14
G2.15 - New businesses do not develop undeveloped land	1.4%	15
G3.11 - New businesses increase the local tax base	2.9%	11
G3.12 - New jobs are full-time	5.8%	8
G3.13 - New jobs offer benefits (health and/or retirement)	7.0%	6
G3.14 - New jobs provide training programs	2.7%	12
G3.15 - New businesses support community activities	2.3%	13
Number of observations	188	

4. Asset Evaluation Results (Compatibility)

Table 3 identifies county assets that are important and in some cases critical for the operation of businesses and industry in Millard County. Factors such as accessibility, available retail and industrial space, cell phone service, water and power supply are all compared to national standards and evaluated as assets. These assets are then compared to requirements of 2500 businesses and industries interviewed over the past ten years and the results compiled in a data base for ASAP use. These data become a critical part of a **compatibility index** used to match and target industries with community goals and preferences.

TABLE 3: ASAP Asset Values

Asset	Description	Source	Asset Values			Asset Value Basis	
			Millard, UT	Baseline	Ratio	Millard, UT	Baseline
A1	Access within 30 minutes to interstate	CAI	Yes	---	---		
A2	Access within 30 minutes to package freight	CAI	Yes	---	---		
A3	Access within 30 minutes to railhead	CAI	Yes	---	---		
A4	Access within 30 minutes to rail freight	CAI	No	---	---		
A5	Access within 30 minutes to passenger air	CAI	No	---	---		
A6	Access within 30 minutes to port/harbor	CAI	No	---	---		
A7	Access within 30 minutes to international port	CAI	No	---	---		
A8	Access to natural gas pipeline	CAI	Yes	---	---		
A9 & A10	Driving miles to metropolitan area population > 50,000	CAI	101.6	282	36.03%	Provo, UT	Glasgow, MT
A11	3-phase electric	CAI	Yes	---	---		
A12	Fiber optic lines	CAI	Yes	---	---		
A13	High-volume water supply	CAI	Yes	---	---		
A14	High-volume wastewater disposal	CAI	Yes	---	---		
A15	Solid waste disposal	CAI	Yes	---	---		
A16*	Cell phone service	CAI	N/A	N/A	N/A		
A17	Local public transportation	CAI	No	---	---		
A18	Expansion site	CAI	Yes	---	---		
A19	High-speed internet	CAI	Yes	---	---		
A20	% of workforce with college degree or equivalent	CAI	20.00%	54.58%	36.65%	Washington, D.C.	
A21	% of workforce with HS degree or equivalent	CAI	88.00%	92.77%	94.86%	Montana	
A22	% of workforce with less than HS degree	CAI	12.00%	18.21%	65.89%	California	
A23	Prevailing yearly wage	CAI	41,118.00	113,243.00	36.31%	Santa Clara, CA	
A24	Workers compensation tax rate	CAI	1.27%	3.24%	39.20%	California	
A25	Business income tax rate	CAI	5.00%	9.99%	50.05%	Pennsylvania	
A26*	Local and state government incentives	CAI	N/A	N/A	N/A		
A27*	Union labor	CAI	N/A	N/A	N/A		
A28	Specialized job training programs (excl. college and university)	CAI	Yes	---	---		
A29	Short- and long-term financing	CAI	Yes	---	---		
A30*	Business/trade association	CAI	N/A	N/A	N/A		
A31	Crime rate	CAI	2.01%	8.13%	24.76%	St. Louis, MO	
A32	Median home price	CAI	124,250.00	#####	12.43%	San Jose (et.al), CA MSA	
A33	Air and water quality	CGS	84.83	---	---		
A34	Natural ecosystem	CGS	77.87	---	---		
A35	Outdoor recreation opportunities	CGS	84.48	---	---		
A36	Social and cultural opportunities	CGS	58.79	---	---		
A37	Retail shopping opportunities	CGS	41.44	---	---		
A38	Education system (K-12)	CGS	66.21	---	---		
A39	Access within 3 minutes to a college or university	CAI	Yes	---	---		
A40	Health care services	CGS	67.93	---	---		
A41	Public safety services (e.g. police, fire)	CGS	75.46	---	---		

* = Not included in ASAP Mode

ICAI = Community Asset Inventory - values provided by steering committee; ratio values validated and modified where necessary

CGS = Community Goal Survey - average of all community survey rankings (1=lowest, 10=highest)

5. Target Industry Sectors

County desirability and compatibility scores are compared with business interview data in the ASAP data base and matches are profiled on a scattergram as four-digit NAICS code industries. Of particular interest are sectors with desirability and compatibility matches greater than .5 plotted on the scattergram. There are more than 200 industries in the Millard County study with a compatibility match > .60; 30 sectors with a desirability match > .55;

and 25 industries with compatibility and desirability scores > .55. Table 4 represents 14 targeted industries from the high (>.55) DI and CI list, plus an additional compatible industry added because of its potential in Millard County.

The top three industries indicated for further research and in-depth analysis are: NAICS 3344 Semiconductor and other Electronic Component Manufacturing; 3254 Pharmaceutical and Medicine Manufacturing; and 3353 Electrical Equipment Manufacturing (Appendix 1 provides detailed information for these target sectors).

TABLE 4: High Ranking Selected NAICS Sectors

Rank	NAICS	Description	Existing Sector	DI	CI
1	3344	Semiconductor and Other Electronic Component Manufacturing		0.6955	0.798
2	3254	Pharmaceutical and Medicine Manufacturing	X	0.6148	0.9295
3	3353	Electrical Equipment Manufacturing		0.5079	0.9288
4	2211	Electric Power Generation, Transmission and Distribution	X	0.5592	0.9189
5	3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing		0.5224	0.9149
6	3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing		0.505	0.9139
7	5417	Scientific Research and Development Services	X	0.505	0.9063
8	3256	Soap, Cleaning Compound, and Toilet Preparation Manufacturing		0.5524	0.8512
9	4861	Pipeline Transportation of Crude Oil	X	0.5293	0.9764
10	5179	Other Telecommunications		0.5571	0.9355
11	2212	Natural Gas Distribution	X	0.5727	0.9332
12	4862	Pipeline Transportation of Natural Gas	X	0.5743	0.9127
Add'l	2122	Metal Ore Mining	X	0.3943	0.8846

6. Millard County Implementation Strategy – Next Steps

Organize economic development team

- Option 1: Task Force specific to ASAP analysis and results is organized to review and implement ASAP
- Option 2: Existing ongoing Economic Development Board is tasked with implementation of ASAP

Identify short term strategies

- Research existing ASAP target industries in Millard County. Possible BEAR activity
- Research ASAP target industries not currently in county. Possible EDC Utah and GOED assistance for contacts

Organize around economic development strategies

- Encourage local entrepreneurship in high desirable (Desirability Index) and compatible (Compatibility Index) industries
- Assist existing businesses with high DI and CI
- Recruit compatible, desirable industries
- Develop needed infrastructure to increase compatibility with desirable industries

Identify long term strategies

- Infrastructure development
- Industry recruitment

Piute County, Utah

ASAP Summary and Implementation Report



PIUTE COUNTY ECONOMIC DEVELOPMENT– Implementing ASAP

1. Introduction

The economies in many communities and counties in the West are struggling with limited employment opportunities and stagnant wages especially for working class, service and blue-collar jobs. In rural communities, problems are compounded because of declining employment in agriculture, natural resources and manufacturing, historically the primary employers of rural Americans. In more rapidly growing metro and shoulder counties, problems of housing, transportation and accommodating new growth and development complicate the integration of adjacent rural counties into a regional economy. Such is the case with Piute County comprised of largely rural communities, historically isolated in the center of the state, but with possible growth and expansion on the horizon from adjacent counties and regions north of Piute County. In an effort to assist communities with their regional economic development efforts, the Western Rural Development Center and its partners throughout the western region have developed ASAP (Area Sector Analysis Process), a strategic planning model designed especially for rural or growing metro counties in the Western United States.

2. ASAP Model

The ASAP model and process has been applied or is in the process of being applied, in a dozen or more communities in the West including the Utah counties of Wayne, Sevier, Juab, Sanpete, Piute, Millard in the 6 County Association of Governments; Grand and San Juan Counties in the Southeastern AOG; and Beaver and Garfield Counties in the 5 County AOG region.

The ASAP process consists of six modules that are delivered once each month for six months. Module topics are: 1. Introduction and Overview of the ASAP Process; 2. Community Goals and Assets: Acquiring County Data and Surveys; 3. Overview of County Socioeconomic Factors; 4. Presentation and Discussion of ASAP Output (Target Industry Data Report presented); 5. Quantitative Analysis of ASAP Results Piute County NAICS Report presented); and 6. Applying ASAP Results to Community Economic Development Efforts (Piute County Final Report and Implementing ASAP presented).

During the six-module process, community goals are determined through a survey of county residents. Community **infrastructure, economic and quality of life** assets are **also** determined. Finally, survey data **from** over 2,500 businesses from all geographic regions of the country **are reviewed** to determine what industries **would** need to succeed in a **target** community **or county** and what benefits the industry **would** bring to the **local** community.

The ASAP process then **matches community survey and asset input with industry interview data**. The ASAP model helps communities determine industries that are both desirable for local residents and compatible with industry needs. Extensive data and information are provided to the community on industries that are both desirable and compatible and are selected by the community for further research and analysis.

Utilizing ASAP output, the ASAP team helps the community team to develop and implement an economic development strategic plan. Data specific to Piute County are provided below: included are survey and asset results (Tables 1-3), and target industrial sectors (Table 4).

3. Survey Results (Desirability)

84 Piute County residents responded to an on-line survey of economic development preferences and goals summarized in Tables 1 and 2. Questions are organized around the business and development implications of factors relating to sustaining and improving the economic, environmental and social quality of county residents. The top three responses, “New businesses hire locally,” “New businesses increase the average local wage,” and “Every new job generates additional jobs in the community,” reflect the concern of residents for an improvement in the quality of their economic life. More than 40% of the 84 responses, included one of these top three economic outcomes. These community development choices and preferences comprise a **desirability index** which is one critical component of the ASAP matching process.

TABLE 1: Community Development Goal Rankings

<i>Goal</i>	<i>Weight</i>	<i>Rank</i>
Economic Quality	56.1 %	1
Environmental Quality	21.3 %	3
Social Quality	22.6 %	2

TABLE 2: Community Development Indicator Rankings

<i>Indicator</i>	<i>Weight</i>	<i>Rank</i>
G1.I1 - Every new job generates additional jobs in the community	12.6%	3
G1.I2 - New businesses return profits to the community	10.9%	4
G1.I3 - New businesses hire locally	15.3%	1
G1.I4 - New businesses buy locally	7.7%	5
G1.I5 - New businesses increase the average local wage	14.4%	2
G2.I1 - New businesses do not pollute the water	5.9%	7
G2.I2 - New businesses do not release toxic chemicals in the air	4.1%	10
G2.I3 - New businesses are in compliance with hazardous waste management	5.3%	9
G2.I4 - New businesses do not emit greenhouse gas	1.9%	14
G2.I5 - New businesses do not develop undeveloped land	1.4%	15

Number of observations		
G3.I1 - New businesses increase the local tax base	2.9%	11
G3.I2 - New jobs are full-time	5.8%	8
G3.I3 - New jobs offer benefits (health and/or retirement)	7.0%	6
G3.I4 - New jobs provide training programs	2.7%	12
G3.I5 - New businesses support community activities	2.3%	13

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4. Asset Evaluation Results (Compatibility)

Table 3 identifies county assets that are important and in some cases critical for the operation of businesses and industry in Piute County. Factors such as accessibility, available retail and industrial space, cell phone service, water and power supply are all compared to national standards and evaluated as assets. These assets are then compared to requirements of 2500 businesses and industries interviewed over the past ten years and the results compiled in a data base for ASAP use. These data become a critical part of a **compatibility index** used to match and target industries with community goals and preferences.

TABLE 3: ASAP Asset Values

Asset	Description	Source	Asset Values			Asset Value Basis	
			Piute, UT	Baseline	Ratio	Piute, UT	Baseline
A1	Access within 30 minutes to interstate	CAI	Yes	---	---		
A2	Access within 30 minutes to package freight	CAI	No	---	---		
A3	Access within 30 minutes to railhead	CAI	No	---	---		
A4	Access within 30 minutes to rail freight	CAI	No	---	---		
A5	Access within 30 minutes to passenger air	CAI	No	---	---		
A6	Access within 30 minutes to port/harbor	CAI	No	---	---		
A7	Access within 30 minutes to international port	CAI	No	---	---		
A8	Access to natural gas pipeline	CAI	Yes	---	---		
A9 & A10	Driving miles to metropolitan area population > 50,000	CAI	131	282	46.45%	St. George, UT	Glasgow, MT
A11	3-phase electric	CAI	Yes	---	---		
A12	Fiber optic lines	CAI	Yes	---	---		
A13	High-volume water supply	CAI	No	---	---		
A14	High-volume wastewater disposal	CAI	No	---	---		
A15	Solid waste disposal	CAI	Yes	---	---		
A16*	Cell phone service	CAI	N/A	N/A	N/A		
A17	Local public transportation	CAI	No	---	---		
A18	Expansion site	CAI	Yes	---	---		
A19	High-speed internet	CAI	Yes	---	---		
A20	% of workforce with college degree or equivalent	CAI	17.50%	54.58%	32.06%	Washington, D.C.	
A21	% of workforce with HS degree or equivalent	CAI	83.50%	92.77%	90.00%		Montana
A22	% of workforce with less than HS degree	CAI	16.50%	18.21%	90.60%		California
A23	Prevailing yearly wage	CAI	\$ 28,615.00	\$ 113,243.00	25.27%	Santa Clara, CA	
A24	Workers compensation tax rate	CAI	1.27%	3.24%	39.20%		California
A25	Business income tax rate	CAI	5.00%	9.99%	50.05%		Pennsylvania
A26*	Local and state government incentives	CAI	N/A	N/A	N/A		
A27*	Union labor	CAI	N/A	N/A	N/A		
A28	Specialized job training programs (excl. college and university)	CAI	No	---	---		
A29	Short- and long-term financing	CAI	Yes	---	---		
A30*	Business/trade association	CAI	N/A	N/A	N/A		
A31	Crime rate	CAI	4.02%	8.13%	49.48%		St. Louis, MO
A32	Median home price	CAI	\$ 95,000.00	\$ 1,000,000.00	9.50%	San Jose (et.al), CA MSA	
A33	Air and water quality	CGS	87.07	---	---		
A34	Natural ecosystem	CGS	78.78	---	---		
A35	Outdoor recreation opportunities	CGS	81.71	---	---		
A36	Social and cultural opportunities	CGS	50.60	---	---		
A37	Retail shopping opportunities	CGS	21.57	---	---		
A38	Education system (K-12)	CGS	73.25	---	---		
A39	Access within 3 minutes to a college or university	CAI	Yes	---	---		
A40	Health care services	CGS	44.15	---	---		
A41	Public safety services (e.g. police, fire)	CGS	59.16	---	---		

* = Not included in ASAP Model
 CAI = Community Asset Inventory - values provided by steering committee; ratio values validated and modified where necessary
 CGS = Community Goal Survey - average of all community survey rankings (1=lowest, 10=highest)

5. Target Industry Sectors

County desirability and compatibility scores are compared with business interview data in the ASAP data base and matches are profiled on a scattergram as four-digit NAICS code industries. Of particular interest are sectors with desirability and compatibility matches greater than .5 plotted on the scattergram. There are only eight industries with compatibility and desirability scores > .55, which indicates the isolation of the Piute County and the elimination of otherwise acceptable industries because of their negative desirability rating. Table 4 represents the eight industries from the high (>.55) DI and CI list, plus additional compatible industries added because of their potential in Sanpete County.

The steering committee determined that because of the overwhelming need for Piute County to upgrade its broadband and internet capability that its economic development focus would be on improving broadband service to a broader segment of the county. This is most important step they can take to expand Piute's compatibility to otherwise desirable industries. Otherwise the top three industries selected for further study and review would 3341 Computer and Peripheral Equipment Manufacturing, 3353 Electrical Equipment Manufacturing, and Tourism and Outdoor Recreation (Appendix 1 provides detailed information for these target sectors).

TABLE 4: High Ranking Selected NAICS Sectors

Rank	NAICS	Description	Existing Sector	DI	CI
1	4861	Pipeline Transportation of Crude Oil		0.5403	0.9680
2	5151	Radio and Television Broadcasting		0.5019	0.8852
3	3341	Computer and Peripheral Equipment Manufacturing		0.5073	0.6783
4	3221	Pulp, Paper, and Paperboard Mills		0.507	0.6248
5	3241	Petroleum and Coal Products Manufacturing		0.5403	0.5973
6	9261	Administration of Economic Program		0.5888	0.5587
7	5179	Other Telecommunications		0.5417	0.5473
8	3353	Electrical Equipment Manufacturing		0.5097	0.5463
Add'l	5182	Data Processing, Hosting, and Related Services		0.5682	0.2322
Add'l	5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services		0.2755	0.0338
Add'l	6231	Nursing Care Facilities (Skilled Nursing Facilities)		0.6202	0.0515

6. Piute County Implementation Strategy – Next Steps

Organize economic development team

- Option 1: Task Force specific to ASAP analysis and results is organized to review and implement ASAP
- Option 2: Existing ongoing Economic Development Board is tasked with implementation of ASAP

Identify short term strategies

- Research existing ASAP target industries in Piute County. Possible BEAR activity
- Research ASAP target industries not currently in county. Possible EDC Utah and GOED assistance for contacts

Organize around economic development strategies

- Encourage local entrepreneurship in high desirable (Desirability Index) and compatible (Compatibility Index) industries
- Assist existing businesses with high DI and CI
- Recruit compatible, desirable industries
- Develop needed infrastructure to increase compatibility with desirable industries

Identify long term strategies

- Infrastructure development
- Industry recruitment

Sanpete County, Utah

ASAP Implementation Report



Helping communities identify targeted, sustainable economic development.



SANPETE COUNTY ECONOMIC DEVELOPMENT– Implementing ASAP

1. Introduction

The economies in many communities and counties in the West are struggling with limited employment opportunities and stagnant wages especially for working class, service and blue-collar jobs. In rural communities, problems are compounded because of declining employment in agriculture, natural resources and manufacturing, historically the primary employers of rural Americans. In more rapidly growing metro and shoulder counties, problems of housing, transportation and accommodating new growth and development complicate the integration of adjacent rural counties into a regional economy. Such is the case with Sanpete County comprised of largely rural communities but with growth and expansion on the horizon from metro regions just to the north of Sanpete County. In an effort to assist communities with their regional economic development efforts, the Western Rural Development Center and its partners throughout the western region have developed ASAP (Area Sector Analysis Process), a strategic planning model designed especially for rural or growing metro counties in the Western United States.

2. ASAP Model

The ASAP model and process has been applied or is in the process of being applied, in a dozen or more communities in the West including the Utah counties of Wayne, Sevier, Juab, Sanpete, Piute, Millard in the 6 County Association of Governments; Grand and San Juan Counties in the Southeastern AOG; and Beaver and Garfield Counties in the 5 County AOG region.

The ASAP process consists of six modules that are delivered once each month for six months. Module topics are: 1. Introduction and Overview of the ASAP Process; 2. Community Goals and Assets: Acquiring County Data and Surveys; 3. Overview of County Socioeconomic Factors; 4. Presentation and Discussion of ASAP Output (Target Industry Data Report presented); 5. Quantitative Analysis of ASAP Results Sanpete County NAICS Report presented); and 6. Applying ASAP Results to Community Economic Development Efforts (Sanpete County Final Report and Implementing ASAP presented).

During the six-module process, community goals are determined through a survey of county residents. Community [infrastructure](#), [economic and quality of life](#) assets are [also](#) determined. Finally, survey data [from](#) over 2,500 businesses from all geographic regions of the country [are reviewed](#) to determine what industries [would](#) need to succeed in a [target](#) community [or county](#) and what benefits the industry [would](#) bring to the [local](#) community.

The ASAP process then [matches community survey and asset input with industry interview data](#). The ASAP model helps communities determine industries that are both desirable for local residents and compatible with industry needs. Extensive data and information are provided to the community on industries that are both desirable and compatible and are selected by the community for further research and analysis.

Utilizing ASAP output, the ASAP team helps the community team to develop and implement an economic development strategic plan.

Data specific to Sanpete County are provided below: included are survey and asset results (Tables 1-3), and target industrial sectors (Table 4).

3. Survey Results (Desirability)

159 Sanpete County residents responded to an on-line survey of economic development preferences and goals summarized in Tables 1 and 2. Questions are organized around the business and development implications of factors relating to sustaining and improving the economic, environmental and social quality of county residents. The top three responses, “New businesses hire locally,” “New businesses return profits to the community,” and, “New businesses increase the average local wage” reflect the concern of residents for an improvement in the quality of their economic life. Nearly a third of the 159 responses, included one of these top three economic outcomes. These community development choices and preferences comprise a **desirability index** which is one critical component of the ASAP matching process.

TABLE 1: Community Development Goal Rankings

<i>Goal</i>	<i>Weight</i>	<i>Rank</i>
Economic Quality	47.8%	1
Environmental Quality	32.1%	2
Social Quality	20.0%	3

TABLE 2: Community Development Indicator Rankings

<i>Indicator</i>	<i>Weight</i>	<i>Rank</i>
G1.I1 - Every new job generates additional jobs in the community	8.7%	6
G1.I2 - New businesses return profits to the community	9.8%	2
G1.I3 - New businesses hire locally	13.2%	1
G1.I4 - New businesses buy locally	6.7%	8
G1.I5 - New businesses increase the average local wage	9.4%	3
G2.I1 - New businesses do not pollute the water	9.1%	4
G2.I2 - New businesses do not release toxic chemicals in the air	8.8%	5
G2.I3 - New businesses are in compliance with hazardous waste management	8.0%	7
G2.I4 - New businesses do not emit greenhouse gas	3.7%	12
G2.I5 - New businesses do not develop undeveloped land	2.4%	15
G3.I1 - New businesses increase the local tax base	3.7%	11
G3.I2 - New jobs are full-time	5.1%	10
G3.I3 - New jobs offer benefits (health and/or retirement)	6.3%	9
G3.I4 - New jobs provide training programs	2.4%	14
G3.I5 - New businesses support community activities	2.4%	13
Number of observations	159	

Asset Evaluation Results (Compatibility)

Table 3 identifies county assets that are important and in some cases critical for the operation of businesses and industry in Sanpete County. Factors such as accessibility, available retail and industrial space, cell phone service, water and power supply are all compared to national standards and evaluated as assets. These assets are then compared to requirements of 2500 businesses and industries interviewed over the past ten years and the results compiled in a data base for ASAP use. These data become a critical part of a **compatibility index** used to match and target industries with community goals and preferences.

TABLE 3: ASAP Asset Values

Asset	Description	Source	Asset Values			Asset Value Basis	
			Sanpete, UT	Baseline	Ratio	Sanpete, UT	Baseline
A1	Access within 30 minutes to interstate	CAI	No	---	---		
A2	Access within 30 minutes to package freight	CAI	No	---	---		
A3	Access within 30 minutes to railhead	CAI	No	---	---		
A4	Access within 30 minutes to rail freight	CAI	No	---	---		
A5	Access within 30 minutes to passenger air	CAI	No	---	---		
A6	Access within 30 minutes to port/harbor	CAI	No	---	---		
A7	Access within 30 minutes to international port	CAI	No	---	---		
A8	Access to natural gas pipeline	CAI	Yes	---	---		
A9 & A10	Driving miles to metropolitan area population > 50,000	CAI	74.1	282	26.28%	Provo, UT	Glasgow, MT
A11	3-phase electric	CAI	Yes	---	---		
A12	Fiber optic lines	CAI	Yes	---	---		
A13	High-volume water supply	CAI	No	---	---		
A14	High-volume wastewater disposal	CAI	No	---	---		
A15	Solid waste disposal	CAI	Yes	---	---		
A16*	Cell phone service	CAI	N/A	N/A	N/A		
A17	Local public transportation	CAI	No	---	---		
A18	Expansion site	CAI	No	---	---		
A19	High-speed internet	CAI	Yes	---	---		
A20	% of workforce with college degree or equivalent	CAI	20.50%	54.58%	37.56%	Washington, D.C.	
A21	% of workforce with HS degree or equivalent	CAI	88.80%	92.77%	95.72%	Montana	
A22	% of workforce with less than HS degree	CAI	11.10%	18.21%	60.95%	California	
A23	Prevailing yearly wage	CAI	\$ 31,521.00	\$ 113,243.00	27.83%	Santa Clara, CA	
A24	Workers compensation tax rate	CAI	1.27%	3.24%	39.20%	California	
A25	Business income tax rate	CAI	5.00%	9.99%	50.05%	Pennsylvania	
A26*	Local and state government incentives	CAI	N/A	N/A	N/A		
A27*	Union labor	CAI	N/A	N/A	N/A		
A28	Specialized job training programs (excl. college and university)	CAI	No	---	---		
A29	Short- and long-term financing	CAI	Yes	---	---		
A30*	Business/trade association	CAI	N/A	N/A	N/A		
A31	Crime rate	CAI	0.72%	8.13%	8.83%	St. Louis, MO	
A32	Median home price	CAI	\$ 152,000.00	\$ 1,000,000.00	15.20%	San Jose (et.al), CA MSA	
A33	Air and water quality	CGS	87.28	---	---		
A34	Nature ecosystem	CGS	80.38	---	---		
A35	Outdoor recreation opportunities	CGS	84.68	---	---		
A36	Social and cultural opportunities	CGS	59.30	---	---		
A37	Retail shopping opportunities	CGS	39.75	---	---		
A38	Education system (K-12)	CGS	70.89	---	---		
A39	Access within 3 minutes to a college or university	CAI	Yes	---	---		
A40	Health care services	CGS	66.71	---	---		
A41	Public safety services (e.g. police, fire)	CGS	70.98	---	---		

* = Not included in ASAP Model

CAI = Community Asset Inventory - values provided by steering committee; ratio values validated and modified where necessary

CGS = Community Goal Survey - average of all community survey rankings (1=lowest, 10=highest)

4. Target Industry Sectors

County desirability and compatibility scores are compared with business interview data in the ASAP data base and matches are profiled on a scattergram as four digit NAICS code industries. Of particular interest are sectors with desirability and compatibility matches greater than .5 plotted on the scattergram. There are more than 200 industries in the Sanpete County study with a compatibility match $> .60$; 30 sectors with a desirability match $> .55$; and 25 industries with compatibility and desirability scores $> .55$. Table 4 represents the five industries from the high ($>.55$) DI and CI list, plus additional compatible industries added because of their potential in Sanpete County.

The top three industries selected for further research and in-depth analysis are: NAICS 3329 (including sub-sector 332992) Small Arms Ammunition Manufacturing; 3364 Aerospace Product and Parts Manufacturing; and 5415 Systems Design and Related Services (Appendix 1 provides detailed information for these target sectors).

TABLE 4: High Ranking Selected NAICS Sectors

Rank	NAICS4	Description	Existing Sector	DI	CI
16	3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing	X	0.5705	0.7688
15	3273	Cement and Concrete Product Manufacturing		0.5532	0.7740
Add'l	3329	Other Fabricated Metal Product Manufacturing		0.4670	0.8162
18	3331	Agriculture, Construction, and Mining Machinery Manufacturing		0.5521	0.7316
14	3341	Computer and Peripheral Equipment Manufacturing		0.5528	0.7747
13	3353	Electrical Equipment Manufacturing		0.5771	0.7806
Add'l	3359	Other Electrical Equipment and Component Manufacturing		0.4996	0.8622
Add'l	3364	Aerospace Product and Parts Manufacturing	X	0.5429	0.7668
Add'l	3391	Medical Equipment and Supplies Manufacturing	X	0.5279	0.7864
Add'l	5182	Data Processing, Hosting, and Related Services	X	0.5070	0.9362
Add'l	5415	Computer Systems Design and Related Services	X	0.5258	0.6097

5. Sanpete County Implementation Strategy – Next Steps

Organize economic development team

- Option 1: Task Force specific to ASAP analysis and results is organized to review and implement ASAP
- Option 2: Existing ongoing Economic Development Board is tasked with implementation of ASAP

Identify short term strategies

- Research existing ASAP target industries in Sanpete County. Possible BEAR activity
- Research ASAP target industries not currently in county. Possible EDC Utah and GOED assistance for contacts

Organize around economic development strategies

- Encourage local entrepreneurship in high desirable (Desirability Index) and compatible (Compatibility Index) industries
- Assist existing businesses with high DI and CI
- Recruit compatible, desirable industries
- Develop needed infrastructure to increase compatibility with desirable industries

Identify long term strategies

- Infrastructure development
- Industry recruitment

Sevier County, Utah

ASAP Implementation Report



Helping communities identify targeted, sustainable economic development.



University of Nevada, Reno
Center for Economic Development



University of Nevada
Cooperative Extension



SEVIER COUNTY ECONOMIC DEVELOPMENT– Implementing ASAP

1. Introduction

The economies in many communities and counties in the West are struggling with limited employment opportunities and stagnant wages especially for working class, service and blue-collar jobs. In rural communities, problems are compounded because of declining employment in agriculture, natural resources and manufacturing, historically the primary employers of rural Americans. In more rapidly growing metro and shoulder counties, problems of housing, transportation and accommodating new growth and development complicate the integration of adjacent rural counties into a regional economy. Such is the case with Sevier County comprised of largely rural communities but with growth and expansion on the horizon from metro regions to the north of the county. In an effort to assist communities with their regional economic development efforts, the Western Rural Development Center and its partners throughout the western region have developed ASAP (Area Sector Analysis Process), a strategic planning model designed especially for rural or growing metro counties in the Western United States.

2. ASAP Model

The ASAP model and process has been applied or is in the process of being applied, in a dozen or more communities in the West including the Utah counties of Wayne, Sevier, Juab, Sanpete, Piute, Millard in the 6 County Association of Governments; Grand and San Juan Counties in the Southeastern AOG; and Beaver and Garfield Counties in the 5 County AOG region.

The ASAP process consists of six modules that are delivered once each month for six months. Module topics are: 1. Introduction and Overview of the ASAP Process; 2. Community Goals and Assets: Acquiring County Data and Surveys; 3. Overview of County Socioeconomic Factors; 4. Presentation and Discussion of ASAP Output (Target Industry Data Report presented); 5. Quantitative Analysis of ASAP Results Sanpete County NAICS Report presented); and 6. Applying ASAP Results to Community Economic Development Efforts (Sanpete County Final Report and Implementing ASAP presented).

During the six-module process, community goals are determined through a survey of county residents. Community **infrastructure, economic and quality of life** assets are **also** determined. Finally, survey data **from** over 2,500 businesses from all geographic regions of the country **are reviewed** to determine what industries **would** need to succeed in a **target** community **or county** and what benefits the industry **would** bring to the **local** community.

The ASAP process then **matches community survey and asset input with industry interview data**. The ASAP model helps communities determine industries that are both desirable for local residents and compatible with industry needs. Extensive data and information are provided to the community on industries that are both desirable and compatible and are selected by the community for further research and analysis.

Utilizing ASAP output, the ASAP team helps the community team to develop and implement an economic development strategic plan.

Data specific to Sevier County are provided below: included are survey and asset results (Tables 1-3), and target industrial sectors (Table 4).

3. Survey Results (Desirability)

189 Sevier County residents responded to an on-line survey of economic development preferences and goals summarized in Tables 1 and 2. Questions are organized around the business and development implications of factors relating to sustaining and improving the economic, environmental and social quality of county residents. The top three responses, “New businesses hire locally,” “New businesses increase the average local wage” and, “New businesses return profits to the community,” reflect the concern of residents for an improvement in the quality of their economic life. Nearly a third of the 189 responses, included one of these top three economic outcomes in their rankings of desirable outcomes. These community development choices and preferences comprise a **desirability index** which is one critical component of the ASAP matching process.

TABLE 1: Community Development Goal Rankings

Economic Quality	53.8%	1
Environmental Quality	26.0%	2
Social Quality	20.1%	3

TABLE 2: Community Development Indicator Rankings

G1.11 - Every new job generates additional jobs in the community	10.7%	4
G1.12 - New businesses return profits to the community	10.9%	3
G1.13 - New businesses hire locally	13.1%	1
G1.14 - New businesses buy locally	8.0%	5
G1.15 - New businesses increase the average local wage	11.2%	2
G2.11 - New businesses do not pollute the water	6.9%	6
G2.12 - New businesses do not release toxic chemicals in the air	6.5%	8
G2.13 - New businesses are in compliance with hazardous waste management	6.8%	7
G2.14 - New businesses do not emit greenhouse gas	3.5%	12
G2.15 - New businesses do not develop undeveloped land	2.3%	15
G3.11 - New businesses increase the local tax base	3.7%	11
G3.12 - New jobs are full-time	5.2%	10
G3.13 - New jobs offer benefits (health and/or retirement)	6.0%	9
G3.14 - New jobs provide training programs	2.4%	14
G3.15 - New businesses support community activities	2.8%	13

Number of observations	189
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4. Asset Evaluation Results (Compatibility)

Table 3 identifies county assets that are important and in some cases critical for the operation of businesses and industry in Sevier County. Factors such as accessibility, available retail and industrial space, cell phone service, water and power supply are all compared to national standards and evaluated as assets. These assets are then compared to requirements of 2500 businesses and industries interviewed over the past ten years and the results compiled in a data base for ASAP use. These data become a critical part of a **compatibility index** used to match and target industries with community goals and preferences.

TABLE 3: ASAP Asset Values

Asset	Description	Source	Asset Values			Asset Value Basis	
			Sevier, UT	Baseline	Ratio	Sevier, UT	Baseline
A1	Access within 30 minutes to interstate	CAI	Yes	---	---		
A2	Access within 30 minutes to package freight	CAI	Yes	---	---		
A3	Access within 30 minutes to railhead	CAI	No	---	---		
A4	Access within 30 minutes to rail freight	CAI	No	---	---		
A5	Access within 30 minutes to passenger air	CAI	No	---	---		
A6	Access within 30 minutes to port/harbor	CAI	No	---	---		
A7	Access within 30 minutes to international port	CAI	No	---	---		
A8	Access to natural gas pipeline	CAI	Yes	---	---		
A9 & A10	Driving miles to metropolitan area population > 50,000	CAI	119	282	42.20%	Provo, UT	Glasgow, MT
A11	3-phase electric	CAI	Yes	---	---		
A12	Fiber optic lines	CAI	Yes	---	---		
A13	High-volume water supply	CAI	No	---	---		
A14	High-volume wastewater disposal	CAI	No	---	---		
A15	Solid waste disposal	CAI	Yes	---	---		
A16*	Cell phone service	CAI	N/A	N/A	N/A		
A17	Local public transportation	CAI	No	---	---		
A18	Expansion site	CAI	No	---	---		
A19	High-speed internet	CAI	Yes	---	---		
A20	% of workforce with college degree or equivalent	CAI	16.40%	54.58%	30.05%		Washington, D.C.
A21	% of workforce with HS degree or equivalent	CAI	90.40%	92.77%	97.44%		Montana
A22	% of workforce with less than HS degree	CAI	9.60%	18.21%	52.72%		California
A23	Prevailing yearly wage	CAI	\$ 34,518.00	\$ 113,243.00	30.48%		Santa Clara, CA
A24	Workers compensation tax rate	CAI	1.27%	3.24%	39.20%		California
A25	Business income tax rate	CAI	5.00%	9.99%	50.05%		Pennsylvania
A26*	Local and state government incentives	CAI	N/A	N/A	N/A		
A27*	Union labor	CAI	N/A	N/A	N/A		
A28	Specialized job training programs (excl. college and university)	CAI	Yes	---	---		
A29	Short- and long-term financing	CAI	Yes	---	---		
A30*	Business/trade association	CAI	N/A	N/A	N/A		
A31	Crime rate	CAI	3.62%	8.13%	44.56%		St. Louis, MO
A32	Median home price	CAI	\$ 165,500.00	\$ 1,000,000.00	16.55%		San Jose (et.al), CA MSA
A33	Air and water quality	CGS	88.40	---	---		
A34	Natural ecosystem	CGS	82.74	---	---		
A35	Outdoor recreation opportunities	CGS	89.34	---	---		
A36	Social and cultural opportunities	CGS	59.72	---	---		
A37	Retail shopping opportunities	CGS	46.78	---	---		
A38	Education system (K-12)	CGS	71.56	---	---		
A39	Access within 3 minutes to a college or university	CAI	Yes	---	---		
A40	Health care services	CGS	69.12	---	---		
A41	Public safety services (e.g. police, fire)	CGS	82.65	---	---		

* = Not included in ASAP Model
 CAI = Community Asset Inventory - values provided by steering committee; ratio values validated and modified where necessary
 CGS = Community Goal Survey - average of all community survey rankings (1=lowest, 10=highest)

5. Target Industry Sectors

County desirability and compatibility scores are compared with business interview data in the ASAP data base and matches are profiled on a scattergram as four digit NAICS code industries. Of particular interest are sectors with desirability and compatibility matches greater than .5 plotted on the scattergram. There are more than 200 industries in the Sevier County study with a compatibility match > .60; 30 sectors with a desirability match > .55; and 25 industries with compatibility and desirability scores > .55. Table 4 represents the industries from the high (>.55) DI and CI list, plus additional compatible industries added because of their potential in Sevier County. The top five industries selected for further research and in-depth analysis are: NAICS 3273, Cement and Concrete Product Manufacturing; 3364 Aerospace Product and Parts Manufacturing; 3241 Petroleum, and Coal Products Manufacturing; 3331 Agriculture, Construction and Mining Machinery Manufacturing; and, 3253 Pesticide, Fertilizer and Other Agricultural Products Manufacturing. ASAP will provide additional TEDAT analysis and IBISWorld details of the top two targeted sectors, 3273 and 3364. Appendix 1 provides detailed information for these target sectors.

TABLE 4: High Ranking Selected NAICS Sectors

NAICS4	Description	Existing	DI	CI
3241	Petroleum and Coal Products Manufacturing	X	0.5089	0.9050
3253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing		0.5243	0.8977
3254	Pharmaceutical and Medicine Manufacturing	X	0.6486	0.9165
3273	Cement and Concrete Product Manufacturing	X	0.5209	0.8910
3331	Agriculture, Construction, and Mining Machinery Manufacturing		0.5320	0.8797
3342	Communications Equipment Manufacturing		0.5364	0.9414
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing		0.5723	0.9000
3364	Aerospace Product and Parts Manufacturing	X	0.5221	0.9109
3391	Medical Equipment and Supplies Manufacturing		0.5001	0.9101
4244	Grocery and Related Product Merchant Wholesalers	X	0.5215	0.9109
5417	Scientific Research and Development Services	X	0.5148	0.8943
9261	Administration of Economic Program	X	0.6195	0.9104

6. Sevier County Implementation Strategy – Next Steps

Organize economic development team

- Option 1: Task Force specific to ASAP analysis and results is organized to review and implement ASAP
- Option 2: Existing ongoing Economic Development Board is tasked with implementation of ASAP

Identify short term strategies

- Research existing ASAP target industries in Sevier County. Possible BEAR activity
- Research ASAP target industries not currently in county. Possible EDC Utah and GOED assistance for contacts

Organize around economic development strategies

- Encourage local entrepreneurship in high desirable (Desirability Index) and compatible (Compatibility Index) industries
- Assist existing businesses with high DI and CI
- Recruit compatible, desirable industries
- Develop needed infrastructure to increase compatibility with desirable industries

Identify long term strategies

- Infrastructure development
- Industry recruitment

Wayne County, Utah

ASAP Summary and Implementation Report



WAYNE COUNTY ECONOMIC DEVELOPMENT– Implementing ASAP

1. Introduction

The economies in many communities and counties in the West are struggling with limited employment opportunities and stagnant wages especially for working class, service and blue-collar jobs. In rural communities, problems are compounded because of declining employment in agriculture, natural resources and manufacturing, historically the primary employers of rural Americans. In more rapidly growing metro and shoulder counties, problems of housing, transportation and accommodating new growth and development complicate the integration of adjacent rural counties into a regional economy. Such is the case with Wayne County comprised of rural communities but with growth and expansion on the horizon due to its proximity to world class national parks and outdoor recreation. In an effort to assist communities with their regional economic development efforts, the Western Rural Development Center and its partners throughout the western region have developed ASAP (Area Sector Analysis Process), a strategic planning model designed especially for rural or growing metro counties in the Western United States.

2. ASAP Model

The ASAP model and process has been applied or is in the process of being applied, in a dozen or more communities in the West including the Utah counties of Wayne, Sevier, Juab, Sanpete, Piute, Millard in the Six County Association of Governments; Grand and San Juan Counties in the Southeastern AOG; and Beaver and Garfield Counties in the 5 County AOG region.

The ASAP process consists of six modules that are delivered once each month for six months. Module topics are: 1. Introduction and Overview of the ASAP Process; 2. Community Goals and Assets: Acquiring County Data and Surveys; 3. Overview of County Socioeconomic Factors; 4. Presentation and Discussion of ASAP Output (Target Industry Data Report presented); 5. Quantitative Analysis of ASAP Results Sanpete County NAICS Report presented); and 6. Applying ASAP Results to Community Economic Development Efforts (Sanpete County Final Report and Implementing ASAP presented).

During the six-module process, community goals are determined through a survey of county residents. Community infrastructure, economic and quality of life assets are also determined. Finally, survey data from over 2,500 businesses from all geographic regions of the country are reviewed to determine what industries would need to succeed in a target community or county and what benefits the industry would bring to the local community.

The ASAP process then matches community survey and asset input with industry interview data. The ASAP model helps communities determine industries that are both desirable for local residents and compatible with industry needs. Extensive data and information are provided to the community on industries that are both desirable and compatible and are selected by the community for further research and analysis.

Utilizing ASAP output, the ASAP team helps the community team to develop and implement an economic development strategic plan.

Data specific to Wayne County are provided below: included are survey and asset results (Tables 1-3), and target industrial sectors (Table 4).

3. Survey Results (Desirability)

139 Wayne County residents responded to an on-line survey of economic development preferences and goals summarized in Tables 1 and 2. Questions are organized around the business and development implications of factors relating to sustaining and improving the economic, environmental and social quality of county residents. The top three responses, “New businesses hire locally,” “New businesses return profits to the community,” and, “New businesses increase the average local wage” reflect the concern of residents for an improvement in the quality of their economic life. Nearly a third of the 159 responses, included one of these top three economic outcomes. These community development choices and preferences comprise a **desirability index** which is one critical component of the ASAP matching process.

TABLE 1: Community Development Goal Rankings

<i>Goal</i>	<i>Weight</i>	<i>Rank</i>
Economic Quality	41.4%	1
Environmental Quality	33.5%	2
Social Quality	25.1%	3

TABLE 2: Community Development Indicator Rankings

<i>Indicator</i>	<i>Weight</i>	<i>Rank</i>
G1.I3 - New businesses hire locally	12.3%	1
G2.I2 - New businesses do not release toxic chemicals in the air	8.5%	2
G2.I3 - New businesses are in compliance with hazardous waste management	8.4%	3
G2.I1 - New businesses do not pollute the water	8.3%	4
G1.I2 - New businesses return profits to the community	7.7%	5
G1.I5 - New businesses increase the average local wage	7.6%	6
G1.I4 - New businesses buy locally	7.2%	7
G1.I1 - Every new job generates additional jobs in the community	6.6%	8
G3.I3 - New jobs offer benefits (health and/or retirement)	6.5%	9
G3.I2 - New jobs are full-time	6.1%	10
G2.I4 - New businesses do not emit greenhouse gas	5.2%	11
G3.I4 - New jobs provide training programs	4.4%	12
G3.I1 - New businesses increase the local tax base	4.2%	13
G3.I5 - New businesses support community activities	3.8%	14
G2.I5 - New businesses do not develop undeveloped land	3.1%	15

Number of observations	139
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4. Asset Evaluation Results (Compatibility)

Table 3 identifies county assets that are important and in some cases critical for the operation of businesses and industry in Wayne County. Factors such as accessibility, available retail and industrial space, cell phone service, water and power supply are all compared to national standards and evaluated as assets. These assets are then compared to requirements of 2500 businesses and industries interviewed over the past ten years and the results compiled in a data base for ASAP use. These data become a critical part of a **compatibility index** used to match and target industries with community goals and preferences.

TABLE 3: ASAP Asset Values

NAICS4	Description	Existing	DI	CI
5179	Other Telecommunications		0.7749	0.9149
5171	Wired Telecommunications Carriers		0.6332	0.9059
5331	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	X	0.5552	0.8930
5222	Nondepository Credit Intermediation		0.5879	0.8791
8139	Business, Professional, Labor, Political, and Similar Organizations		0.5905	0.8776
5242	Agencies, Brokerages, and Other Insurance Related Activities		0.5518	0.8539
5239	Other Financial Investment Activities		0.7519	0.8319
5411	Legal Services		0.5623	0.8030
2131	Support Activities for Mining		0.5542	0.7930
3279	Other Nonmetallic Mineral Product Manufacturing		0.5582	0.7914
3221	Pulp, Paper, and Paperboard Mills		0.6188	0.7301
2372	Land Subdivision	X	0.5839	0.7260
3231	Printing and Related Support Activities		0.5535	0.7245
2389	Other Specialty Trade Contractors	X	0.5607	0.7089
1133	Logging		0.5612	0.7086
3262	Rubber Product Manufacturing		0.5638	0.7003
3333	Commercial and Service Industry Machinery Manufacturing		0.6004	0.6974
2371	Utility System Construction	X	0.5517	0.6931
3112	Grain and Oilseed Milling		0.6288	0.6882
5419	Other Professional, Scientific, and Technical Services		0.5788	0.6873
3359	Other Electrical Equipment and Component Manufacturing		0.6233	0.6866
5611	Office Administrative Services		0.5501	0.6844
6215	Medical and Diagnostic Laboratories		0.5859	0.6591
3364	Aerospace Product and Parts Manufacturing		0.6328	0.6509
3312	Steel Product Manufacturing from Purchased Steel		0.6563	0.6472
3341	Computer and Peripheral Equipment Manufacturing		0.6536	0.6453
4851	Urban Transit Systems		0.5604	0.6396
3122	Tobacco Manufacturing		0.6153	0.6362
4859	Other Transit and Ground Passenger Transportation		0.5997	0.6316
3271	Clay Product and Refractory Manufacturing		0.5516	0.6233
3251	Basic Chemical Manufacturing		0.7113	0.6170
3113	Sugar and Confectionery Product Manufacturing		0.6467	0.6124
3351	Electric Lighting Equipment Manufacturing		0.5604	0.5986
3343	Audio and Video Equipment Manufacturing		0.6111	0.5912
2379	Other Heavy and Civil Engineering Construction		0.6314	0.5909
3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing		0.7678	0.5836
3241	Petroleum and Coal Products Manufacturing		0.6694	0.5805
3133	Textile and Fabric Finishing and Fabric Coating Mills		0.5608	0.5790
3342	Communications Equipment Manufacturing		0.6455	0.5752
2212	Natural Gas Distribution		0.6906	0.5702
2121	Coal Mining		0.6244	0.5668
3363	Motor Vehicle Parts Manufacturing		0.6254	0.5635
5417	Scientific Research and Development Services	X	0.5615	0.5516
3274	Lime and Gypsum Product Manufacturing		0.5930	0.5514

* = Not included in ASAP Model
 CAI = Community Asset Inventory - values provided by steering committee; ratio values validated and modified where necessary
 CGS = Community Goal Survey - average of all community survey rankings (1=lowest, 10=highest)

5. Target Industry Sectors

County desirability and compatibility scores are compared with business interview data in the ASAP data base and matches are profiled on a scattergram as four digit NAICS code industries. Of particular interest are sectors with desirability and compatibility matches greater than .5 plotted on the scattergram. There are more than 200 industries in the Wayne County study with a compatibility match > .60; 30 sectors with a desirability match > .55; and 25 industries with compatibility and desirability scores > .55. Table 4 represents the five industries from the high (>.55) DI and CI list, plus additional compatible industries added because of their potential in Sanpete County.

The top three industries selected for further research and in-depth analysis are: NAICS 5179 and 5171 Wired Telecommunications Carriers and Other Telecommunications; 1112 Vegetable and Melon Farming; and Tourism and Outdoor Recreation including community branding and development of local products for retail sale to national park visitors (Appendix 1 provides detailed information for these target sectors).

TABLE 4: High Ranking Selected NAICS Sectors

NAICS4	Description	Existing Sector	DI	CI
5179	Other Telecommunications		0.9149	0.7749
5171	Wired Telecommunications Carriers		0.9059	0.6332
5331	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	X	0.8930	0.5552
5222	Nondepository Credit Intermediation		0.8791	0.5879
8139	Business, Professional, Labor, Political, and Similar Organizations		0.8776	0.5905
5242	Agencies, Brokerages, and Other Insurance Related Activities		0.8539	0.5518
5239	Other Financial Investment Activities		0.8319	0.7519
5411	Legal Services		0.8030	0.5623
2131	Support Activities for Mining		0.7930	0.5542
3279	Other Nonmetallic Mineral Product Manufacturing		0.7914	0.5582
3221	Pulp, Paper, and Paperboard Mills		0.7301	0.6188
2372	Land Subdivision	X	0.7260	0.5839
3231	Printing and Related Support Activities		0.7245	0.5535
2389	Other Specialty Trade Contractors		0.7089	0.5607
1133	Logging		0.7086	0.5612
1112	Vegetable and Melon Farming	X	0.6868	0.3885
1129	Other Animal Production	X	0.7489	0.4175

6. Wayne County Implementation Strategy – Next Steps

Organize economic development team

- Option 1: Task Force specific to ASAP analysis and results is organized to review and implement ASAP
- Option 2: Existing ongoing Economic Development Board is tasked with implementation of ASAP

Identify short term strategies

- Research existing ASAP target industries in Wayne County. Possible BEAR activity
- Research ASAP target industries not currently in county. Possible EDC Utah and GOED assistance for contacts

Organize around economic development strategies

- Encourage local entrepreneurship in high desirable (Desirability Index) and compatible (Compatibility Index) industries
- Assist existing businesses with high DI and CI
- Recruit compatible, desirable industries
- Develop needed infrastructure to increase compatibility with desirable industries

Identify long term strategies

- Infrastructure development
- Industry recruitment

Utilizing results from the ASAP process, the Wayne County Steering Committee selected the following three targets:

1. **Internet-Based Industries.** Excellent Internet capacity and high-quality amenities make these types of industries both compatible and desirable in Wayne County. Possible targets include persons who are self-employed and can work from anywhere they choose with good Internet connection and also persons who are employed by a company located elsewhere, but can conduct their work via the computer at the location of their choice. The goal would be to attract more of these individuals to live in Wayne County and also develop the skills of existing residents so they can be involved in such jobs.
2. **Tourism.** Resulting from high-quality amenities, highlighted by Capitol Reef National Park, numerous tourists visit Wayne County each year. The goal would be to entice more of these tourists to stop, stay longer and spend more money in the county.
3. **Niche Agriculture.** Opportunities are available to produce high-quality products in Wayne County that sell at much higher prices than regular farm commodities. Possible examples include grass-fed beef and high-quality apple juice, honey or cheese. Markets for these products would include tourists as well as individuals throughout the world who could order these products via the Internet.

All three of these industries are clearly complementary to one another. To assist in the development process, the committee discussed developing a brand that could be used to market all three industries plus their products, events, and activities. A possible example is “Boulder Mountain.” Since completion of the ASAP process, progress has been made in making these goals a reality.

Moving Forward

To make these goals a reality will require the input and commitment of Wayne County residents. Input is needed to develop the branding scheme and to provide insights on how to bring about growth in all three selected industries.

Utah Six County AOG ASAP Summary Report

Utah Six County AOG

ASAP Summary Report



Helping communities identify targeted, sustainable economic development.



University of Nevada, Reno
Center for Economic Development



University of Nevada
Cooperative Extension



SIX COUNTY AOG ECONOMIC DEVELOPMENT – ASAP Summary Report

1. Introduction

The economies in many communities and counties in the West are struggling with limited employment opportunities and stagnant wages especially for working class, service and blue-collar jobs. In rural communities, problems are compounded because of declining employment in agriculture, natural resources and manufacturing, historically the primary employers of rural Americans. In more rapidly growing metro and shoulder counties, problems of housing, transportation and accommodating new growth and development complicate the integration of adjacent rural counties into a regional economy. Such is the case with the six counties in the Six County Association of Governments comprised largely of rural communities but with growth and expansion either underway or on the horizon from growth and expansion from Washington and Iron Counties in the south and from the urbanizing Wasatch Front to the north. In an effort to assist communities with their regional economic development efforts, the Western Rural Development Center and its partners throughout the western region have developed ASAP (Area Sector Analysis Process), a strategic planning model designed especially for rural or growing metro counties in the Western United States.

2. ASAP Model

The ASAP model and process has been applied or is in the process of being applied, in a dozen or more communities in the West including the Utah counties of Wayne, Sevier, Juab, Sanpete, Piute, Millard in the 6 County Association of Governments; Grand and San Juan Counties in the Southeastern AOG; and Beaver and Garfield Counties in the 5 County AOG region.

The ASAP process consists of six modules that are delivered once each month for six months. Module topics are: 1. Introduction and Overview of the ASAP Process; 2. Community Goals and Assets: Acquiring County Data and Surveys; 3. Overview of County Socioeconomic Factors; 4. Presentation and Discussion of ASAP Output (Target Industry Data Report presented); 5. Quantitative Analysis of ASAP Results Sanpete County NAICS Report presented); and 6. Applying ASAP Results to Community Economic Development Efforts (Sanpete County Final Report and Implementing ASAP presented).

During the six-module process, community goals are determined through a survey of county residents. Community [infrastructure](#), [economic](#) and [quality of life](#) assets are [also](#) determined. Finally, survey data [from](#) over 2,500 businesses from all geographic regions of the country [are reviewed](#) to determine what industries [would](#) need to succeed in a [target](#) community or county and what benefits the industry [would](#) bring to the [local](#) community.

The ASAP process then [matches community survey and asset input with industry interview data](#). The ASAP model helps communities determine industries that are both desirable for local residents and compatible with industry needs. Extensive data and information are provided to the community on industries that are both desirable and compatible and are selected by the community for further research and analysis.

Utilizing ASAP output, the ASAP team helps the community team to develop and implement an economic development strategic plan. Data specific to the 6 County AOG are provided below: included are survey and asset results (Tables 1-3) and target industrial sectors (Table 4).

3. Survey Results (Desirability)

1067 Six County AOG residents responded to an on-line survey of economic development preferences and goals summarized in Tables 1 and 2. Questions are organized around the business and development implications of factors relating to sustaining and improving the economic, environmental and social quality of county residents. The top three responses, “New businesses hire locally,” “New businesses increase the average local wage, “ and, “New businesses return profits to the community,” reflect the concern of area residents for an improvement in the quality of their economic life. Nearly a third of the 1067 responses, included one of these top three economic outcomes. These community development choices and preferences comprise a **desirability index** which is one critical component of the ASAP matching process.

TABLE 1: Community Development Goal Rankings

Economic Quality	49.9%	1
Environmental Quality	27.6%	2
Social Quality	22.5%	3

TABLE 2: Community Development Indicator Rankings

<i>Indicator</i>	<i>Weight Rank</i>	
G1.I1 - Every new job generates additional jobs in the community	9.3%	4
G1.I2 - New businesses return profits to the community	9.4%	3
G1.I3 - New businesses hire locally	13.1%	1
G1.I4 - New businesses buy locally	7.4%	5
G1.I5 - New businesses increase the average local wage	10.7%	2
G2.I1 - New businesses do not pollute the water	7.3%	6
G2.I2 - New businesses do not release toxic chemicals in the air	6.8%	8
G2.I3 - New businesses are in compliance with hazardous waste management	7.1%	7
G2.I4 - New businesses do not emit greenhouse gas	3.8%	12
G2.I5 - New businesses do not develop undeveloped land	2.6%	15
G3.I1 - New businesses increase the local tax base	3.8%	11
G3.I2 - New jobs are full-time	5.6%	10
G3.I3 - New jobs offer benefits (health and/or retirement)	6.7%	9
G3.I4 - New jobs provide training programs	3.1%	14
G3.I5 - New businesses support community activities	3.2%	13

Number of observations	1,067
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4. Asset Evaluation Results (Compatibility)

Table 3 identifies county assets that are important and in some cases critical for the operation of businesses and industry in the Six County region. Factors such as accessibility, available retail and industrial space, cell phone service, water and power supply are all compared to national standards and evaluated as assets. These assets are then compared to requirements of 2500 businesses and industries interviewed over the past ten years and the results compiled in a data base for ASAP use. These data become a critical part of a **compatibility index** used to match and target industries with community goals and preferences.

TABLE 3: ASAP Asset Values

Asset	Description	Source	Asset Values			Asset Value Basis	
			Six County AOG	Baseline	Ratio	Six County AOG	Baseline
S1	Local acreage available (private)	CAI	2,291,901	---	---		
S2	Local manufacturing space availability (sq ft)	CAI	137,571	---	---		
S3	Local warehouse availability (sq ft)	CAI	223,331	---	---		
S4	Local office space availability (sq ft)	CAI	72,301	---	---		
S5	Local retail space availability (sq ft)	CAI	127,123	---	---		
A1	Access within 30 minutes to interstate	CAI	Yes	---	---		
A2	Access within 30 minutes to package freight	CAI	Yes	---	---		
A3	Access within 30 minutes to railhead	CAI	Yes	---	---		
A4	Access within 30 minutes to rail freight	CAI	Yes	---	---		
A5	Access within 30 minutes to passenger air	CAI	No	---	---		
A6	Access within 30 minutes to port/harbor	CAI	No	---	---		
A7	Access within 30 minutes to international port	CAI	No	---	---		
A8	Access to natural gas pipeline	CAI	Yes	---	---		
A9 & A10	Driving miles to metropolitan area population > 50,000	CAI	119	282	0.421985816	Provo, UT	Glasgow, MT
A11	3-phase electric	CAI	Yes	---	---		
A12	Fiber optic lines	CAI	Yes	---	---		
A13	High-volume water supply	CAI	Yes	---	---		
A14	High-volume wastewater disposal	CAI	Yes	---	---		
A15	Solid waste disposal	CAI	Yes	---	---		
A16*	Cell phone service	CAI	N/A	N/A	N/A		
A17	Local public transportation	CAI	No	---	---		
A18	Expansion site	CAI	Yes	---	---		
A19	High-speed internet	CAI	Yes	---	---		
A20	% of workforce with college degree or equivalent	CAI	0.195	0.54577	0.357293365		Washington, D.C.
A21	% of workforce with HS degree or equivalent	CAI	0.891	0.92773	0.96040874		Montana
A22	% of workforce with less than HS degree	CAI	0.108666667	0.18211	0.596708949		California
A23	Prevailing yearly wage	CAI	33980.16667	113243	0.300064169		Santa Clara, CA
A24	Workers compensation tax rate	CAI	0.0127	0.0324	0.391975309		California
A25	Business income tax rate	CAI	0.05	0.0999	0.500500501		Pennsylvania
A26*	Local and state government incentives	CAI	N/A	N/A	N/A		
A27*	Union labor	CAI	N/A	N/A	N/A		
A28	Specialized job training programs (excl. college and univers	CAI	Yes	---	---		
A29	Short- and long-term financing	CAI	Yes	---	---		
A30*	Business/trade association	CAI	N/A	N/A	N/A		
A31	Crime rate	CAI	0.03009	0.08133	0.369974179		St. Louis, MO
A32	Median home price	CAI	150488.5	1000000	0.1504885		San Jose (et.al), CA MSA
A33	Air and water quality	CGS	85.25	---	---		
A34	Natural ecosystem	CGS	77.8255675	---	---		
A35	Outdoor recreation opportunities	CGS	81.97619048	---	---		
A36	Social and cultural opportunities	CGS	57.04410012	---	---		
A37	Retail shopping opportunities	CGS	39.89272944	---	---		
A38	Education system (K-12)	CGS	70.78665077	---	---		
A39	Access within 3 minutes to a college or university	CAI	Yes	---	---		
A40	Health care services	CGS	64.60071514	---	---		
A41	Public safety services (e.g. police, fire)	CGS	73.60	---	---		

* = Not included in ASAP Model

CAI = Community Asset Inventory - values provided by steering committee; ratio values validated and modified where necessary

CGS = Community Goal Survey - average of all community survey rankings (1=lowest, 10=highest)

5. Target Industry Sectors

County desirability and compatibility scores are compared with business interview data in the ASAP data base and matches are profiled on a scattergram as four-digit NAICS code industries. Of particular interest are sectors with desirability and compatibility matches greater than .5 plotted on the scattergram. There are more than 200 industries in the Six County study with a compatibility match > .60. Table 4 lists fourteen sectors with a desirability match > .55 and a compatibility score > .60 that are represented in each of the six counties in the AOG. There are another 150 sectors with compatibility matches > .60 in the 6 County Area, the constraining factor is one of desirability and matching community goals of county residents. The opportunity is there for economic development professionals to search for and match up these compatible sectors with community and county goals.

The top three industries selected for further research and in-depth analysis for each of the six AOG counties are: **Juab**, NAICS 3329 (including 3329920, 3364, 5415; **Millard**, NAICS 3353, 3273, 3252; **Piute** NAICS 3341, 3353, Tourism and Outdoor Recreation and Asset Development (broadband); **Sanpete** NAICS 3329, 3364, 5415; **Sevier**, NAICS 3273, 3364 3241, 3331, 3253; and **Wayne**, NAICS 5179, 5171, 1112, Tourism and Outdoor Recreation. Appendix 1 provides detailed information from IBISWorld and from other sources for these target sectors).

TABLE 4: High Ranking Selected NAICS Sectors

Rank	NAICS4	Description	Existing Sector	DI	CI
	2211	Electric Power Generation, Transmission and Distribution	X	0.6447	0.9172
	2212	Natural Gas Distribution	X	0.6401	0.9308
	3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments	X	0.5648	0.9112
	3254	Pharmaceutical and Medicine Manufacturing	X	0.7340	0.5934
	3256	Soap, Cleaning Compound and Toilet Preparation Manufacturing	X	0.6125	0.8044
	3273	Cement and Concrete Product Manufacturing	X	0.5981	0.9053
	3344	Semiconductor and Other Electronic Component Manufacturing	X	0.7096	0.7758
	3345	Navigational, Measuring, Electromedical and Control Instruments	X	0.5841	0.9130
	3353	Electrical Equipment Manufacturing		0.5695	0.9276
	4861	Pipeline Transportation of Crude Oil	X	0.6089	0.9770
	4862	Pipeline Transportation of Natural Gas	X	0.6405	0.8974
	5179	Other Telecommunications	X	0.5508	0.9363
	5417	Scientific Research and Development Services	X	0.5901	0.8907
	9261	Administration of Economic Programs	X	0.6687	0.9237

6. Six County AOG Implementation Strategy – Next Steps

The results of the Six County ASAP study are currently being incorporated into county economic development plans and strategies. Most counties have organized a committee or team to review ASAP results and to

Organize economic development team

- Option 1: Task Force specific to ASAP analysis and results is organized to review and implement ASAP
- Option 2: Existing ongoing Economic Development Board is tasked with implementation of ASAP

Identify short term strategies

- Research existing ASAP target industries in each of the six AOG counties. Possible BEAR activity for county economic development boards.

- Research ASAP target industries not currently in county. Possible EDC Utah and GOED assistance for contact information and recruitment strategies.

Organize around economic development strategies

- *Encourage local entrepreneurship* in high desirable (Desirability Index) and compatible (Compatibility Index) industries
- *Assist existing businesses* with high DI and CI scores
- *Recruit compatible, desirable industries*
- *Develop needed infrastructure* to increase compatibility with desirable industries

Identify long term strategies

- Infrastructure development
- Industry recruitment

**Six County AOG
ASAP Model Output**

POWERPOINT



Helping communities identify targeted, sustainable economic development.

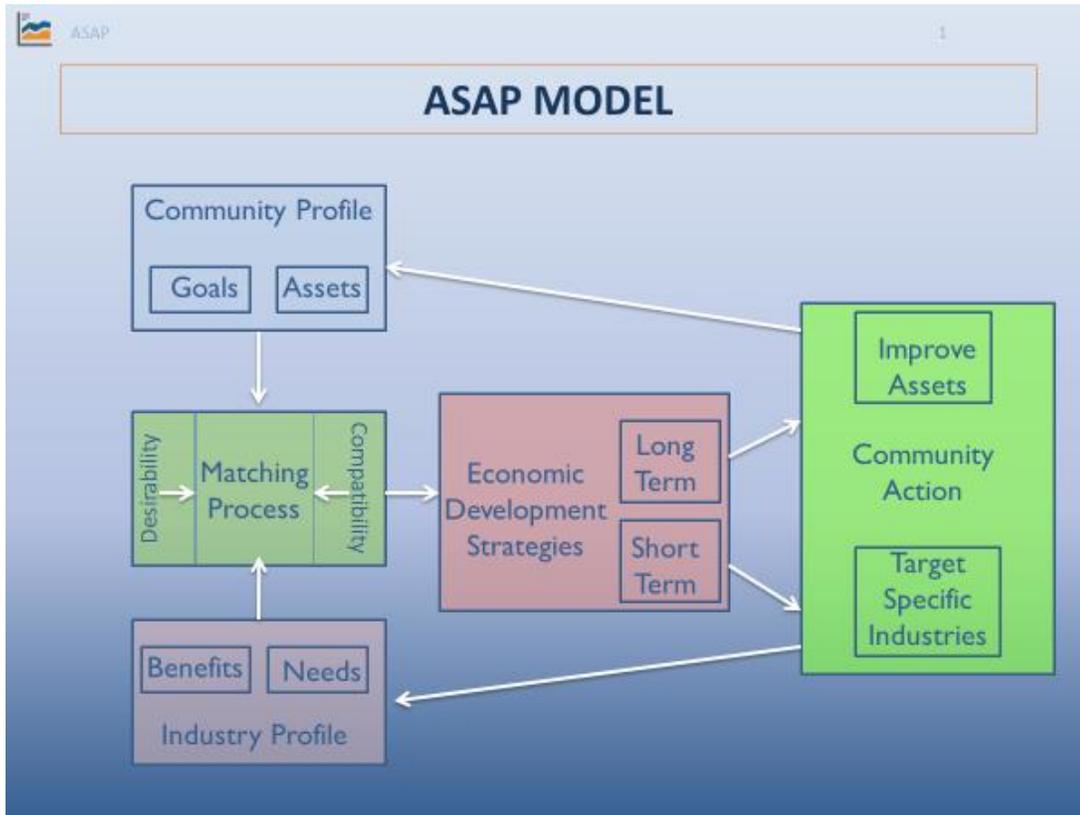
**MODULE 4:
SIX COUNTY AOG
ASAP MODEL OUTPUT
NOVEMBER 1, 2017**



1

 ASAP is a regional collaborative effort between these institutions:





- ### ASAP DATA REQUIREMENTS
- | Primary | Secondary |
|--|--|
| <ul style="list-style-type: none"> ▪ Industry expansion and/or relocation needs and factors <ul style="list-style-type: none"> ▪ Business survey ▪ Economic development goals and priorities <ul style="list-style-type: none"> ▪ Business survey ▪ Community survey ▪ Assets <ul style="list-style-type: none"> ▪ Community asset inventory | <ul style="list-style-type: none"> ▪ IMPLAN ▪ U.S. Census Bureau ▪ U.S. EPA ▪ U.S. Bureau of Economic Analysis ▪ U.S. Bureau of Labor Statistics ▪ FBI ▪ Federation of Tax Administrators ▪ Etc. |



ASAP

1

ASAP DATA REQUIREMENTS, CONT.

- NAICS = North American Industrial Classification System
 - Framework to compare data and statistics based on definition of business activities
 - Updated every five years (2012 current)
 - ASAP output uses 4-digit aggregation
 - Aggregate 2-digit through 8-digit
 - ASAP output considers primary business activity
- IMPLAN = Impact Analysis for Planning
 - Input-output model = quantitative technique that represents inter-industry activity and the resulting impacts to households and government
 - ASAP uses county-level models (2015 current year)
 - Each county has unique economic structure



ASAP

1

BUSINESS RELOCATION CHOICE SURVEY

- Data collection began in 2003
 - Ongoing – ~150 new firms added per year since 2011
- Firms 'represent' 4-digit NAICS sector
 - 2,502 individual firms
 - 276 4-digit 2012 NAICS (88.5% of 312 sectors)
- Average observations per sector = 9
 - Median = 6
 - Min = 1 / Max = 69
- Target 10 observations per specific sector
 - Target 20 observation per 'other' sector
 - Emerging markets
 - Re-survey portion of existing firms

ASAP 1

BUSINESS RELOCATION CHOICE SURVEY, CONT.

- Data aligns with community goal survey and community asset inventory
 - Company relocation motivation
 - Prior and future
 - Production requirements
 - Physical infrastructure
 - Economic infrastructure
 - Company culture markers
 - Quality of life priorities
 - Employee benefits
 - Community support
 - Inter-industry support

ASAP 1

BUSINESS SURVEY DATA EXAMPLE

NAICS 4239 - Miscellaneous Durable Goods Merchant Wholesalers				
Physical Infrastructure	Not Important	Somewhat Important	Important	N = 9 Very Important
Access within 30 minutes to an interstate highway	22%	44%	11%	22%
Access within 30 minutes to package freight services	67%	0%	0%	33%
Immediate access to a railhead or rail spur	78%	11%	0%	11%
Access within 30 minutes to rail freight	78%	22%	0%	0%
Access within 30 minutes to passenger air services	67%	33%	0%	0%
Access within 30 minutes to port or harbor facilities	78%	11%	0%	11%
Access within 30 minutes to an international trade port	78%	11%	0%	11%
Access to natural gas pipeline	100%	0%	0%	0%
Access within one day, at a reasonable cost, to the supplies you need	22%	11%	11%	56%
Access within one day, at a reasonable cost, to your customers	33%	33%	0%	33%
Access to 3-phase electric power	56%	0%	11%	33%
Access to fiber optic lines	22%	22%	11%	44%
Availability of high-volume water supply	100%	0%	0%	0%
Availability of high-volume wastewater disposal	100%	0%	0%	0%
Availability of solid waste disposal	67%	33%	0%	0%
Availability of cell phone service	0%	0%	11%	89%
Availability of local public transportation	78%	11%	11%	0%
Possibility for future expansion at site	22%	33%	22%	22%
Availability of high-speed internet	11%	0%	0%	89%
Access to ponds and streams	0%	0%	0%	0%
Availability of satellite transmission	0%	0%	0%	0%

ASAP 1

BUSINESS SURVEY DATA EXAMPLE, CONT.

Economic Infrastructure	Not	Somewhat	Important	Very
	Important	Important		Important
Availability of managerial workforce	44%	33%	0%	22%
Availability of skilled workforce	33%	33%	0%	33%
Availability of technical workforce	44%	11%	11%	33%
Availability of unskilled workforce	67%	11%	0%	22%
Favorable local labor costs	33%	33%	0%	33%
Favorable worker's compensation tax rate	33%	11%	11%	44%
Favorable local business tax rates	11%	11%	0%	78%
Favorable state and local government incentives	100%	0%	0%	0%
Availability of union labor	56%	0%	0%	44%
Availability of specialized job training programs	89%	0%	0%	11%
Availability of long and short term financing	33%	56%	0%	11%
Existence of a business/trade association	78%	22%	0%	0%
Lenient environmental regulations	67%	11%	11%	11%

Quality of Life	Not	Somewhat	Important	Very
	Important	Important		Important
Low crime rate	11%	0%	22%	67%
Availability of affordable housing	11%	22%	11%	56%
Clean air and water	0%	11%	11%	78%
High quality natural ecosystem	22%	33%	22%	22%
Outdoor recreation opportunities	11%	44%	22%	22%
Social and cultural opportunities	33%	44%	22%	0%
Retail shopping opportunities	33%	67%	0%	0%
Quality educational system (K-12)	22%	0%	33%	44%
Access within 30 minutes to college or university	67%	22%	0%	11%
Availability of quality healthcare	22%	22%	22%	33%
Availability of public safety services (e.g. police, fire station)	11%	11%	22%	56%
Climate	22%	11%	22%	44%
Ease of attracting skilled workers	0%	0%	0%	0%

ASAP 1

SIX COUNTY AOG COMMUNITY GOAL SURVEY

Table 1: Six County AOG Community Development Goal Rankings

Goal	Weight	Rank
Economic Quality	49.9%	1
Environmental Quality	27.6%	2
Social Quality	22.5%	3

Table 2: Community Development Indicator Rankings

Indicator	Weight	Rank
G1.11 - Every new job generates additional jobs in the community	9.3%	4
G1.12 - New businesses return profits to the community	9.4%	3
G1.13 - New businesses hire locally	13.1%	1
G1.14 - New businesses buy locally	7.4%	5
G1.15 - New businesses increase the average local wage	10.7%	2
G2.11 - New businesses do not pollute the water	7.3%	6
G2.12 - New businesses do not release toxic chemicals in the air	6.8%	8
G2.13 - New businesses are in compliance with hazardous waste management	7.1%	7
G2.14 - New businesses do not emit greenhouse gas	3.8%	12
G2.15 - New businesses do not develop undeveloped land	2.6%	15
G3.11 - New businesses increase the local tax base	3.8%	11
G3.12 - New jobs are full-time	5.6%	10
G3.13 - New jobs offer benefits (health and/or retirement)	6.7%	9
G3.14 - New jobs provide training programs	3.1%	14
G3.15 - New businesses support community activities	3.2%	13
Number of observations	1,067	

ASAP 1

COMMUNITY GOAL SURVEY

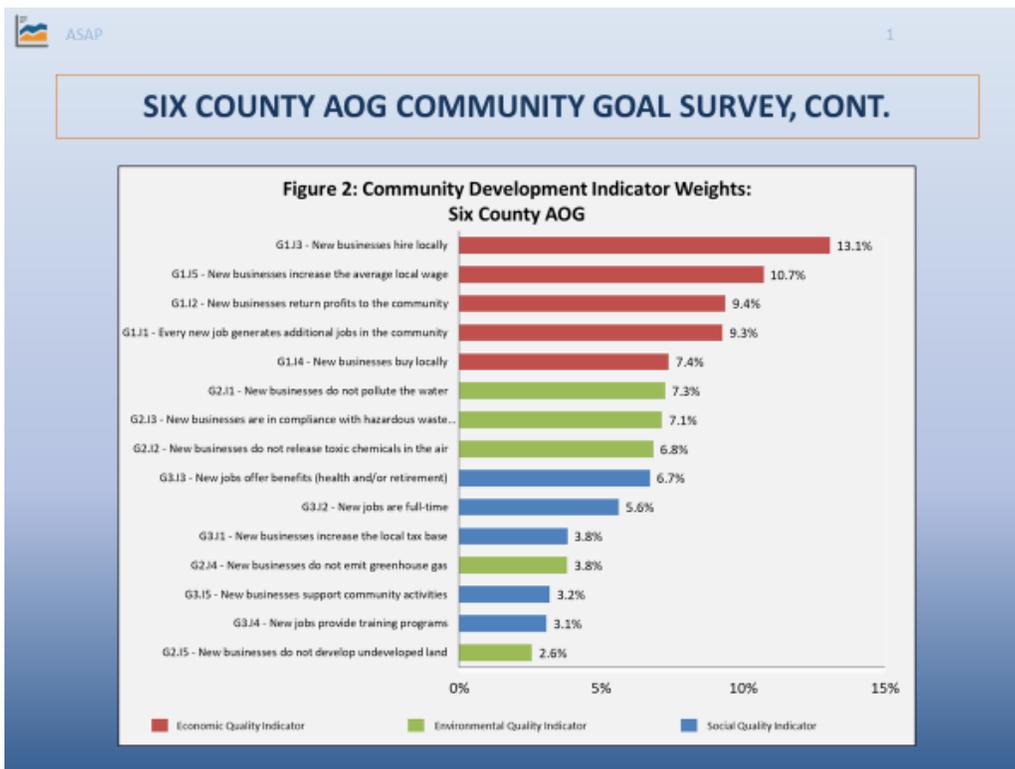
- 1,067 Participants
- Ranking of five goals per category
 - Economic, Environmental, Social
- Economic outlook
 - Personal and communities
- Rank quality of community characteristics
- Demographics

ASAP 1

SIX COUNTY AOG COMMUNITY GOAL SURVEY, CONT.

**Figure 1: Community Development Goal Weights:
Six County AOG**

Goal Category	Weight (%)
Economic Quality	49.9%
Environmental Quality	27.6%
Social Quality	22.5%



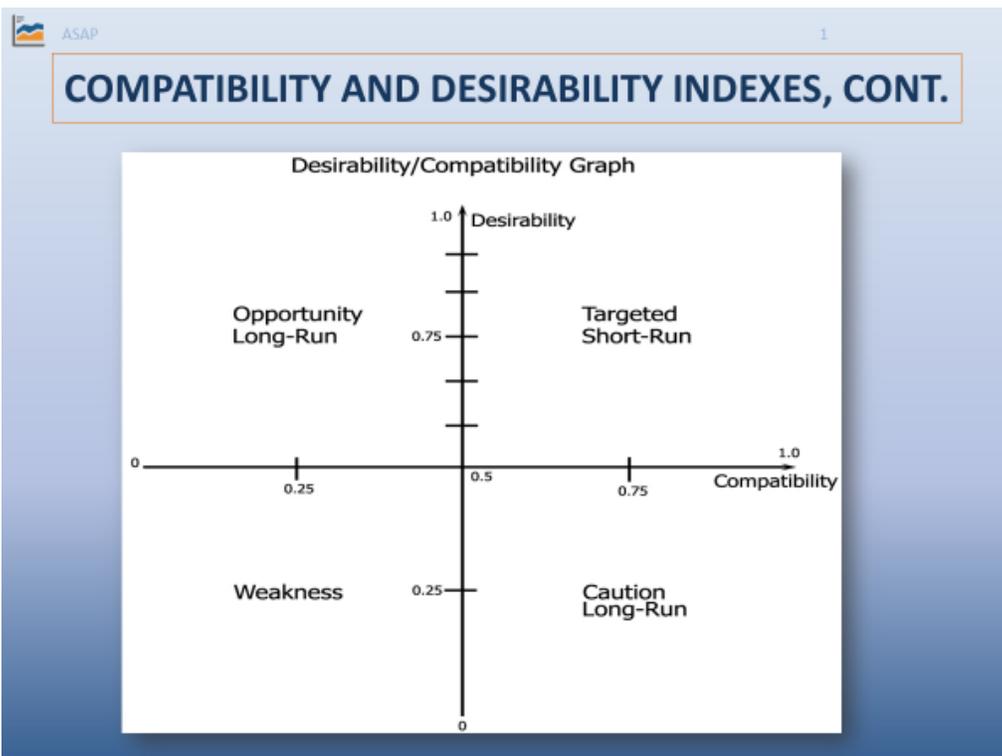
- ## COMMUNITY ASSET INVENTORY
- Current and projected
 - Building space (retail, industrial, mfg., office)
 - Land (developed & undeveloped, ag and non-ag)
 - Availability of infrastructure and services
 - Access to all types of transportation
 - Hi-tech
 - Water/sewer etc..
 - Business and social indicators
 - Workforce (education, prevailing wage, etc..)

ASAP 1

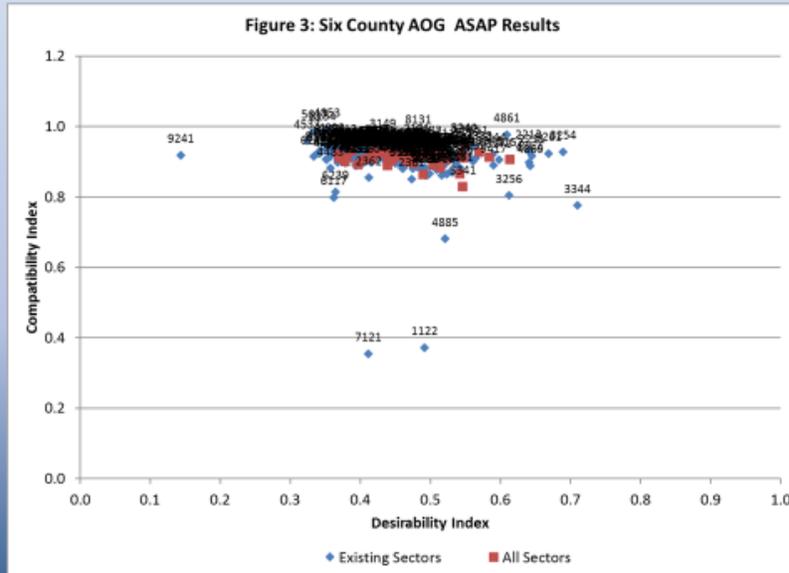
SIX COUNTY AOG ASSETS

Asset	Description	Source	Asset Values			Asset Value Basis	
			Six County AOG	Baseline	Ratio	Six County AOG	Baseline
S1	Local acreage available (private)	CAI	2,251,901	---	---		
S2	Local manufacturing space availability (sq ft)	CAI	237,371	---	---		
S3	Local warehouse availability (sq ft)	CAI	223,331	---	---		
S4	Local office space availability (sq ft)	CAI	72,301	---	---		
S5	Local retail space availability (sq ft)	CAI	227,123	---	---		
A1	Access within 30 minutes to interstate	CAI	Yes	---	---		
A2	Access within 30 minutes to package freight	CAI	Yes	---	---		
A3	Access within 30 minutes to rail head	CAI	Yes	---	---		
A4	Access within 30 minutes to rail freight	CAI	Yes	---	---		
A5	Access within 30 minutes to passenger air	CAI	No	---	---		
A6	Access within 30 minutes to port/harbor	CAI	No	---	---		
A7	Access within 30 minutes to international port	CAI	No	---	---		
A8	Access to natural gas pipeline	CAI	Yes	---	---		
A9 & A10	Driving miles to metropolitan area population > 50,000	CAI	119	282	0.42365816	Provo, UT	Glogog, MT
A11	3-phase electric	CAI	Yes	---	---		
A12	Fiber optic lines	CAI	Yes	---	---		
A13	High-volume water supply	CAI	Yes	---	---		
A14	High-volume waste water disposal	CAI	Yes	---	---		
A15	Solid waste disposal	CAI	Yes	---	---		
A15*	Cell phone service	CAI	N/A	N/A	N/A		
A17	Local public transportation	CAI	No	---	---		
A18	Expansion site	CAI	Yes	---	---		
A19	High-speed internet	CAI	Yes	---	---		
A20	% of workforce with college degree or equivalent	CAI	0.295	0.54577	0.357293945	Washington, D.C.	
A21	% of workforce with HS degree or equivalent	CAI	0.801	0.92773	0.8604674	Montana	
A22	% of workforce with less than HS degree	CAI	0.10466667	0.18211	0.586708648	California	
A23	Prevailing yearly wage	CAI	22980.16687	113240	0.300064589	Santa Clara, CA	
A24	Workers compensation tax rate	CAI	0.0127	0.0324	0.392973109	California	
A25	Business income tax rate	CAI	0.05	0.0999	0.500500501	Pennsylvania	
A26*	Local and state government incentives	CAI	N/A	N/A	N/A		
A27*	Union labor	CAI	N/A	N/A	N/A		
A28	Specialized job training programs (evid. college and unvers)	CAI	Yes	---	---		
A29	Short- and long-term financing	CAI	Yes	---	---		
A30*	Business/trade association	CAI	N/A	N/A	N/A		
A31	Crime rate	CAI	0.08009	0.08133	0.368974079	St. Louis, MO	
A32	Median home price	CAI	150488.5	300000	0.1504885	San Jose (et al), CA	MSA
A33	Air quality water quality	CES	---	---	---		
A34	Natural ecosystem	CES	77,825,675	---	---		
A35	Outdoor recreation opportunities	CES	81,976,908	---	---		
A36	Social and cultural opportunities	CES	57,044,002	---	---		
A37	Retail shopping opportunities	CES	30,892,294	---	---		
A38	Education system (K-12)	CES	30,788,537	---	---		
A39	Access within 3 minutes to a college or university	CAI	Yes	---	---		
A40	Health care services	CES	64,607,154	---	---		
A41	Public safety services (e.g. police, fire)	CES	73.00	---	---		

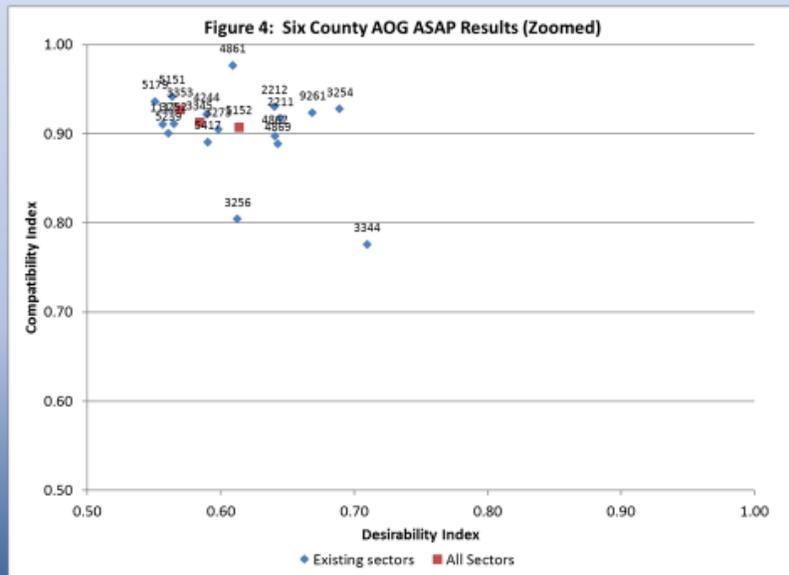
* - Not included in ASAP 2008
 CAI = Community Asset Inventory
 CES = Community Asset Survey
 IT = Inland, TO = Inland



**SIX COUNTY AOG – ALL NAICS
COMPATIBILITY AND DESIRABILITY INDEX**



**SIX COUNTY AOG – HIGH INDEX NAICS
COMPATIBILITY > .75 AND DESIRABILITY > .55**



ASAP Training 1

**SIX COUNTY AOG – ALL NAICS
COMPATIBILITY > .60 AND DESIRABILITY > .55**

Table 3: Industries with High Desirability and Compatibility Index Scores (Index > .55)

NAICS4	Description	Existing	DI	CI
4861	Pipeline Transportation of Crude Oil	X	0.6089	0.9770
5151	Radio and Television Broadcasting	X	0.5634	0.9419
5179	Other Telecommunications	X	0.5508	0.9363
2212	Natural Gas Distribution	X	0.6401	0.9308
3254	Pharmaceutical and Medicine Manufacturing	X	0.6891	0.9278
3353	Electrical Equipment Manufacturing		0.5695	0.9276
9261	Administration of Economic Program	X	0.6687	0.9237
4244	Grocery and Related Product Merchant Wholesalers	X	0.5893	0.9221
2211	Electric Power Generation, Transmission and Distribution	X	0.6447	0.9172
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing		0.5841	0.9130
3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing	X	0.5648	0.9112
1112	Vegetable and Melon Farming	X	0.5567	0.9107
5152	Cable and Other Subscription Programming		0.6134	0.9075
3273	Cement and Concrete Product Manufacturing	X	0.5981	0.9053
5239	Other Financial Investment Activities	X	0.5607	0.9007
4862	Pipeline Transportation of Natural Gas	X	0.6405	0.8974
5417	Scientific Research and Development Services	X	0.5901	0.8907
4869	Other Pipeline Transportation	X	0.6427	0.8890
3256	Soap, Cleaning Compound, and Toilet Preparation Manufacturing	X	0.6125	0.8044
3344	Semiconductor and Other Electronic Component Manufacturing	X	0.7096	0.7758

- ASAP 1
- CI & DI ‘RED LIGHT – GREEN LIGHT’**
- Compatibility Index (CI) and Desirability Index (DI) appear at the top of both worksheets for comparison
 - CI and DI compilation of indicators that appear on each worksheet
 - Compare ranking across industries (columns) but not across indicators (rows)
 - Circles represent value for each industry-by-indicator
 - Based on modifiable parameter
 - Green = industry/community match
 - Yellow = industry/community potential
 - Red = industry/community poor match
 - Boxes (background) represent how close circle is to moving into next color code

DI: EXAMPLE COMMUNITY

	Top 10 DI										Bottom 10 DI									
4-digit NAICS Code	1	3	3	3	3	3	4	5	5	5	3	3	3	3	3	3	6	3	3	3
	1	2	2	2	3	3	8	1	1	2	3	3	3	3	3	3	2	1	1	3
	1	5	5	5	4	4	5	7	3	4	5	6	6	6	9	4	1	1	1	1
	2	2	4	6	2	4	9	2	9	9	3	9	3	4	5	1	1	2	3	4
Desirability Index	[Color-coded grid]																			
Compatibility Index	[Color-coded grid]																			
Desirability Indicator																				
G1.11 - Every new job generates additional jobs in the community	[Color-coded grid]																			
G1.12 - New businesses return profits to the community	[Color-coded grid]																			
G1.13 - New businesses hire locally	[Color-coded grid]																			
G1.14 - New businesses buy locally	[Color-coded grid]																			
G1.15 - New businesses increase the average local wage	[Color-coded grid]																			
G2.11 - New businesses do not pollute the water	[Color-coded grid]																			
G2.12 - New businesses do not release toxic chemicals in the air	[Color-coded grid]																			
G2.13 - New businesses are in compliance with hazardous waste management	[Color-coded grid]																			
G2.14 - New businesses do not emit greenhouse gas	[Color-coded grid]																			
G2.15 - New businesses do not develop undeveloped land	[Color-coded grid]																			
G3.11 - New businesses increase the local tax base	[Color-coded grid]																			
G3.12 - New jobs are full-time	[Color-coded grid]																			
G3.13 - New jobs offer benefits (health and/or retirement)	[Color-coded grid]																			
G3.14 - New jobs provide training programs	[Color-coded grid]																			
G3.15 - New businesses support community activities	[Color-coded grid]																			

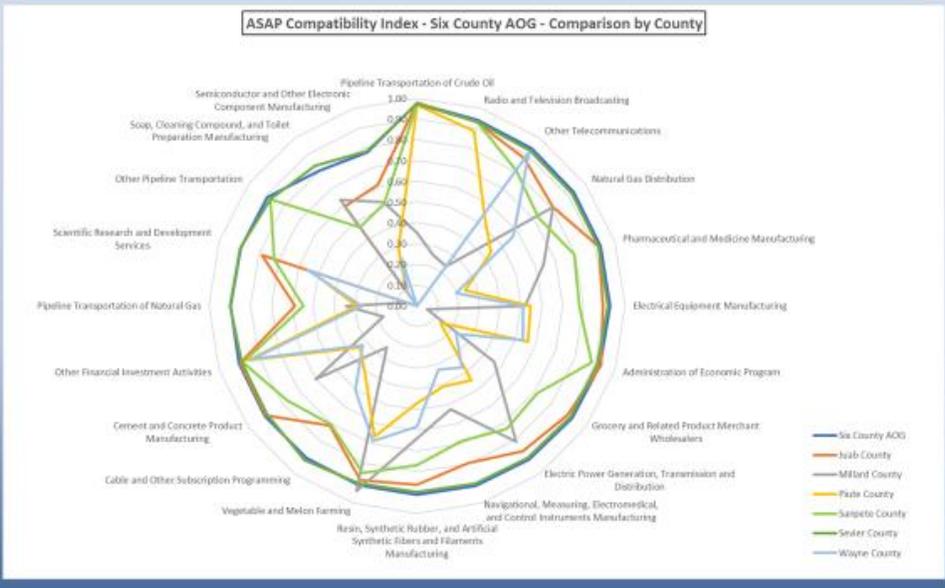
CI PT1: EXAMPLE COMMUNITY

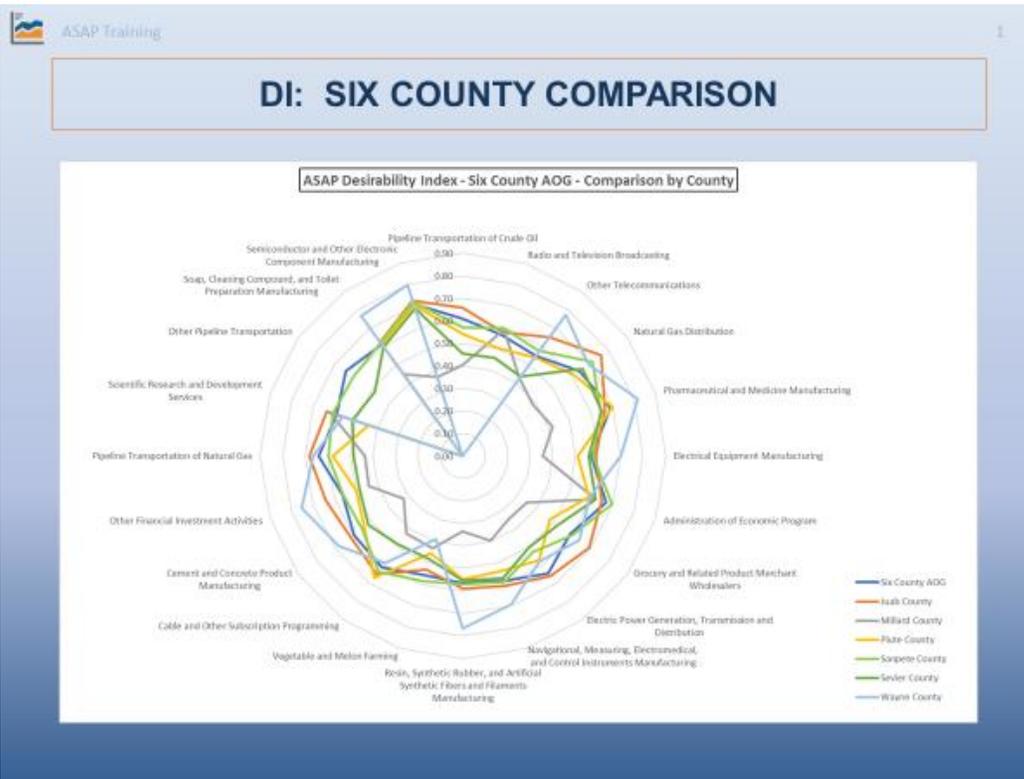
	TOP 10 CI										BOTTOM 10 CI									
4-digit NAICS Code	2	2	2	5	5	5	3	4	5	3	3	3	3	4	4	4	4	5	7	
	1	2	3	1	1	4	1	4	6	1	2	3	3	2	5	8	8	9	1	2
	3	1	8	7	7	1	2	4	1	5	5	1	7	4	4	5	8	3	5	2
	1	3	1	1	9	1	1	1	9	9	6	3	1	4	1	9	5	1	2	3
Desirability Index	[Color-coded grid]																			
Compatibility Index	[Color-coded grid]																			
Space requirement																				
Land	[Color-coded grid]																			
Manufacturing space	[Color-coded grid]																			
Warehouse space	[Color-coded grid]																			
Office space	[Color-coded grid]																			
Retail space	[Color-coded grid]																			
Asset requirement																				
Availability of job training programs	[Color-coded grid]																			
Availability of financing	[Color-coded grid]																			
Low crime rate	[Color-coded grid]																			
Affordable housing	[Color-coded grid]																			
Clean air & water	[Color-coded grid]																			
Quality of natural ecosystem*	[Color-coded grid]																			
Outdoor recreational opportunities*	[Color-coded grid]																			
Social/cultural opportunities*	[Color-coded grid]																			
Shopping opportunities*	[Color-coded grid]																			
Quality of K-12 schooling*	[Color-coded grid]																			
Access to university/college	[Color-coded grid]																			
Quality of health care*	[Color-coded grid]																			
Quality of public safety services*	[Color-coded grid]																			

CI PT2: EXAMPLE COMMUNITY

	TOP 10 CI					BOTTOM 10 CI						
4-digit NAICS Code	22	22	55	55	34	53	33	33	44	44	44	57
	12	31	14	14	46	12	33	25	88	91	12	
	31	87	71	24	15	51	74	45	83	52		
	13	11	91	11	19	96	31	41	95	12	3	
Desirability Index	[Color-coded grid]											
Compatibility Index	[Color-coded grid]											
Asset requirement	[Color-coded grid]											
Access to interstate	[Color-coded grid]											
Access to package freight	[Color-coded grid]											
Access to railhead/rail spur	[Color-coded grid]											
Access to rail freight	[Color-coded grid]											
Access to passenger air	[Color-coded grid]											
Access to port/harbor	[Color-coded grid]											
Access to international port	[Color-coded grid]											
Access to natural gas pipeline	[Color-coded grid]											
Access to suppliers	[Color-coded grid]											
Access to customers	[Color-coded grid]											
Access to 3-phase electric power	[Color-coded grid]											
Access to fiber optic lines	[Color-coded grid]											
High-volume water supply	[Color-coded grid]											
High-volume wastewater disposal	[Color-coded grid]											
Solid waste disposal	[Color-coded grid]											
Availability of public transportation	[Color-coded grid]											
Possibility of expansion at site	[Color-coded grid]											
High-speed internet	[Color-coded grid]											
Availability of managerial workforce	[Color-coded grid]											
Availability of skilled workforce	[Color-coded grid]											
Availability of unskilled workforce	[Color-coded grid]											
Favorable labor cost	[Color-coded grid]											
Favorable workers compensation tax	[Color-coded grid]											
Favorable business tax rate	[Color-coded grid]											

CI: SIX COUNTY COMPARISON





TARGETED SECTORS: SIX COUNTY COMPARISON

Table 8: Six County Comparison - Targeted Sectors

NAICS	Description	6 Cty Existing Sector	County	Average County DI	Average County CI	6 Cty DI Table 3	6 Cty CI Table 3	Rank
1112	Vegetable and Melon Farming	X	W	0.6868	0.3885	0.5567	0.9107	
1129	Other Animal Production	X	W	0.7489	0.4175	-	-	
1133	Logging	X	W	0.7086	0.5612	-	-	
2131	Support Activities for Mining	X	W	0.793	0.5542	-	-	
2211	Electric Power Generation, Transmission and Distribution	X	M	0.5592	0.9189	0.6447	0.9172	4
2212	Natural Gas Distribution	X	M	0.5727	0.9332	0.6401	0.9308	11
2372	Land Subdivision	X	W	0.726	0.5839	-	-	
2389	Other Specialty Trade Contractors	X	W	0.7089	0.5607	-	-	
3221	Pulp, Paper, and Paperboard Mills		P, W	0.61855	0.6218	-	-	4, *
3231	Printing and Related Support Activities	X	W	0.7245	0.5535	-	-	
3241	Petroleum and Coal Products Manufacturing	X	P, Se	0.5246	0.7512	-	-	5, *
3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing	X	J, M, Se	0.355	0.8483	0.5648	0.9112	8, 6, 16
3253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	X	Se	0.5243	0.8977	-	-	
3254	Pharmaceutical and Medicine Manufacturing	X	J, M, Se	0.641933	0.9216	0.6891	0.9278	4, 2, *
3256	Soap, Cleaning Compound, and Toilet Preparation Manufacturing	X	M	0.5524	0.8512	0.6125	0.8044	8
3273	Cement and Concrete Product Manufacturing	X	J, Sa, Se	0.5632	0.8542	0.5981	0.9053	5, 15, *
3279	Other Nonmetallic Mineral Product Manufacturing	X	W	0.7914	0.5582	-	-	
3329	Other Fabricated Metal Product Manufacturing	X	Sa	0.467	0.8162	-	-	Add'l
3331	Agriculture, Construction, and Mining Machinery Manufacturing		J, Sa, Se	0.550333	0.7918	-	-	15, 18, *
3339	Other General Purpose Machinery Manufacturing	X	J	0.5671	0.7983	-	-	12
3341	Computer and Peripheral Equipment Manufacturing		J, P, Sa	0.546033	0.7501	-	-	6, 3, 14
3342	Communications Equipment Manufacturing		J, Se	0.5553	0.8842	-	-	11, *
3344	Semiconductor and Other Electronic Component Manufacturing	X	J, M	0.7104	0.7054	0.7096	0.7758	7, 1
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing		M, Se	0.54735	0.9075	0.5841	0.913	5, *
3353	Electrical Equipment Manufacturing		J, M, P, Sa	0.54635	0.7870	0.5695	0.9276	2, 3, 8, 13
3359	Other Electrical Equipment and Component Manufacturing		Se	0.4996	0.8622	-	-	Add'l
3364	Aerospace Product and Parts Manufacturing	X	J, Sa, Se	0.5504	0.8390	-	-	1, Add'l, *
3391	Medical Equipment and Supplies Manufacturing	X	Sa, Se	0.514	0.8483	-	-	Add'l, *

TARGETED SECTORS (CONT.): SIX COUNTY COMPARISON

Table 8 (cont.): Six County Comparison - Targeted Sectors

NAICS	Description	6Cty Existing Sector	County	Average County DI	Average County CI	6Cty DI Table 3	6Cty CI Table 3	Rank
4244	Grocery and Related Product Merchant Wholesalers	X	J, Se	0.6078	0.9031	0.5893	0.9221	9, *
4821	Rail Transportation	X	J	0.5605	0.9448	-	-	13
4861	Pipeline Transportation of Crude Oil	X	M, P	0.5348	0.9722	0.6089	0.977	9, 1
4862	Pipeline Transportation of Natural Gas	X	M	0.5743	0.9127	0.6405	0.8974	12
4931	Warehousing and Storage	X	J	0.618	0.8189	-	-	14
5151	Radio and Television Broadcasting	X	P	0.5019	0.8852	0.5634	0.9419	2
5171	Wired Telecommunications Carriers	X	W	0.9059	0.6332	-	-	-
5179	Other Telecommunications	X	M, P, W	0.671233	0.7526	0.5508	0.9363	10, 7, *
5182	Data Processing, Hosting, and Related Services	X	J, P, Sa	0.544333	0.6992	-	-	3, Add'l, Add'l
5222	Nondepository Credit Intermediation	X	W	0.8791	0.5879	-	-	-
5239	Other Financial Investment Activities	X	W	0.8319	0.7519	0.5607	0.9007	-
5242	Agencies, Brokerages, and Other Insurance Related Activities	X	W	0.8539	0.5518	-	-	-
5331	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	X	W	0.893	0.5552	-	-	-
5411	Legal Services	X	W	0.803	0.5623	-	-	-
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	X	P	0.2755	0.0338	-	-	Add'l
5415	Computer Systems Design and Related Services	X	J, Se	0.55	0.6567	-	-	10, Add'l
5417	Scientific Research and Development Services	X	M, Se	0.5099	0.9003	0.5901	0.8907	7
6231	Nursing Care Facilities (Skilled Nursing Facilities)	X	P	0.6202	0.0515	-	-	Add'l
8139	Business, Professional, Labor, Political, and Similar Organizations	X	W	0.8776	0.5905	-	-	-
9261	Administration of Economic Program	X	P, Se	0.60415	0.7346	0.6687	0.9237	6

WHAT'S NEXT?

- **Narrow targeted industries**
 - Approximately one dozen
 - Exclude non-feasible sectors (e.g. coffee bean agriculture)
 - Existing industries: support
 - Potential ('all') industries: recruit
 - Industry clusters (vertical / horizontal integration)
 - 'Quality of life' industries
 - Housing?
- **Target infrastructure improvements/support**
 - Benefit greatest number of sectors
 - Municipal funding

County Economic Development Plans

submitted to the

Governor of Utah



Strategic Economic Development Plan Summary

Vision:

Millard County residents enjoy a lifestyle unique in today's society. The area's rural character and small-town atmosphere provide a quality of life vastly different from that found in larger urban areas. Millard County residents enjoy a solid moral climate, low crime rates, accessible government, quality human and community services, and a strong economic base. Millard County supports continued economic and community growth that enhances the area's unique lifestyle and character.

Mission:

The mission of the Strategic Economic Development Plan for Millard County is to provide current and future generations with the option of 'staying home' or returning to quality job opportunities.

Goals:

- Expand and enhance local industrial, commercial, agricultural, and tourism activities
- Diversify local economy through compatible new growth for increased community stability
- Expand education programs to match work opportunities
- Invest in infrastructure to accommodate growth

Strategies:

- Maintain a modest/low local business tax structure
- Develop local incentive policies for new target industries to the County
- Selectively market to well-suited companies for new industry locations or existing industry expansions
- Maintain an unencumbered “Fast Track” approach to providing local permit approvals
- Utilize Federal and State-managed lands for compatible development of fully serviced industrial land (parks) to provide a variety of marketable commercial properties to prospective businesses.

Actions:

- Identify large-scale infrastructure and business funding mechanisms
- Identify desirable businesses seeking expansion and new locations
- Develop customized marketing and promotional materials
- Develop retail and commercial infrastructure

Strengths/Assets:

- Availability of a skilled workforce with school system partnerships providing customized and advanced training
- Pro-business environment
- Availability of land, water,

- Centrally located between major urban areas
- Good highway and railroad transportation access
- Supportive County Administration • Current and Existing projects:
 - Intermountain Power Project (IPP) & Transmission System o TransWest Express Converter Station
 - Graymont Lime Plant
 - Magnum Energy Hub (Underground Storage Caverns) o Materion (Brush Wellman) Beryllium Plant o LiquaDry (BioActive Dehydration)
 - Industrial-Scale Agriculture (Dairies, Alfalfa, etc.) o 10,000+ acre industrial site adjacent to IPP

Weaknesses:

- External visibility of actual available labor force
- Limited available housing stock

Opportunities:

- Affordable land
- Open Airsheds
- Open space
- Skilled workforce

Threats:

- Retirement of coal-fired generation units at the Intermountain Power Plant
- Over-appropriation of groundwater



27 March 2019

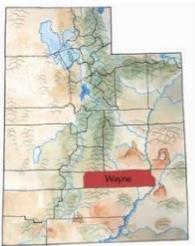
Wayne County, Utah / Economic Development Plan <http://www.waynecountyutah.org>

Wayne County Commissioners

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The Wayne County Economic Development plan is to guide the creation and maintenance of a vibrant rural economy in Wayne County, Utah that (1) provides living wage jobs to residents while (2) maintaining rural characteristics and a high quality of life.

Wayne County is located in southern central Utah, with the fourth lowest population among Utah counties with a population density of one person per square mile. Wayne County is 97% public lands, one of three counties nation-wide with such a high concentration. Typical of rural counties and over time Wayne County has experienced its share of economic swings. On the whole, however, the County has remained relatively stable with construction, tourism, grazing, forestry and providing main sources of income. The population of Wayne County has remained rather stable over time at approximately 2,719 full time residents. Leisure and hospitality is now the leading economic sector, though worker wages are generally low and employment mainly seasonal.

Wayne County has considerable assets, including a spectacular environment, outstanding outdoor recreation opportunities, stable and hard-working resident base, with natural resources that include timber and world class paleontology. Issues that hamper economic development are similar to many other rural areas, including lack of adequate living wage jobs, inadequate access to goods, services and markets, lack of affordable and quality housing adequate broadband and lack of infrastructure. Wayne County does face challenges with declined health of public lands vegetation and lack of economic opportunity on federal lands.

The purpose of this plan is to define objectives for new jobs and a path toward creating these jobs. To establish a foundation for considering what economic development strategies to adopt the plan will (1) describe current economic conditions in Wayne County, (2) identify assets that Wayne County might

use to stimulate economic development, and (3) identify the issues that constrain economic development. Based on that information, the plan will (4) define a set of guiding principles, and (5) define a mission statement and set employment objectives. Based on these principles, the mission statement and objectives, the plan will then identify the strategies and specific actions that will lead to new jobs.

Economic Profile of Wayne County

Population. In 2019, Wayne County's year-round population is 2,719, an increase of 75 residents over a four-year period. Wayne County is the fourth least populated county in the Utah. Notably, as a percent of the total population, residents over age 65 is the only age group that is increasing; others are either holding steady or decreasing.

Geography. At 1,051 square miles, Wayne County is Utah's fourth smallest county. Its population density of one person per square mile is one of the lowest in the State and one of the lowest in the continental U.S.

Public Lands. Wayne County is 97% public lands, 84% federal lands, the highest percentage in Utah and the third highest in the continental U.S. An additional 10% is State owned, leaving only 3% in private hands. The high concentration of federal lands is particularly evident in the County's eastern half, where 96% is federal, 3.5% state, and private less than one percent.

Business and Employment. Wayne County has 1,318 full-time jobs and, including parttime workers, a year-round work force of 2,300. Seasonal employees add another 1,000 jobs. Leisure/hospitality is the

County's largest sector, followed by local government (primarily schools), federal government, and health care/social services.

Economic Status of Residents. Wayne County's median household income is \$42, 444, with an average wage of \$27,730, two-thirds of the statewide average. The poverty rate is 9%, 2% above the State average.

Sources of Income. Wayne County residents receive their income from one on three sources (1) earned income from a job or a business, (2) unearned income from investment, royalties or inheritance, or (3) government transfers, including social security, welfare, Medicare and Medicaid.

Public Schools. There are 440 students enrolled in the Wayne School District, down from 560 in 2010.

County Assets

People and Communities. The County has a work force that is stable, hard-working, resourceful, and resilient, and communities that are safe, stable, and retain their rural character.

Environment. Wayne County includes 1 national park, Capitol Reef National Park, worldclass paleontological, archeological, and geological resources, and a wide range of wildlife species, including significant populations of elk, mule deer, pronghorn, black bear and desert big horn sheep.

Infrastructure. Installation of in-ground fiber optics is in progress and cell service is being upgraded.

Wayne County also has high-quality rural healthcare facilities.

Road Network. Roads of particular interest include SR 24 & SR 12 (an All-American Road), (The Mormon Pioneer National Heritage Area), Boulder Mountain, Fish Lake National Forest and the scenic Burr Trail.

Natural and Cultural Resources. Natural resources of particular economic import include scenic and recreational attractions, forest products, rangelands, paleontological resources and a rich cultural history.

Energy and Mineral Resources. Wayne County lacks in natural resources

County Issues

Rural Realities. As is the case with many rural areas, the County has an aging population, older housing resources, significant loss of young families, and lack of services and infrastructure.

Access. There is no Interstate, rail access, or commercial air service. Significant road closures have been implemented on forest lands; except where road maintenance is the responsibility of the County.

Jobs. There has been a significant decrease in living wage natural resource jobs, replaced by tourism-based jobs that are typically lower paying and seasonal. Living wage jobs in other sectors are limited. Business owners report that it is exceedingly difficult to fill service sector jobs, at least during the tourism season.

Housing. The County has a recognized lack of affordable, high-quality housing for residents with young families, prospective residents, seasonal employees, and elderly residents requiring accessibility.

Public Schools. There is a twenty year, County-wide trend of declining public school enrollment that is expected to continue.

Infrastructure. Infrastructure improvement needs include (1) culinary and irrigation water supply, (2) electricity for remote areas and industrial applications, (3) cell service, (4) data transfer, (5) housing, (6) federal lands roads access and (8) remote area livestock and wildlife watering facilities.

Tourism. Issues include seasonality and limited visitor services in some areas.

Percentage of Federal Lands and Shifting Management. Extensive federal lands and increasingly restrictive management of these lands have resulting in (1) lack of private land available for economic activity, (2) lack of economic uses on federal lands, and (3) a small property tax base.

Federal Payments in Lieu of Property Taxes. PILT and SRS payments are unpredictable, unreasonably low and not in line with private lands property taxes. PILT formulas discriminate against Wayne County.

Political Pressures. Regional and national special interest organizations are in some instances blocking economic uses of federal lands (93% of the County) and communities are increasingly becoming polarized.

Forest and Range Health. Threats include Invasive plants, senescent sage and grass communities and overstocked vegetation and diseased timber, which increase the risk of wildfire and adversely affect timber production, livestock, wildlife habitat, and water resources.

Drought. 2018 brought extreme or exceptional drought to 27% of Utah, with the hardesthit area being Wayne, Garfield, Piute, San Juan, Sanpete and Sevier counties.

Underlying Principles for Guiding Economic Development

Wayne County's economic development strategy is built on a set of principles, which provide the departure point for establishing concrete economic development strategies. These principles (1) respond to Wayne County's demographic conditions, (2) take into account the aforementioned assets and issues, and (3) draw from best management practices related to the disciplines of rural planning and rural economic development. These principles are as follows:

Rural Character and Quality of Life. Rural character and quality of life are fundamental values that are critical to retention of existing residents and attraction of new businesses, tourists and residents. Quality of life factors that are particularly important in rural Wayne County include living wage jobs, quality and affordable housing, quality public schools and opportunities for advanced training, access to quality healthcare, vital, attractive and livable communities, the availability of goods and services, a healthy and resilient environment and access to outdoor recreation opportunities. Wayne County's future is in retaining and strengthening its rural character and rural economy, and maintaining sustainable communities.

Infrastructure. Wayne County lacks essential infrastructure needed to create a sustainable rural economy. The term infrastructure refers to the basic underlying physical and organizational systems, services, and facilities needed for an economy to function and be sustainable over time. Narrowly construed, infrastructure includes systems of roads, airports, water supply, communications and power. More broadly it also includes housing, schools and medical facilities. It also includes essential facilities and services related to health, safety and welfare, with the ability to prevent and control catastrophic fire a classic example. In a county with such a high percentage of public lands, infrastructure must also include the ability to use public lands as the location for essential infrastructure including water, power, road and communication corridors. Currently, Wayne County has deficiencies in several important infrastructure categories, most notably housing, electric power, secure sources of culinary and irrigation water and, especially in some areas, communications. Many communities are vulnerable to catastrophic fire, which can adversely affect several types of infrastructure.

Existing Businesses. The businesses that currently operate in Wayne County are the foundation for moving forward with economic development. There are three reasons: (1) the fact that these businesses continue to operate is indication that there is a need for them, by residents, by visitors or both, (2) the fact that their owners elected to establish and operate these businesses indicates the owners' commitment to Wayne County and suggests a corresponding need for County government and residents to support these businesses and (3) experience and academic research both tell us that it is far more efficient and effective to support the continuation and, when appropriate, expansion, of an existing business than to attract a new one.

Economic Diversification. Diversification within and across business sectors and industries is critical to the health of the local economy. Without diversification the County is vulnerable to unforeseeable

occurrences that might severely disrupt a given sector of the economy. If the disrupted sector is dominant (i.e., tourism) the adverse effect is much more severe than if there are a range of viable economic sectors. Economics is similar to ecology. In both disciplines diversification promotes resilience and stability. Economic diversification also prepares the County for unforeseen economic opportunities in the future.

Traditional Natural Resource Industries. Jobs in traditional natural resource industries such as livestock and forestry are important to the County’s cultural identity as well as its economy. The fact that they have persisted suggests that the key environmental and socioeconomic elements needed to survive are locally available. It is not appropriate to suggest that jobs in forestry and livestock management are no longer relevant or that they can be replaced by jobs in tourism. The County needs jobs in both traditional natural resource sectors and tourism. But times are changing, necessitating new approaches and diversification within traditional natural resource industries, specifically including incorporation of “value added” strategies.

Tourism. Tourism is a fundamentally important component of Wayne County’s economy and will remain so into the future. Capitol Reef National Park will continue to be the major focus of County tourism, bolstered by the increasing trend of visitors to bundle visits to multiple parks in one trip. In this regard, Capital Reef takes on special meaning, particularly as a significant portion of that park is in Wayne County. A remote part of Canyonlands NP is in the County. A robust, County-wide tourism initiative must seek to (1) expand the length of the tourism season, (2) extend the length of time that visitors stay in Wayne County, (3) extend the range of people who visit Wayne County and the reasons why they come to Wayne County and (4) expand the range of outdoor recreation opportunities. Recreation opportunities are described immediately below.

Outdoor Recreation. Wayne County offers a wide range of outdoor recreation opportunities that are made all the more compelling by the County's exceptional natural environment. Wayne County's outdoor recreation assets provide an important underpinning for the overall local economy. Today the focus is mainly on traditional national park sightseeing and backcountry hiking and backpacking. While these are important and should remain so, there are a range of additional recreational activities that have potential for attracting visitors and providing enhanced recreation opportunities for residents. Bicycling is one example of an activity with tremendous untapped potential in Wayne County. Others include OHV riding, viewing of night skies and scientific and historical studies.

Public Lands. With so little private lands in Wayne County, the federal government and the public lands managed by the federal government absolutely must contribute to the economy. While open spaces are important to both environmental quality and the rural character of Wayne County, single purpose management of public lands is environmentally unsound and a detriment to community sustainability and economic development. Measured, responsible multiple use must be a significant component of public lands management and federal agencies must accept that their participation in economic development is crucial to Wayne County's survival and long-term prosperity. Federal lands must also contribute to paying for essential public services, including education, law enforcement, social welfare and search and rescue. Per acre, federal PILT and SRS payments are far lower than local property tax payments on private lands.

Special Natural and Historical Resources. The Colorado Plateau is a nationally significant repository of paleontological resources. Paleontological resources constitute one of Wayne County's most distinguishing and valuable assets, and one that must be carefully managed. Beyond their obvious

scientific importance, and their ability to attract researchers who contribute to the local economy, paleontological resources have potential to boost Wayne County's tourism industry and, not to be overlooked, serve as a source of pride Wayne County residents. Initiatives to develop the local economy must respect the need to protect and conserve these extraordinarily important paleontological resources. Archeology, cultural history, geology and biology are additional resources that deserve special management and that should be viewed as economic assets.

Eastern Wayne County. While remote the eastern-most half of Wayne County is an important part of the County's identity and economy. If Wayne County as a whole is to prosper into the future, the eastern portion of Wayne County will be an important asset.

State Highways. Wayne County's location, geography, undeveloped nature and concentration of public lands all contribute to a situation where state highways are absolutely critical to economic development within Wayne County, especially when other modes of transportation are lacking. The importance of highways is due to the fact that state highways (1) provide access to almost all of the areas where new or enhanced economic development might occur and (2) serve as the major means to transport raw materials, finished products and visitors. State highways directly adjoin the commercial areas of all of Wayne County's towns. State highways also play a significant role in site specific development, as highways bisect commercial areas and highway rights-of-way can affect the ability of vehicles to access private lands along these highways. This reliance on state highways indicates the need for the Utah Department of Transportation to be viewed as a vital partner in future economic development.

County/Community Coordination. There is need for a coherent, countywide vision that articulates shared economic development values and needs. Wayne County's incorporated and unincorporated

communities are unique and have their own specific needs. The town councils and residents of each community must assume the major role in determining how the countywide economic development vision and plan might best be applied within each community and what specific economic development initiatives should be that community's priorities.

Measuring Progress. Key metrics that should be used to measure economic progress are (1) an increasing percentage of jobs that pay a living wage, (2) stable to increasing population, (3) the availability of quality housing to meet demand and (4) increasing school enrollment in all public schools.

Economic Development Mission Statement and Employment Objectives

Wayne County's economic development mission is to establish and maintain a stable economy that benefits residents now and into the future. Such an economy will support flourishing and sustainable communities and enhance quality of life. Specific objectives for living wage job creation and the effect of job creation on population, housing and school enrollment are shown in the following table. These jobs will come from a combination of re-invigorated natural resource jobs, additional tourism and hospitality jobs, jobs from new enterprises including technology and scientific research, and from increased demand for services and construction.

Economic Development Strategies

Wayne County has identified six strategies for meeting job creation objectives, as follows:

- 1. Support existing enterprises.** Bring about conditions that support the continuation and expansion of existing local businesses. Target existing business sectors include:

- Commercial businesses and services
- Forest products
- Livestock production
- Tourism
- Healthcare

2. *Develop infrastructure.* Provide infrastructure to support countywide economic sustainability.

Target areas include:

- Water supply
 - Culinary supply, storage, distribution.
 - Agricultural storage and distribution.
 - Remote area livestock/wildlife water facilities.
- Communications
 - Cell service.
 - Data transfer.
- Roads
 - Maintenance of existing county and community roads.
 - Access on federal lands.
- Airports and airstrips
 - Community-level.
- Electric power
 - Remote area electrification.
 - High capacity (three phase) power for industrial and commercial applications.

- Housing
 - Affordable and high-quality housing for families, new residents, seasonal workers, people with disabilities and senior citizens.
 - Reuse of vacant and underutilized homes, restoration of older homes,
 - Phase out of older, deteriorated mobile homes.
 - Responsible short-term vacation rental ordinances and practices.

3. *Manage federal lands to benefit both the environment and communities.* Bring about a situation where federal land management agencies make meaningful contributions to county wide economic stability and expansion, especially in the areas of tourism, forest products, ranching and community infrastructure. Tourism is addressed in strategy 4 below. Specific actions include

•
Evaluation and agreement regarding federal actions to support communities.

Discussion topics with each federal land unit may include:

- Land management
 - Forest management, including timber sale contracting
 - Rangeland management
 - Public access
 - Tourism
 - Recreation management
 - Law enforcement
 - Utility corridors
 - Administration
 - Personnel (access to government contracts, wage grade jobs and career civil service employment for local residents)
- Systematic restoration of vegetation 11 county intergovernmental restoration initiative aimed at increased environmental health, decreased fire risk for communities, structures and culinary and irrigation water supplies, and employment for local residents
 - New and enhanced livestock/wildlife water sources
 - CRNP land use plans/policies/operations
 - County/municipal land acquisition for beneficial public purposes
 - Reasonable, responsible and equitable PILT and SRS payments.

- - Modifications in public policies
 - Public lands grazing reform
 - Timber harvest reform and contracting

4. Diversify and expand tourism and outdoor recreation opportunities. Ensure a tourism industry that is sustainable, robust, and serves a diverse range of year-round visitors. 80% of these are related to federal lands and correspond to Strategy 3 above.

- Road improvement and legal road access
- Directional and public safety signage
- Enhanced tourism and economic opportunity in the eastern half of the County
- Establishment ATV trail system
- Snowmobiling and ski touring
- Cultural resourced-based recreation
- Continued Wayne County Tourism Office outreach
- Prepare a County-level recreation guide
- Enhanced bicycle recreational opportunities, on and off road, including:

5. Attract New Enterprises. Attract and retain a range of diverse businesses and economic enterprises that offer living wage employment for existing and prospective County residents. Priorities include:

- - Computer technical services (including educational opportunities for prospective employees)
 - Light manufacturing
 - Retail and commercial services

Visitor and resident commercial services

- Professional services
- Trades (e.g., appliance repair, plumbing)
- Value-added forest products Value-added livestock products

6. *Initiate Special Projects.* Develop new projects that provide multiple economic and community benefits. While a select number of special projects have been identified, others may be added to the list as need arises and resources become available. Priority near-term projects include:

- A natural history museum in Hanksville.

Year One Implementation Priorities Existing Businesses Infrastructure Federal Lands

- Incentives. Identify incentive opportunities and assist businesses to secure these incentives.
- Continue use of Utah State business and incentive programs.
- Housing. Initiate housing programs throughout the County with federal, state and private partners.
- Water Supply. Survey municipal water supply status, identify issues and corrective measures.

-
- Federal Agency Contributions. Initiate outreach with each federal land unit.
- Vegetation Restoration. Initiate comprehensive WRI program. • Livestock/Wildlife Water Facilities. Initiate WRI water projects

Federal and State Economic Development Incentives

State of Utah. State of Utah economic development incentive programs that Wayne County believes are likely to most benefit county economic development are listed below. Wayne County will help facilitate businesses and other organizations in participating in appropriate State incentive programs.

- Enterprise Zone Non-profit
- Business Expansion and Retention
- Targeted Business Tax Credits
- Protection tax credit
- Utah Rural Jobs Program • Smart School
- Outdoor Recreation Grants • C-PACE • High Cost Infrastructure Tax Credit

Rural Fast Track

- Enterprise Zone Tax Credit

USDA Rural Development. USDA Rural Development has a portfolio of programs that provide loan guarantees, direct loans and, in some cases, grants. Wayne County will apply for, or facilitate businesses, cooperatives and individuals in applying for, assistance that is consistent with achieving the County's economic development plan's goals and objectives.

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USDA has a range of specific programs within the following categories:

- Rural Housing Programs

Rural Community Programs

- Rural Business Programs
- Rural Cooperative Programs

State of Utah Participation in Plan Implementation

Wayne County has productive, ongoing relationships with several State of Utah agencies. For economic development activities our primary contact is GOED's Office of Rural Development. For public land policy activities our contact is the Governor's Public Lands Policy Coordination Office. For on-the-ground natural resource activities our contact is the Department of Natural Resources. Wayne County desires to retain these important relationships and to establish relationships with additional State agencies aimed at advancing economic development.

Technical Assistance

Department of Natural Resources (Water Resources Division):

USU Extension,

University of Utah, Southern Utah University

GOED, Southern Utah University and/or the Utah College of Applied

Technology: In accordance with the Rural Online Initiative legislation, assist in design and initiation of a digital technology service center/training program.

- Dept. of Workforce Services: Assist with planning for (a) affordable housing for families, senior citizens and seasonal workers; (b) business development.

For further information and inquires please contact;

Adus F. Dorsey II / (435) 691 0173 adus@wayne.utah.gov

Wayne County Economic Development Director <http://www.waynecountyutah.org>

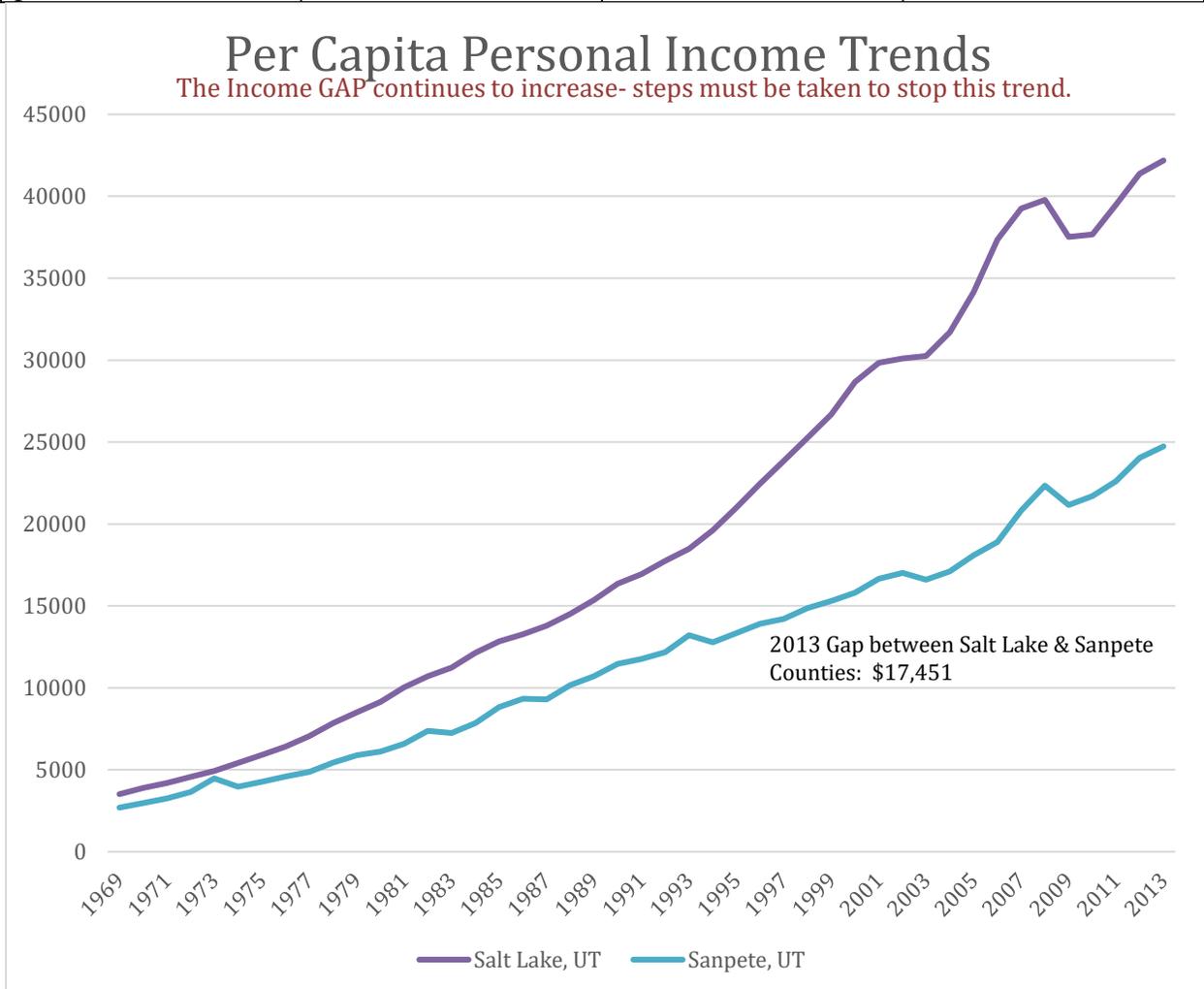
Sanpete County Economic Development

Introduction:

1. Current economic state of Sanpete County, and greatest concerns:

- Median household income is only 82.8% of state median income.
- Income gap between Sanpete County and Salt Lake County is widening.
- High poverty rate.
- We must develop higher wage/knowledge based industries- or get left behind economically.

	Sanpete County	Salt Lake County	State of Utah
Median household income (in 2015 dollars), 2011-2015	\$50,323	\$62,117	\$60,727
Persons in poverty, percent	17.2%	10.8%	11.3%



2. Greatest opportunities for economic growth:

- Proximity to Urban Utah:** Sanpete County is less than 1 hour from Provo. As the Wasatch Front continues to grow, spillover will come to our county.
- Information Technology:** Snow College has a new Software Engineering bachelor's degree. With a renewable supply of high-demand graduates, Sanpete County can begin recruiting small IT companies.
- Entrepreneurship:** In 2016 Snow College signed the "NACCE's Presidents for Entrepreneurship Pledge". An entrepreneurship ecosystem that encourages business creation and expansion will help Sanpete grow from within. Also, Snow College and USU are working together to offer a local bachelor's degree in Business that targets traditional students.
- CUCF:** The Central Utah Correctional Facility in Gunnison has room to expand. The original goal was 2,100 inmates (currently about 1,800).

3. Sanpete County Challenges:

Sanpete lacks basic infrastructures needed for a healthy economy: skilled workforce, Interstate or 4-lane equivalent road, rail, and proximity to an International Airport.

30-YEAR COMPARISON OF SITE SELECTION FACTORS*							
Corporate Survey 2015							
	2015	2010	2005	2000	1995	1990	1986
Labor							
Availability of skilled labor	92.9	85.9	87.2	87.7	87.9	87.1	84.8
Availability of unskilled labor	47.8	45.4	50.6	65.5	64.9	73.6	54.4
Training programs	68.7	56.7	59.6	57.2	58.6	49.6	50.9
Labor costs	80.8	91.0	87.9	91.6	94.2	92.1	96.6
Low union profile	66.3	75.4	77.0	79.7	82.8	78.7	79.0
Right-to-work state	67.7	67.9	69.7	72.9	77.8	71.3	N/A
Transportation/Telecommunications							
Highway accessibility	88.0	97.3	91.4	95.9	93.6	92.3	91.3
Railroad service	32.4	36.0	28.9	29.8	29.7	32.2	25.8
Accessibility to major airport	58.6	50.0	50.0	53.2	59.5	55.5	61.0
Waterway or ocean port accessibility	24.0	21.9	20.2	21.0	20.0	16.2	15.3
Inbound/outbound shipping costs	64.6	84.0	N/A	N/A	N/A	N/A	N/A
Availability of telecommunications services	N/A	N/A	79.8	77.1	80.2	76.7	N/A
Availability of advanced ICT services	53.6	72.9	85.7	N/A	N/A	N/A	N/A
Finance							
Availability of long-term financing	67.7	58.5	56.5	58.4	65.5	75.4	55.2
Corporate tax rate	78.8	86.3	85.0	84.7	N/A	N/A	N/A
Tax exemptions	74.7	90.9	83.6	81.6	86.4	85.8	77.9
State and local incentives	75.8	89.3	86.0	83.6	87.8	88.7	79.6
Other							
Available buildings	83.7	81.0	N/A	N/A	N/A	N/A	N/A
Cost of land	N/A	N/A	79.1	75.8	83.2	84.0	N/A
Available land	73.9	73.4	75.0	75.5	83.7	82.3	N/A
Occupancy or construction costs	85.4	89.8	83.7	83.0	90.2	88.5	N/A
Expedited or fast-track permitting	74.2	68.2	N/A	N/A	N/A	N/A	N/A
Raw materials availability	52.6	61.5	62.3	56.1	64.9	64.1	49.1
Energy availability and costs	75.3	82.1	82.8	77.7	89.6	88.1	N/A
Environmental regulations	69.8	74.8	71.1	80.9	86.5	82.9	N/A
Proximity to major markets	76.3	66.4	83.2	76.8	74.5	74.9	84.8
Proximity to suppliers	64.3	63.6	66.7	63.8	66.5	65.1	N/A
Water availability	54.6	N/A	N/A	N/A	N/A	N/A	N/A
Quality of life**	87.6	62.1	54.7	58.8	70.4	70.6	60.4

(N/A) Data not available due to changes and additions to the survey

* All figures are percentages and are the total of "very important" and "important" ratings of the Area Development Corporate Survey.

** Quality-of-life rating for prior years' surveys is the average of rating of nine quality-of-life factors (climate, housing availability, housing costs, healthcare facilities, ratings of public schools, cultural opportunities, recreational opportunities, colleges and universities in area, and low crime rate).

What can the state do to help Sanpete succeed?

1. **Help us develop a Skilled Workforce:**

- a. Support Legislation to fund an E.D./ Entrepreneurship Center Director at Snow College.
- b. When Snow College proposes new programs to develop local industries, active support to get approval will be needed.
- c. Curb illegal drug/opioid use with enhanced drug treatment programs.

2. **Infrastructure Development:** Highway infrastructure in/out of Sanpete County is inadequate to support healthy economic growth. Narrow two-lane roads through winding canyons constrain traffic flow and is unfavorable to semi-trucks required by industry. Additional passing lanes are needed on Highway 132 from I-15 to Fountain Green, on Highway 89 from Hwy 6 to Fairview, and on Highway 28 from I-70 to Gunnison- *2 lanes each direction is preferred.*

3. **Rural Needs a Better Incentive:** Let's face it, doing business in rural areas has its disadvantages. Everything from the lack of Interstate, Rail, International Airport, University, Labor Pool, etc. All of these limitations add cost to doing business, and are inconvenient. It's simply easier for companies to be located in urban areas. To realistically improve rural economies, and close the ever-widening urban/rural income gap, we must find creative ways to level the playing field. A better rural incentive is needed.

4. **Central Utah Correctional Facility:** expand CUCF to reach the original goal of 2,100 inmates (currently about 1,800). Build another 192 bed unit in Gunnison!

5. **Railroad:** Help complete rail in Juab, Sanpete, and Sevier Counties if project proves feasible.

6. **Public Lands:** Approximately 57% of Sanpete is public land. Help keep public lands as multi-use; and managed for the economic viability of our communities.



Sevier County Economic Development Plan

	Incentives	Recruiting	Business Expansion	Entrepreneurial Ecosystem	Community Development	Infrastructure Development	Education & Workforce Development
Purpose	Offer qualifying companies state and local incentives to locate or expand their businesses.	Market and sell the area to outside firms to diversify the base and increase wages.	Support existing firm's efforts to increase their operations and create jobs.	-Support the local network for entrepreneurs who want to create new ideas into opportunities and businesses. -Develop capable entrepreneurs.	Participate in projects that increase community resources and infrastructure (trails, main streets,	To develop property and utility systems where businesses can physically locate and operate.	Push for more educational offerings and programs that increase a skilled labor pool. Provide opportunities for continuing education.
Activity	-Match the company with the program that best fits their needs given any incentive limits. -Partner with	- Respond to the EDCU/ other leads. - Targeted recruiting based on match to community assets. -	- Connect owners with resource providers. - Educate owners about incentives and program.	-Establish seamless and integrated system to identify, educate, and mentor people and nurture business ideas. -Connecting with mentors - Communicat	-Main street master plans and implementation. -Mountain bike trail development -BMX facilities and events	-Support community CIB applications -Complete capital improvement master plans. -Utilize TIF	-Engage Snow College administration to offer programs that support key industries. -Engage the Sevier School District to promote

	other agencies for unified offers.	Maintain county & ECC website. -Host site visits	- Business visits to determine trends. - Sponsor workshops.	ions system. -Resource tools on website			both general and CTE programs. -ROI / REDI
Responsible Parties	Econ Dev Office (EDO) EDC as advisory board.	Sevier County Cities & towns Educational organizations EDO	EDC Resource Partners Chambers Ecosystem network EDO	Resource providers Mentors Educational organizations EDO	City officials County Officials EDC	Elected officials at county, cities, and towns	EDC Elected officials at county, cities, and towns EDO
Measure of Success	-Dollar amounts awarded and/or approved.	- Number of site visits. - Number of new locations. -New value-added jobs. - Increase in the per capita wage.	- Additional jobs created. - Investments made. - Retention of firms.	-Business ideas converted to ongoing operations. -Number of mentoring conferences. -Jobs created from new ventures. -Funding for new ventures.	-Sales and use tax trends	Increase in utility, transportation, and community assets.	

Role and Responsibilities:

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Economic Development Director: manages the day-to-day activities for implementing the overall program; coordinates with partnering organizations; plans events and activities for educational efforts; directly interacts with the business community; represents the county with other governmental offices; responds to inquiries about the county; supports city and town efforts;

Economic Development Council: serves in an advisory role to the County Commission for economic development programs and activities; represents the county during site visits; assists with developing program objectives; assists with implementation of program goals.

County Elected officials: provides overall direction and policy guidelines to the director and advisory board; approves budgets and activities that implement program goals;

Incentives

EDTIF-useless in rural areas, New Markets Tax Credit-financing, Rural Fast Track -matching grant for manufacturing, Enterprise Zone Tax Credits, Targeted Business Tax Credit, Tax Increment Financing, High Cost Infrastructure Tax Credit, Utah Rural Jobs, Recycling Zone Tax Credit, Opportunity Zones

Finding Solutions, Improving Lives

STRATEGIC PLAN 2016-2020

Governor's Office of Economic Development

LIFE
UTAH
ELEVATED™

60 E. South Temple
3rd Floor
SLC, UT 84111
business.utah.gov
801-538-8680



Utah Governor's Office *of*
Economic Development

BUSINESS • TOURISM • FILM

STRATEGIC PLAN • 2016-2020

at a glance • plan

VISION:

Utah will lead the nation as the best performing economy and will be recognized as the premier business environment and tourist destination.

MISSION:

Enhance quality of life by increasing and diversifying Utah's revenue base and improving employment opportunities.

UTAH'S ECONOMIC DEVELOPMENT PLAN

GROW & SUPPORT

Grow and support Utah businesses in our rural and urban communities and encourage the innovative entrepreneurial spirit.

ENGAGE INDUSTRY

Engage with industry to build strategies that maintain a diversified economy and strengthen the business supply chain.

EXPAND THE EXPERIENCE

Expand the tourist experience of Utah's natural and cultural wonders.

ADVANCE PARTNERSHIPS

Advance Utah's unprecedented partnerships in industry, education and workforce development.

UTAH RESIDENTS WILL BENEFIT FROM:

- Improved availability and quality of jobs.
- Increased quality of life in their community.
- Decreased tax burden.
- New training and education opportunities for the under-employed and unemployed workforce.



STRATEGIC PLAN • 2016-2020

at a glance • objectives

STRATEGIC OBJECTIVE #1

ECONOMIC HEALTH

- Engage with the U of U Kem C. Gardner Policy Institute to assist with economic intelligence monitoring and reporting.
- Create performance-based dashboards to monitor GOED economic programs.
- Communicate regularly with all business media outlets to share and promote the Utah economic condition statistics.
- Encourage capital investment in growth of rural business and creation of high paying jobs in rural Utah.

STRATEGIC OBJECTIVE #2

CORPORATE INVESTMENT

- Expand collaboration between public and private partners to identify and nurture strategic proactive opportunities for the next generation of corporate recruitment.
- Support industry and demand-driven talent development initiatives.
- Leverage Utah's in-country trade representatives to identify new economic development investment opportunities.
- Identify and promote investment opportunities and jobs in qualifying enterprise zones.

STRATEGIC OBJECTIVE #3

BUSINESS DEVELOPMENT & ENTREPRENEURSHIP

- Enhance and expand TCIP grants to support entrepreneurship and small business development and growth.
- Promote and bolster the statewide network of business service offices to support entrepreneurs and small businesses through programs such as PTAC, BRC, BEAR, and PAB.

STRATEGIC OBJECTIVE #4

TOURISM & OUTDOOR RECREATION

- Increase tourism-based tax revenues 5 percent per year statewide by utilizing the Tourism Marketing Performance Fund to promote outdoor recreation, festivals, museums and other activities.
- Expand tourism marketing to emphasize Utah's appeal as a year-round destination, and to attract specific interest hobbyist groups.
- Grow tourism economy in rural Utah through "Rourism" marketing initiative.
- Develop a 10-year statewide outdoor recreation plan to expand infrastructure.
- Promote Waypoint Grant to enhance recreation infrastructure and youth programs throughout the state.

STRATEGIC OBJECTIVE #5

FILM PRODUCTION

- Increase the \$97 million in annual film-related wages to \$116 million by 2020 by encouraging growth in film, digital and interactive entertainment.
- Commission a research study to identify new growth opportunities and appropriate performance metrics.
- Build on the Sundance/Utah partnership to increase the Sundance Film Festival's estimated \$82 million economic benefit, build Utah's reputation as a creative hub and increase independent film production in Utah.
- Identify and develop career pathways for workforce development to continue to expand film production in the state.

STRATEGIC OBJECTIVE #6

COLLABORATIVE SOLUTIONS

- Support and leverage both partner agencies and community leaders to create proactive, unique economic development solutions statewide.
- Facilitate public-private partnerships that result in better prepared workforce through career pathways projects.
- Work with business leaders to reexamine strategic industries and identify a collaborative action plan to advance industry specific solutions.

PRINCIPLES

UTAH STRATEGIC INDUSTRY CLUSTERS

INDUSTRY ALIGNED

GOED cluster liaisons work with industry to develop and actualize targeted industry ecosystem solutions.

DATA DRIVEN

GOED performs regular data reviews to ensure that resources are deployed effectively and that optimal solutions are developed for industry.

OUTCOME FOCUSED

GOED's cluster support provides collaborative solutions with measurable outcomes to catalyze growth in targeted industries and businesses. A prime focus of the cluster programs is to provide support for small businesses and entrepreneurs in Utah.

COMMUNITY PARTNERSHIPS

- Strengthen relationships and align interests with counties, municipalities, industry associations and other stakeholders.
- Sustain community growth in strategic industries by increasing awareness of GOED services available.

TALENT DEVELOPMENT

- Establish and drive long-term success of STEM programs to enhance industry job creation plans.
- Partner with workforce development, economic development and higher education to strengthen the Utah Cluster Acceleration Partnership (UCAP) grant program in both urban and rural communities.
- Align private sector demands and workforce needs with job training and placement efforts.

BUSINESS RESOURCES

- Support innovation through TCIP, PTAC, BRCs, Rural Fast Track, BEAR and other programs.
- Grow exports by diversifying Utah's value-added export market.
- Facilitate connections with early stage financiers and entrepreneurs.

UTAH'S GLOBAL IMAGE

- Establish Utah as the U.S. destination to live, work and play.
- Increase tourism-based tax revenues through the Tourism Marketing Performance Fund.
- Promote increased tourism and film production.
- Acknowledge outdoor recreation as an essential component of Utah's culture, economy and quality of life, and establish a best practice standard in recreation management.

INDUSTRY COLLABORATION

- Create opportunities for economic growth in the strategic industries of finance, IT software, aerospace & defense, outdoor recreation, life sciences and energy.
- Strengthen industry awareness of incubators and cooperative work locations.
- Conduct trade missions that encourage foreign direct investment.
- Encourage increased utilization of established infrastructure, services and expertise to early-stage companies.

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