



# SOUTHEASTERN UTAH ASSOCIATION OF LOCAL GOVERNMENTS 2005-2009 CONSOLIDATED PLAN ECONOMIC DEVELOPMENT

## **EVALUATION OF ACCOMPLISHMENTS:**

The following section outlines economic development goals identified by the 1999-2004 Consolidated Plan, and the accomplishments of the various economic development organizations throughout the district in meeting these goals.

### **1. Multiple Use Land Planning And Coordination With District Economic Development Practitioners:**

A. During the last five years, SEUALG/SEUEDD staff met regularly with various organizations and land management agencies to discuss land management policies and issues related to wilderness and other land set-asides. Information regarding these issues was made available to local elected officials and concerned citizens.

B. During the last five years, SEUALG/SEUEDD staff also met regularly with the economic development practitioners, chambers of commerce, and travel councils, etc. in each county. Along with exchanging ideas and coordinating economic development efforts, technical assistance was provided as requested.

C. Four job fairs were held during the last five years.

### **2. Operate And Expand The Business and Technical Assistance Center (BTAC):**

A. In the last five years, twenty-three businesses were incubated by the BTAC. Eighteen of these businesses were successful and created an average of three new jobs each.

### **3. Operate The District Revolving Loan Funds:**

A. From 2000 through mid 2004, thirty-four loans totaling \$1,502,137 were made. While eight of these loans had to be written off, one hundred and three permanent jobs were created. Loan amounts ranged from \$7,000 to \$80,000. The average loan was \$44,180.

### **4. Provide Technical Assistance To Low Income And TANF Eligible Clients:**

A. One hundred and twenty TANF eligible clients were given the opportunity to complete a business training course. Successful completion of the course and an approved business plan earned the participant a \$10,000 business start-up grant. Seventy-nine businesses received the grant and sixty-six successful businesses are still in operation. A total of ninety-six jobs were created by these businesses.

### **Economic Development Needs Analysis:**

The Southeastern Utah Economic Development District produces a report every year called the Comprehensive Economic Development Strategy (CEDS). The CEDS will be completely rewritten in 2005. The Consolidated Plan and the CEDS compliment each other in that both use a comprehensive planning process that requires public participation to identify the needs, issues, resources, and priorities of the district's communities. The CED emphasizes employment and job creation while the Consolidated Plan emphasizes community development and housing benefits to people at or below 80% of median income. Participating in the planning process required to produce these documents allows district communities to remain eligible for millions of dollars in critical federal funding. The Economic Development chapter of the Consolidated Plan is a summary of the CEDS. The CEDS in its entirety is included in the Consolidated Plan by reference.

The communities in the southeast district generally did not participate in the economic expansion experienced by the rest of the nation and the State of Utah in the nineties. While the district economy has stabilized from the boom-or-bust days when the primary industry was natural resource extraction, like many other rural areas, the transition to a service economy has not improved either job growth or wage levels. Unemployment remains stubbornly high.

| <b>Unemployment Rates For the Southeast District<sup>1</sup></b> |             |             |             |             |
|--|-------------|-------------|-------------|-------------|
|  | <b>2000</b> | <b>2001</b> | <b>2002</b> | <b>2003</b> |
| Carbon   | 5.9         | 6.3         | 7.0         | 7.8         |
| Emery  | 6.5         | 9.4         | 9.8         | 11.0        |
| Grand  | 6.5         | 6.7         | 7.4         | 7.3         |
| San Juan   | 9.2         | 9.0         | 9.0         | 10.2        |
| State  | 3.3         | 4.4         | 6.1         | 5.6         |

Table EP1

As can be seen from Table EP1, the employment rate in the southeast district has averaged between two and two and one half times the average rate for the state as a whole.

The current unemployment rates in the southeast district are:

| <b>Unemployment Rates as of July 31, 2004<sup>2</sup></b> |               |              |              |                 |              |
|---|---------------|--------------|--------------|-----------------|--------------|
|   | <b>Carbon</b> | <b>Emery</b> | <b>Grand</b> | <b>San Juan</b> | <b>State</b> |
| U.I. Rate   | 6.5           | 9.4          | 6.7          | 10.7            | 4.7          |

Table EP2

Higher unemployment rates seem to go hand in hand with lower average wages and incomes.

| <b>Southeast District - Average Annual Incomes<sup>3</sup></b> |             |             |             |             |
|--|-------------|-------------|-------------|-------------|
|  | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
| Carbon   | 39342       | 40785       | 41883       | 41213       |
| Emery  | 36983       | 38675       | 40561       | 40581       |
| Grand  | 32969       | 34815       | 33825       | 33073       |
| San Juan   | 35445       | 35848       | 34104       | 33840       |
| State  | 50769       | 53452       | 52199       | 50519       |

Table EP3

Average monthly wages are also generally lower than for the state as a whole

<sup>1</sup> Source: Department of Workforce Services

<sup>2</sup> Source: Department of Workforce Services

<sup>3</sup> Source: Utah State Tax Commission, Federal Return Data 2002 (the most current year available)

| Southeast District - Average Monthly Wage <sup>4</sup> |      |      |      |      |
|--|------|------|------|------|
|  | 2000 | 2001 | 2002 | 2003 |
| Carbon   | 2196 | 2257 | 2241 | 2287 |
| Emery  | 2847 | 2991 | 2931 | 2831 |
| Grand  | 1525 | 1607 | 1653 | 1699 |
| San Juan   | 1821 | 1856 | 1833 | 1894 |
| State  | 2401 | 2470 | 2510 | 2551 |

Table EP4

Of special interest is the comparison between Emery County's average monthly wage (the highest in the state) and the county's high unemployment rate, one of the highest in the state. While resource extraction jobs and the jobs offered by the two power plants located in the county do pay well above average, there are not enough of these jobs for all the available workers. Also, there aren't very many jobs in other industries to make up the difference. This is one reason why, despite the high monthly wage, Emery County is ranked number sixteen out of the state's twenty-nine counties for average household income.

Job growth in the southeast district in general has been in decline for the last four years.

| Southeast District Job Growth <sup>5</sup> |        |      |       |      |       |      |          |      |
|--|--------|------|-------|------|-------|------|----------|------|
|  | Carbon |      | Emery |      | Grand |      | San Juan |      |
|  | 2000   | 2003 | 2000  | 2003 | 2000  | 2003 | 2000     | 2003 |
| Non-Farm Jobs                              | 8878   | 8602 | 3605  | 3498 | 4167  | 4263 | 4028     | 3864 |
| Mining                                     | 823    | 742  | 790   | 648  | 75    | 77   | 291      | 180  |
| Construction                               | 267    | 285  | 285   | 337  | 284   | 230  | 219      | 210  |
| Manufacturing                              | 391    | 272  | 20    | 35   | 44    | 49   | 168      | 91   |
| Trade/Trans/Util                           | 2073   | 2059 | 924   | 902  | 824   | 841  | 640      | 462  |
| Information                                | 182    | 101  | 180   | 154  | 48    | 48   | 15       | 12   |
| Financial Serv                             | 202    | 253  | 55    | 55   | 132   | 151  | 48       | 61   |
| Prof & Bus Serv                            | 706    | 640  | 111   | 90   | 183   | 170  | 47       | 83   |
| Ed/Health/Soc Serv                         | 797    | 913  | 84    | 87   | 207   | 257  | 367      | 355  |
| Leisure/Hospitality                        | 740    | 729  | 122   | 169  | 1499  | 1513 | 571      | 574  |
| Other Services                             | 341    | 349  | 143   | 165  | 49    | 87   | 58       | 82   |
| Government                                 | 2356   | 2259 | 891   | 856  | 822   | 840  | 1604     | 1754 |

Table EP5

<sup>4</sup> Source: Department of Workforce Services, Labor Market Information

<sup>5</sup> Source: Department of Workforce Services, Labor Market Information

One must also look behind the economic indicator numbers for Grand County. Even though Grand County had one of the highest job growth rates in the state between 2000 and 2003 (2.3% compared to a state rate of 0%), almost all of the new jobs were in the low paying Leisure/Hospitality and Other Services sectors. Grand County's average monthly wage is one of the lowest in the state, and the county is ranked 26<sup>th</sup> out of twenty-nine counties for average annual household income.

Comparing the average monthly wage to the number of jobs in each employment sector in the district's counties also explains why the monthly wages and household incomes in the district are so low.

| <b>Average Monthly Wage by Industry Sector - 2002<sup>6</sup></b> |               |              |              |                 |              |
|---|---------------|--------------|--------------|-----------------|--------------|
|   | <b>Carbon</b> | <b>Emery</b> | <b>Grand</b> | <b>San Juan</b> | <b>State</b> |
| Mining  | \$4,908       | \$2,634      | \$3,773      | \$2,634         | \$4,122      |
| Construction  | \$3,052       | \$1,758      | \$2,074      | \$1,758         | \$2,563      |
| Manufacturing   | \$2,354       | \$3,127      | \$1,206      | \$3,127         | \$3,068      |
| Trade/Trans/Util  | \$2,938       | \$1,527      | \$2,288      | \$1,524         | \$2,395      |
| Information   | \$1,806       | \$911        | \$1,823      | \$911           | \$3,329      |
| Financial   | \$1,866       | \$1,719      | \$1,525      | \$1,719         | \$3,139      |
| Prof & Bus Serv   | \$1,780       | \$1,266      | \$1,883      | \$1,266         | \$2,814      |
| Ed & Health Serv  | \$1,900       | \$1,682      | \$1,743      | \$1,682         | \$2,294      |
| Hospitality/Leisure   | \$719         | \$1,216      | \$1,010      | \$1,216         | \$1,115      |
| Other Services  | \$2,072       | \$1,319      | \$1,329      | \$1,319         | \$1,854      |
| Government  | \$2,071       | \$2,086      | \$2,403      | \$2,086         | \$2,653      |

Table EP6

The majority of employers in the district are very small businesses, employing fewer than twenty employees. A significant number of these businesses are one-person operations and employ only the owner.

| <b>Number of Establishments and Number of Employees - 1<sup>st</sup> Qtr 2003<sup>7</sup></b> |         |           |           |             |             |             |               |            |
|---|---------|-----------|-----------|-------------|-------------|-------------|---------------|------------|
|   | 0 Empls | 1-4 Empls | 5-9 Empls | 10-19 Empls | 20-49 Empls | 50-99 Empls | 100-249 Empls | 250+ Empls |
| Carbon Estbl  | 49      | 278       | 139       | 89          | 70          | 26          | 7             | 4          |
| Emery Estbl   | 61      | 227       | 111       | 58          | 51          | 11          | 3             | 0          |
| Grand Estbl   | 55      | 189       | 106       | 78          | 39          | 9           | 0             | 0          |
| San Juan Estbl  | 37      | 116       | 73        | 46          | 39          | 19          | 0             | 0          |

Table EP7

<sup>6</sup> Source: Department of Workforce Services, Economic Information

<sup>7</sup> Source: Department of Workforce Services, Economic Data and Information

While small business is the fuel that drives the economies of the southeast district, as is true in other areas, generally, the district's small businesses with don't offer health insurance or offer only limited plans:

1. Only covers employee
2. Employees pay up to 50% of the premium
3. High deductibles and co-pay
4. No dental coverage is offered
5. No prescription drug coverage is offered

Small businesses usually have lower average wages than do larger companies. The fact that a large percentage of the small businesses are in the Leisure/Hospitality and Retail Trade sectors and many of the jobs offered in these sectors are seasonal or part time contributes to the overall lower wage

| Average Monthly Wage Compared to Establishment Size <sup>8</sup> |           |             |             |               |               |               |                     |               |
|--|-----------|-------------|-------------|---------------|---------------|---------------|---------------------|---------------|
|  | 0<br>Empl | 1-4<br>Empl | 5-9<br>Empl | 10-19<br>Empl | 20-49<br>Empl | 50-99<br>Empl | 100-<br>249<br>Empl | 250 +<br>Empl |
| Carbon Avg   | \$1,149   | \$1,870     | \$1,958     | \$1,851       | \$2,023       | \$2,199       | \$2,681             | \$2,588       |
| Emery Avg  | \$5,359   | \$1,818     | \$1,563     | \$1,874       | \$2,587       | \$2,112       | \$3,531             | \$0           |
| Grand Avg.   | \$2,011   | \$1,705     | \$1,566     | \$1,612       | \$1,508       | \$4,193       | \$0                 | \$0           |
| San Juan Avg   | \$776     | \$1,735     | \$1,650     | \$1,555       | \$1,809       | \$3,795       | \$0                 | \$0           |

Table EP8

| Total Number of Employers 1999 through 2003 <sup>9</sup> |      |      |      |      |      |
|--|------|------|------|------|------|
|  | 1999 | 2000 | 2001 | 2002 | 2003 |
| Carbon   | 652  | 650  | 644  | 652  | 665  |
| Emery  | 258  | 252  | 261  | 257  | 255  |
| Grand  | 454  | 460  | 470  | 469  | 485  |
| San Juan   | 347  | 336  | 334  | 329  | 334  |

Table EP9

While entrepreneurship is risky, if successful, operating a small business can be a good way for district residents to work their way out of un and under employment and low wages.

<sup>8</sup> Source: Department of Workforce Services, Economic Data and Information

<sup>9</sup> Source Department of Workforce Service, County Facts

Most of the larger employers in the southeast district are in the one of the service sectors or government (including the school districts).

| Largest Employers <sup>10</sup> |                |            |                   |             |           |
|---------------------------------|----------------|------------|-------------------|-------------|-----------|
| Carbon County                   |                |            | Emery County      |             |           |
| School District                 | Education      | 500 - 999  | School District   | Education   | 250 - 499 |
| Canyon Fuels                    | Mining         | 250 - 499  | Energy West       | Energy West | 250 -0499 |
| Castleview Hospital             | Health         | 250 - 499  | Pacificorp        | Utilities   | 250 - 499 |
| Utah State                      | Gov't          | 250 - 0499 | CW Mining Co      | Mining      | 100 - 249 |
| College of Eastern Utah         | Education      | 250 - 499  | Emery County      | Gov't       | 100 - 249 |
| Wal-Mart                        | Retail         | 250 - 0499 | Neilson Leasing   | Constr      | 100 - 249 |
| Andalex Resources               | Mining         | 100 - 249  | UDOT              | Govt        | 50 - 99   |
| Carbon County                   | Gov't          | 100 - 249  | E.C. Nursing Home | Health      | 50 - 99   |
| Discovery Phone Center          | Tele/Markt     | 100 - 249  | Emery Telcom      | Telecom     | 50 - 99   |
| Joy Mfg. Co.                    | Mining Support | 100 -249   | Genwall Resources | Mining      | 50 - 99   |

Table EP10

| Largest Employers       |             |           |                       |             |           |
|-------------------------|-------------|-----------|-----------------------|-------------|-----------|
| Grand County            |             |           | San Juan County       |             |           |
| Allen Memorial Hospital | Health      | 100 - 249 | School District       | Education   | 500 - 999 |
| Grand County            | Gov't       | 100 - 249 | College of Eastern UT | Education   | 100 - 249 |
| School District         | Education   | 100 - 249 | Halls Crossing Resort | Hospitality | 100 -249  |
| Greenwell Motel         | Hospitality | 100 - 249 | San Juan County       | Gov't       | 100 -249  |
| Nat'l Park Service      | Gov't       | 100 - 249 | Utah State            | Gov't       | 100 - 249 |
| BLM                     | Gov't       | 50 - 99   | Blanding Grocery      | Retail      | 50 - 99   |
| City Market             | Retail      | 50 - 99   | 4Corners Reg Care     | Health      | 50 - 99   |
| UDOT                    | Gov't       | 50 - 99   | Gouldings, Inc.       | Hospitality | 50 - 99   |
| Moab Brewery            | Hospitality | 50 - 99   | Montezuma Head Start  | Education   | 50 - 99   |
| Moab City               | Gov't       | 50 -99    | Montezuma Health      | Health      | 50 - 99   |

Table EP11

As can be determined from comparing Table EP6 with Tables EP10 & 11, the highest wages are found in the counties where the largest employers are in the mining or utilities industries. The lowest

<sup>10</sup> Source for Tables EP10 and 11: Department of Workforce Services, Economic Data-Largest Employers Annual Averages for 2003

wages are found in the counties where most of the employers are in the government and hospitality industries.

As detailed in the "Evaluation of Accomplishments" section at the beginning of this chapter, the emphasis for the district's economic development practitioners and agencies has been on providing technical assistance and support to small business.

A major component of that support system has been the district's Revolving Loan Fund Program which was formed in 1990 and is now worth:

| SEUALG Revolving Loan Fund Values as of 6/30/04 |           |           |          |             |           |              |                 |                    |
|---|-----------|-----------|----------|-------------|-----------|--------------|-----------------|--------------------|
| Fund  | EDA       | CDBG      | FmHA     | SJ Co. CDBG | EDA Recap | Rural Develp | Monticello CDBG | Forest Partnership |
| \$\$  | \$415,352 | \$160,153 | \$41,064 | \$1,246     | \$200,549 | \$25,066     | \$55,566        | \$40,500           |

Table EP12

The total portfolio value is \$909,530. Over the last five years approximately \$193,000 in bad loans had to be written off.

Because of the very low market rates the last few years, the Revolving Loan Fund Program has been utilized much less than during the late 1990's. However, with the rise in interest rates and the poorer economy, applications have increased.

Another major provider of services to the district's small business clientele are the four SBA/Small Business Development Centers.

| Small Business Development Centers and SBA HubZones |                   |       |       |          |
|---|-------------------|-------|-------|----------|
|   | Carbon            | Emery | Grand | San Juan |
| HubZone   | Yes               | Yes   | Yes   | Yes      |
| SBDC Office   | Yes <sup>11</sup> | No    | Yes   | Yes      |

Table EP13

All four counties are designated as Enterprise Zones and all four counties have designated Smart Site communities and have businesses that have met the Smart Site criteria

| Smart Site Communities and Businesses |        |       |       |          |
|---------------------------------------|--------|-------|-------|----------|
|                                       | Carbon | Emery | Grand | San Juan |
| Communities                           | 1      | 2     | 1     | 2        |
| Businesses                            | 3      | 3     | 4     | 1        |

Table EP14

<sup>8</sup> The SBDC located in Carbon County also serves clients in Emery County

## **Comprehensive Economic Development Strategy Mission Statement**

It is the mission of the Southeastern Utah Economic Development District to:

- Provide a regional clearinghouse for economic development data and information and a means for efficient use of the data and information
- Provide an effective Comprehensive Economic Development District functional document to provide guidance to District efforts and resources
- Provide a forum for personal and commercial concerns to make their needs known to economic development practitioners
- Provide support to increase District job and employment opportunities and availability
- Provide support to increase the average wages received by District workers, increasing the per-capita and household income for District residents
- Provide support to decrease out-migration while increasing in-migration with attention to demographic population trends
- Provide a means to identify the strengths, weakness, opportunities and tactics faced by individual counties and the District as a whole
- Provide a forum for multiple land use in terms of environmental and natural resources issue presentation
- Provide a basis for improving the quality of life in southeastern Utah
- Provide support to improve and add to District infrastructure capacity

The goals and mission of the Southeastern Utah Economic Development District are fundamentally and significantly impacted by mandates and direction that the CEDS Committee, including local publically elected officials, have placed upon the District, District resources and administrative staff.

With an analysis of the District, the vision, mission and some goals for the future of economic development in southeastern Utah we can look toward a plan of how to get to that economic development position from our present situation. From the current situational analysis, CEDS Committee members and public input concerning the issues faced in southeastern Utah, the following assumptions can be made about witnessed trends in the Southeastern Utah Economic Development District economy and the individual economies of the constituent member communities. Also taken into consideration at this point will be expected changes in economic factors throughout the District as well as criteria needed for use of area and District resources. Some of the recognized assumptions and witnessed trends as ultimately identified by the Comprehensive Economic Development Strategy Committee are:

- There is an ongoing need for economic development support and assistance
- The population of the SEUEDD is aging at an increasing pace
- Unemployment remains consistently above state and national levels
- New jobs created tend to be in the lower to moderate paying service industries
- Only minor overall District population growth is expected
- Public land is continually threatened by sources outside the District
- District-wide infrastructure and services are inferior or non-existent

The Southeastern Utah Economic Development District will act on by way of the annual SEUEDD scope of work, planned programs, projects and activities in which the CEDS Committee and process have identified as being of top priority and having the best opportunity for accomplishment as well as those being the most critical for completion to the District as a whole and the individual communities involved. These work program items will be addressed and acted on by the SEUEDD administrative staff with guidance, oversight and assistance from the members of the CEDS Committee and any of th identified or available CEDS partners

Finally, we must evaluate our results and progress toward the outlined goals of the Comprehensive Economic Development Strategy of the District. The Southeastern Utah Economic Development District administrative staff and the Comprehensive Economic Development Strategy Committee will provide a basis for, and conduct annual self-evaluations of, the performance of the District involvement in economic development issues in response to the Comprehensive Economic Development Strategy process and goals set forth and outlined in this document. This will be done through an ongoing review and analysis of CEDS processes and goals by the administrative staff and recommendation to the CEDS Committee. This review and progress will be reported to the Economic Development Administration in an annually developed CEDS District status report and statistical information update. Additional reporting will be provided to the Economic Development Administration in the form of annual progress reports submitted and based on EDA accepted annual administrative work programs.

### **Southeastern Utah Economic Development District Goals**

- Maintain eligibility for EDA programs
- Retain and expand business
- Attract new business
- Increase economic development capacity
- Develop industrial and business sites
- Increase technical and advanced educational services
- Improve quality of public and community education
- Improve transportation and essential services
- Promote the CEDS and communicate its goals
- Support natural resource production and involvement in public lands decision making processes
- Support the development of district agricultural concerns
- Support and promote tourism in the district
- Support the expansion of health care services

## **How the Southeastern Utah Economic Development District Sets Priorities:**

Setting priorities is determined by the District to be paramount in importance to making decisions based on the utilization of limited resources available to the District. To ensure proper, effective and efficient usage of all District resources in setting priorities the following factors will be considered in their relationship to the established goals.

- The opportunity to capitalize upon the development potential or problem
- The effect that achieving the goal will have on the economic development potential or problem
- Time frame of goal being scrutinized - ongoing, short, medium or long term
- Additional actions that are related to the goal that may be concurrently underway or planned in the District
- The relationship of the individual goal accomplishment to the accomplishment of other Comprehensive Economic Development Strategy goals.
- The expected environmental impact on the District in having achieved the goal

The Southeastern Utah Economic Development District Comprehensive Economic Development Strategy Committee membership has determined that the requirement for, and provision of a functional working methodology of priority for District resources is pertinent to the successful implementation of the CEDS. To establish priority for District CEDS goals in light of discontinued or limited resources including funding and administrative time spent, an informal rating and ranking system will be used during meetings of the CEDS committee to establish projects of higher priority from those of lower priority. This does not make an inference or supposition as to the current, potential or perceived importance of any specific CEDS goal, project or program, but rather the ability of the SEUEDD to effectively address or provide change to a given situation, at a given time, under the utilization of limited resources.

Although this internal SEUEDD system of CEDS goal project and program prioritization rating and ranking may be viewed as somewhat subjective in nature, the diversity and representation of the CEDS Committee will provide for a realistic, functional and measurable

setting of CEDS goal priorities. This system will include an analysis and review of the following items, and be still further scrutinized under the terms outlined in the yearly action plans.

- Reasonableness of the project or program for the District to realize functional and tangible economic development and employment results
- Timeliness of implementation for the project
- Ongoing and perpetual nature of the project or program to the District
- Long term results in District economic development impact
- Consistency of component with the goals outlined in the CEDS document
- Available personnel and funding resources to undertake project or program
- The opportunity to capitalize upon the development potential or the severity of the problem the CEDS goal is to address
- The effect that achieving each goal will have on the development potential or problem
- Whether the goal is directed toward achieving short, intermediate, or long term results
- Actions related to goals that are already underway or planned
- The relationship of this goal to the accomplishments of other goals

### **Southeastern Utah Economic Development District Evaluation Process**

The Southeastern Utah Economic Development District administrative staff and the Comprehensive Economic Development Strategy Committee will provide a basis for, and conduct annual self-evaluations of the performance of the District involvement in economic development issues in response to the Comprehensive Economic Development Strategy process and goals set forth and outlined in this document. This will be done through an ongoing

review and analysis of CEDS processes and goals by the administrative staff and recommendation to the CEDS Committee. This review and progress will be reported to the Economic Development Administration in an annually developed CEDS District status report. Additional reporting will be provided to the Economic Development Administration in the form of annual progress reports submitted and based on EDA accepted annual administrative work programs.

Further evaluation will be made through determination of the overall usefulness of the CEDS document in cross application to various other District economic development efforts and resources including a resource document for individual community and area economic development practitioner support and reference. Further usage of the CEDS document will be made in the form of information provided to private entities, such as individuals and businesses, in order to increase their District presence as well as effectiveness in the individual economies of the District.

Specific individual CEDS goals may be measured against individual goal or emphasis area performance measures and reviewed at regular meetings of the CEDS Committee throughout the year. Examples of the measurement of success may be identified as a specified increase in existing business employment, increases of a determined amount in the per-capita wage, increases of a specific amount over a determined time in the amount of funding for economic development of the District, development of a specified amount of industrial or business sites. Other performance measures may be as follows:

- Has the identifiable CEDS goal been approached or addressed
- Have the specified objective been utilized in the addressing of the goal
- Are new or revised objectives in order to continue progress toward goal completion
- Does a review of the CEDS goals indicate that the goals remain pertinent to the progress of recognized economic efforts in the District
- Are all CEDS and SEUEDD activities consistent with the plans set forth and outlined in the CEDS document

- Is a proper SEUEDD annual work program outlined and administered to move toward CEDS goals for the District on a regular basis
- Are new, updated or revised CEDS goals warranted, wanted or needed as determined by the CEDS Committee and process
- Are there new or unused resources available to the CEDS Committee of administrative staff to assist in the CEDS process for the District

As instructed and/or directed by the Economic Development Administration, or as individual or Southeastern Utah Economic Development District resources permit, the Comprehensive Economic Development Strategy Committee may make reception for or invite an independent third party to review the progress of the Southeastern Utah Economic Development District toward District Comprehensive Economic Development Strategy goals and direction. This may be in the form of another economic development district, a University Center, or a private consultant.

To meet Economic Development Administration reporting requirements the Southeastern Utah Economic Development District will submit this Comprehensive Economic Development Strategy to EDA for approval and to all appropriate local, regional and state agencies for informational content. All CEDS annual updates will be made available for review and comment by appropriate government bodies and local interest groups in the area covered. The annual updates will address the need to: (1) adjust the CEDS as needed; (2) report on the previous year's economic development activities and any significant changes in the region's economic conditions; (3) evaluate effectiveness in meeting goals, and; (4) schedule achievable goals for the coming year.

## **2004 - 2005 Southeastern Utah Economic Development District Work Plan**

### A. Maintain District Information Database

1. Provide on-line information and access to the Comprehensive Economic Development Strategy (CEDS) and the Housing and Urban Development Consolidated Plan process to increase public awareness and participation.

## B. Marketing and Promotion for the Region

1. Continue current marketing efforts with local communities in diversifying local economics
2. Assist local economic development directors to identify market clusters to ensure that potential investments are market driven and diversify the local economies that currently depend heavily on natural resource extraction

## C. Economic Development Activities and Job Creation

1. Assist the Business and Technical Assistance Center (BTAC), Small Business Development Centers (SBDC) and other appropriate agencies and organizations in the production and distribution of business support materials and programs. An emphasis will be placed on marketing materials designed to promote economic clusters and business climate in southeastern Utah.
2. Grant Writing Assistance - provide assistance to counties and communities in locating appropriate funding sources for programs and project completion; maximizing private investment dollars
3. Assist communities in the District in completing grant applications and reporting requirements
4. District Business Start-up and Expansion - support and provide technical assistance to encourage existing business retention and expansion within the District. Work with county and community economic development committees to develop an aggressive retention and expansion program leading to higher skilled or higher wage paying jobs
5. Develop Human Capital - support and participate in regional Workforce Development Council initiatives to support the transition of low income, unemployed, underemployed or dislocated workers to return to the labor force with an increase in skills and potential wage
6. Provide local economic development practitioners, government officials and CEDS Committee members with information on available training and educational opportunities in economic development at the local, regional, state and national level.
7. Disseminate District information to local economic development practitioners, government officials and CEDS Committee members.

8. Access to Capital - continue to promote existing revolving loan funds and, where possible and as appropriate, seek additional funds to supplement existing funds. Promote District venture capital workshops with venture capital professionals.

#### D. Infrastructure Needs Planning and Development

1. Provide Information on Land Use Planning - assist counties and communities in analyzing land use plans for continued economic development and growth in the District

2. Provide Natural Resource Management Assistance to Counties - provide information to District residents and elected official on the importance and contribution of public land use based industries and businesses to District economies

3. Assist in the review of proposed regulations and initiatives that may affect natural resource business and industries in the District

4. Project Identification and Support - assist communities and counties to identify possible economic development projects and programs that are market driven and have a direct impact on job creation and economic diversification. Perform support functions as appropriate to ensure the best possible result of all economic development projects and programs. Assist with site visits by interested parties including EDA, private industry and business concerns.

5. Transportation Issues - support local communities and counties in the improvement of transportation infrastructure and traffic flows

6. Telecommunications - support and advocate telecommunication infrastructure

#### **Economic Development Needs Priorities:**

In conjunction with the goals, objectives, and work plan of the Southeastern Utah Economic Development District, the Comprehensive Economic Development Strategy (CEDS) the following economic development goals have been established for the Consolidated Plan:

#### **1. Complete The SEUEDD Work Plan**

A. Active participation in district economic development meetings in all four counties

B. Assist the Business and Technical Assistance Center (BTAC) Small Business Development Centers (SBDC) and other appropriate agencies and organizations in the production and distribution of business support materials and programs. An emphasis will be placed on marketing materials designed to promote economic clusters and the business climate in southeastern Utah

## **2. Complete Rewrite Of The Comprehensive Economic Development Strategy (CEDS).**

A. The CEDS will be completely rewritten in 2005. The staff of the Southeastern Utah Economic Development District and the Southeastern Utah Association of Local Governments Community Development Block Grant program will coordinate the information contained in both the CEDS and the Consolidated Plan. One statistical appendix is produced for both documents.

## **3. Other Economic Development Planning Activities**

A. Other planning projects include a water retention study, feasibility study for a science center, a master plan for a community center that will offer "one-stop" community services, and feasibility study for the expansion of the prehistoric museum in Price City.

## **4. Continue to Operate the Revolving Loan Funds.**

A. Provide capital to the businesses within the district for the primary purpose of starting and retaining business to increase the number of jobs available to district residents

## **5. Provide Technical Assistance to District Businesses**

A. Provide technical assistance and business training opportunities to district businesses to help business owners develop business plans and obtain needed financing

## **6. Provide Technical Assistance to Individuals**

A. Provide technical assistance and business training opportunities to individuals and participate in the efforts of the Small Business Investment Council to obtain additional funding for the district's seed grant program to promote entrepreneurial opportunities for low-income people.

## **7. Coordinate Service Delivery To District Businesses and Individuals**

A. Continue to coordinate service delivery and issued and needs identification with the Business and Technical Assistance Centers, the Small Business Development Centers, and the county economic development practitioners.

B. Coordinate the development of the Consolidated Plan and the Comprehensive Economic Development Strategy, with an emphasis on benefit to the district's low-income residents, and in the process provide the required match for the SEUEDD Planning Program.