

**2008**  
**COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY**



Prepared by

The Southeastern Utah Economic  
Development District  
375 S. Carbon Ave.  
Price, Utah 84501



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## CEDS STRATEGY COMMITTEE

The CEDS Strategy Committee guides the Southeastern Utah Economic Development District CEDS development process. This committee includes representatives from the private and public sector and includes members who have broad interests and connections in all four of the district's member counties.

<b>Name</b>	<b>Affiliation</b>	<b>Other Interests</b>
Bruce Adams	Rancher/Farmer	Environment and Public Land Use Issues
Doug Allen	Owner, Blue Mountain Foods	Community Development & Human Services
Ken Davey	Owner, Eklecticafe	Economic and Community Development
Charles Delorme	Owner, Delorme Travel (Archeological Tours)	Environment, Economic Development, Geology/Archeology
Deborah Dull	Community & Industrial Development Planner, Rocky Mountain Power, Inc,	Board Member, United Way, Board Member, Western Energy Training Center
Susan Etzell	Regional Manger, State of Utah Department of Workforce Services	Workforce Development, Social Services, Women's Issues
Delynn Fielding	Director, Carbon County Community Development Corporation	Business Development, Business Training, Governor's Rural Partnership Board Member
Jeri Hamilton	Branch Manager, Eastern Utah Credit Union-Moab City	Women's issues, housing, business development
Mike McCandless	Owner, McCandless Enterprises-Farming and Equipment	Economic Development, Utilities Distribution, Water Issues
Jerry McNeeley	Grand County Commissioner	Public lands and road issues, resources development, public lands access
Mike Milovich	Director, Eastern Utah Credit Union	Business development, revolving loan fund programs, mineral lease funds distribution
Joe Piccolo	Owner, Supreme Muffler and Auto Repair	Workforce development, education, health insurance
Kirt Rasmussen	Manager, Feature Films for Families	Workforce development, family and youth issues
Dave Sakrison	Owner, Dave's Corner Market	Environmental issues, water and community development
Drew Sitterud	Rancher/Farmer	Value added agricultural products, bio-fuels crops

A public comment period was held from April 29, 2008 through May 29, 2008. Public notices about the comment period were published a week in advance in the five county general circulation newspapers (published once a week). Draft copies of the CEDS were available to all interested parties and the general public. No additional comments were received during the public comment period

The staff of the Southeastern Utah Economic Development District is responsible for the preparation of the CEDS document, the periodic/annual updates, and for maintaining the statistical database. The SEUEDD staff travel throughout the district to meet regularly with CEDS committee members, community partners and stakeholders, public service agencies and interested parties in order to coordinate the information gathering process.



# SOUTHEASTERN UTAH ECONOMIC DEVELOPMENT DISTRICT REGIONAL ECONOMIC PROFILE

The Southeastern Utah Economic Development District encompasses the four counties in southeastern Utah (Carbon, Emery, Grand and San Juan) that make up almost twenty-one percent of the land area of the state.



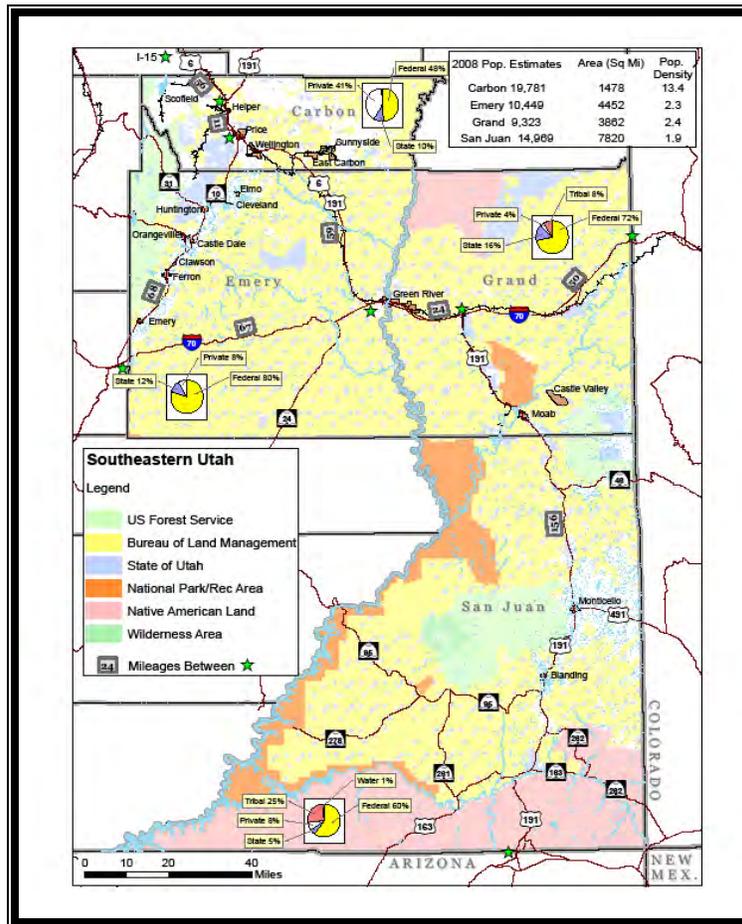
Although each county is different from its neighbor, the entire district is generally considered rural/remote and offers a rich diversity in recreational and cultural opportunities, along with the potential for significant economic development activity. The southeastern Utah region includes a portion of the Navajo Reservation (the Utah Navajo Strip). The Navajo Reservation also includes pockets of Ute tribal and/or chapter land and the Four Corners National Monument.

The geography of the district includes mountain vistas that approach elevations of almost twelve thousand feet and the classic desert environments of Monument Valley. The district is home to seven national parks and monuments, six state parks, and countless local recreational areas.

There are an estimated two billion tons of coal reserves in the southeast Utah region, along with trillions of cubic feet of natural gas and thousands of square miles of oil shale deposits. The primary industries that contribute to the district's economy are resources extraction, government/education, and the recreation/tourism industries.



## Land Ownership



The land base within the four district counties is predominantly publically owned. Accordingly, federal and state land policies are often a predominant factor in the economic development decision-making processes of local business and industry. The SEUEDD is directly involved in reviewing and commenting upon all land-based resource development projects on both federal and state lands within the district. Most commonly, these projects are concerned with agricultural improvements designed to facilitate the grazing industry or with oil and gas drilling activities and their related projects such as right-of-way development and pipeline construction. Moreover, the district’s counties hold “participating agency” status with the Bureau of Land Management in its resource planning processes. Some SEUEDD board and CEDS committee members are members of the state and federal Resource Advisory Councils (RACs). SEUEDD review of and comment upon proposed and planned land-based projects and also direct involvement of SEUEDD member counties and board members in agency planning processes provides the SEUEDD with substantial opportunity to broach and defend its goals and objectives before agency decision makers and, thereby, influence to the extent possible agency resource decisions in a manner favorable to the purposes and goals of the SEUEDD.



## Environmental Features and Resources

### National and State Parks and Recreation Areas

Southeastern Utah is home to numerous national and state parks, national forests, Native American Reservations, national monuments and recreation areas. These destination sites bring close to four million tourists into the southeast Utah District. Tourism provides between 15% and 20% of the non-farm employment, and contributes approximately \$450 million in direct tourist spending and an additional \$1.5 million in tourism related taxes.

<b>NATIONAL PARKS, MONUMENTS &amp; RECREATION AREAS</b>	
Name	Location
Arches National Park	Grand County
Canyonland National Park	Grand, San Juan Counties
Four Corners National Monument	San Juan County
Hovenweep National Monument	San Juan County
Natural Bridges National Monument	San Juan County
Rainbow Bridge National Monument	San Juan County
Lake Powell Recreation Area	San Juan County
Monument Valley Tribal Recreation Area	San Juan County
Price Canyon Recreation Area	Carbon County
Bookcliffs Recreation Area	Emery and Grand Counties
<b>NATIONAL FORESTS</b>	
Manti/Lasal National Forest	Carbon, Emery, Grand & San Juan Counties
<b>NATIVE AMERICAN RESERVATIONS</b>	
Navajo Reservation	San Juan County
Ute Tribal Land	San Juan County
<b>STATE PARKS</b>	
Dead Horse Point State Park	Grand County
Edge of the Cedars State Park	San Juan County
Goblin Valley State Park	Emery County
Goosenecks State Park	San Juan County
Green River State Park	Emery County
Huntington State Park	Emery County
Millsite State Park	Emery County
Scofield State Park	Carbon County
<b>SCENIC BYWAYS</b>	
The Energy Loop (American Byway)	Emery County
Dead Horse Mesa Byway (Utah Byway)	Grand County
Indian Canyon Byway (Utah Byway)	Carbon County
Monument Valley to Bluff (Utah Byway)	San Juan County
Nine Mile Canyon Byway (Utah Byway)	Carbon County
Trail of the Ancients (Utah Byway)	San Juan County

## Agricultural Lands

Agriculture is a relatively important component of the District economy. However, most of the approximately 1,020 farms are small part-time operations. Approximately 1,969,572 district acres (17.5% of the land mass) are devoted to crop and animal production. Most of the district's farm/ranch production is in alfalfa hay and beef cattle. Much of the land devoted to beef cattle are grazing allotments (permits) on Bureau of Land Management land. Dry beans and orchard fruit (apples, pears and peaches) comprise the next largest segment of the District's agriculture economy.

Resources to promote viable agriculture activities include five conservation districts (one each in Carbon, Grand and San Juan counties and two in Emery County) and the Castleland Resource Conservation and Development Council.

## Water Resources

Water availability and quality is a vital concern to the communities in southeastern Utah. The natural water resources in southeastern Utah are a major contributor to the Colorado River drainage system, so water rights and usage are very complicated and must be coordinate with the other states that depend on this system for water. Also, the arid climate of the District makes it necessary for communities to rely almost exclusively on impounded snow pack run-off (either man-made reservoirs or recharged spring systems), in order to meet both their primary and secondary/agricultural water needs. The district also has one designated sole sources aquifer located Grand County.

The Environmental Protection Agency along with the Utah State Department of Water Quality has identified thirteen impaired water sites within the District. Almost all of the impairment is related to high salinity, sulfate, or chloride levels within these streams and rivers. Mitigation includes comprehensive efforts to reduce agricultural run-off, limit livestock access to natural water bodies, and maintain/repair riparian areas.

## Air Quality

Because the southeastern Utah District has such a low population air quality is rated "very good" by the Utah Department of Environmental Quality, and no communities within the District have ever been listed as non-compliant. The primary sources of air pollution in southeastern Utah are the coal fired power plants, but even in the counties that host these power plants, air quality is far superior to that found in the more urban areas of the state. However, pollution from coal fired power plants located on reservation lands in New Mexico and Arizona that don't have to fully comply with EPA standards are beginning to cause a decrease in air quality, particularly in southern San Juan County.

## Brownfields and Superfund Sites

The Utah State Department of Environmental Quality, Division of Environmental Response defines a Brownfield site as: “A *Brownfields site means real property, the expansion, redevelopment or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant or contaminant, controlled substance or petroleum product. A Brownfields site may also be mine scarred land.*”

The Division of Environmental Response (DER) administers the state’s Voluntary Cleanup Program, and conducts Targeted Brownfields Assessments (TBA) for qualified communities, local governments or non-profit groups. The DER does not currently list any active Brownfield sites within the southeastern District. However, the agency does list twenty-three sites as complete or inactive. All of these sites are currently owned/operated by various businesses (primarily railroads, utilities and mining concerns) and the property is not available for development. DER also monitors underground storage tank sites and lists 225 sites within southeastern Utah that have leaking tanks. 194 of these sites have been mitigated and 31 are in process or still open.

The National Priorities List for the Superfund Program includes only one active site for southeastern Utah: the Atlas Mineral Corporation Mill Site. The large tailings pile on the banks of the Colorado River is slated for removal, a process that began in late 2007 and will take an estimated ten years to complete.

## Threatened and Endangered Species

Eleven animal and eight plant species found within the southeastern Utah District are included in the Environmental Protection Agency’s Endangered Species Protection Program. Several of the fish species listed and the California condor could have a dramatic impact on development in the district. The fish species directly impact the ability of District communities to develop scarce water resources. District communities participate actively in the resource management planning activities of federal and state agencies in order to positively mitigate any economic impacts.

## Natural Hazards

The primary natural hazards that communities in southeastern Utah must be prepared to deal with are wild fire and earthquakes. The cities and town in southeastern Utah that lie along the major highways and railroad lines must also plan for emergencies that might involve hazardous materials.

All communities in the District participated in the regional pre-disaster mitigation planning process ([http://www.seualg.dst.ut.us/Planning/PDM\\_Plan.htm](http://www.seualg.dst.ut.us/Planning/PDM_Plan.htm)) that was completed in 2003. This plan will be updated within the next twenty-four months. All four counties have wildfire response plans as do many individual communities in each county. All four counties also have emergency response plans that include allocation of resources and clear areas of responsibility for all participating agencies.



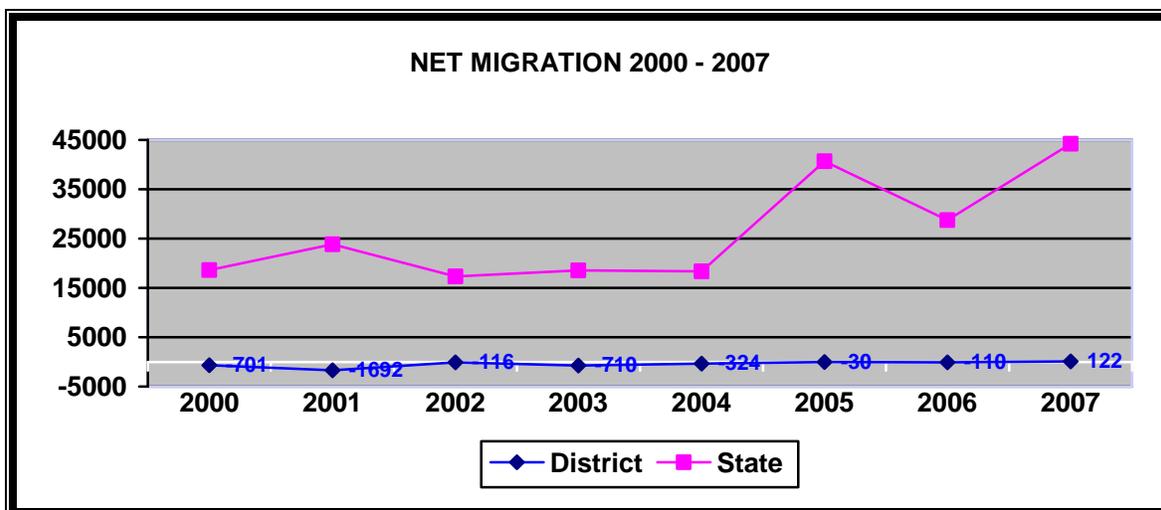
## Population and People

The southeastern Utah district is a large district of approximately 17,400 square miles. However, this is a sparsely populated district, and its fifty-three thousand four hundred and thirty two citizens comprise only two percent of the state's population

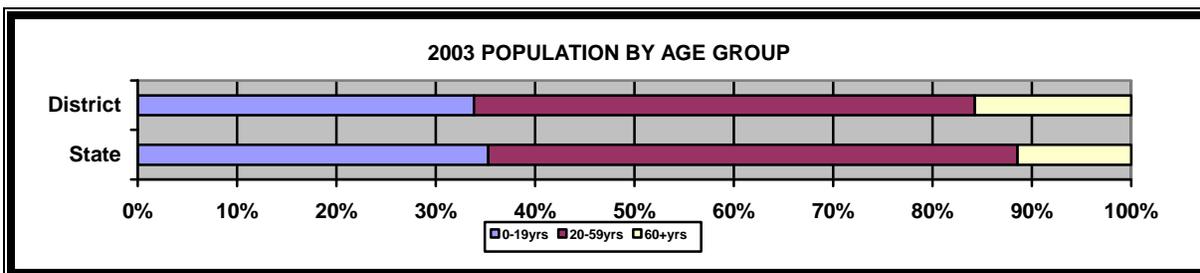
While the population in the district is sparse, the residents in each county are generally concentrated in the nineteen small towns and unincorporated communities that have developed along the major highways that run through each county.

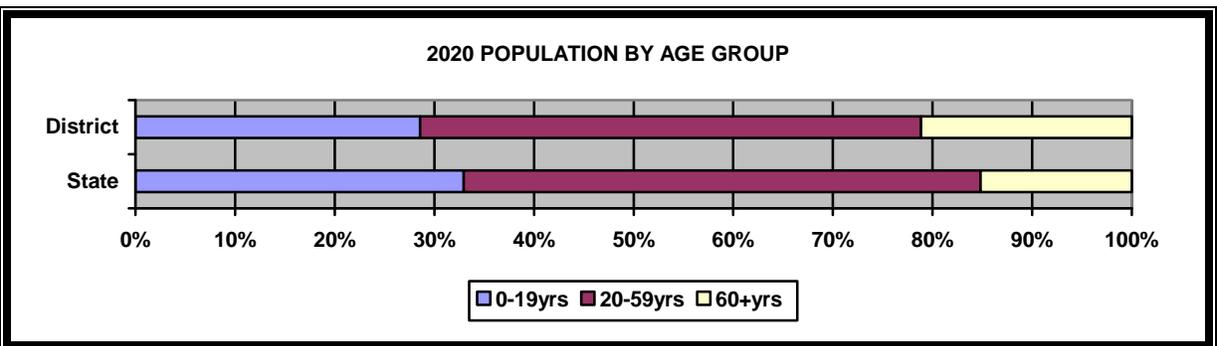
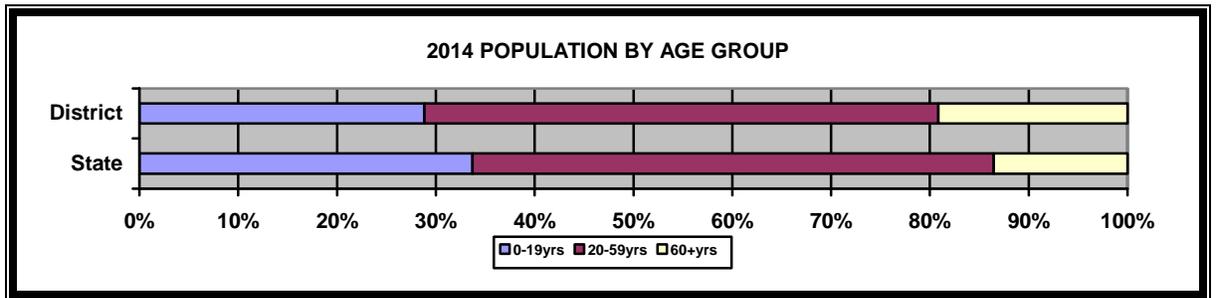
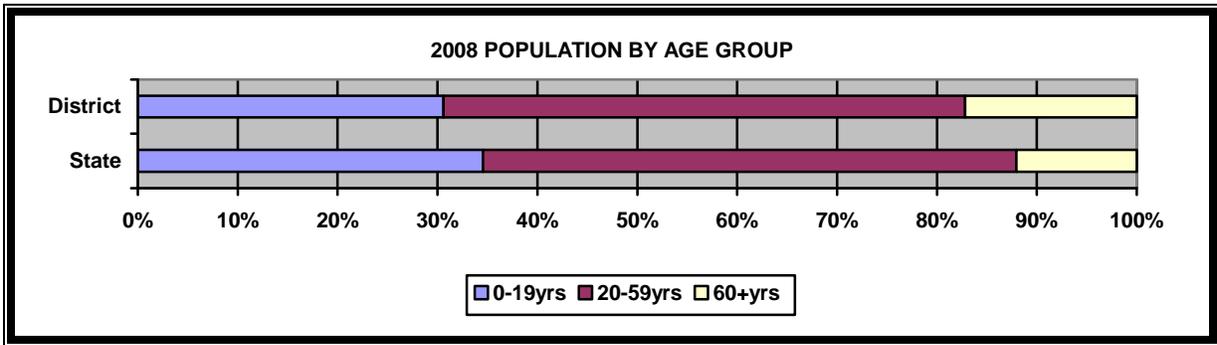
Unlike the rest of the state of Utah, population growth in the southeastern district has been either stagnant or in decline since the 2000 Census, especially in the two northern counties.

Since the year 2000 the Utah Population Estimates Committee has determined the net in-migration rates for the district to be:



In general the population of the southeastern Utah district is older when compared to the state as a whole. This trend is projected to continue.





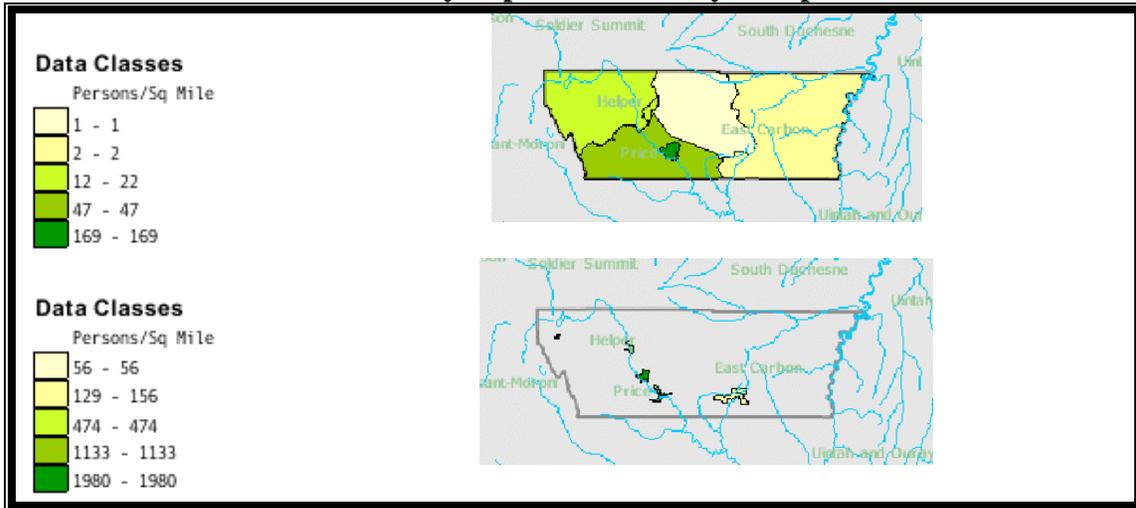
Source: Utah Population Estimates Committee

Slow population growth coupled with a higher average age may mean that special workforce development programs will need to be considered to ensure a labor force adequate to meet the demand an expanding economy will require. This may be especially necessary in the resource extraction industries where the physical nature of the work generally requires a younger workforce.

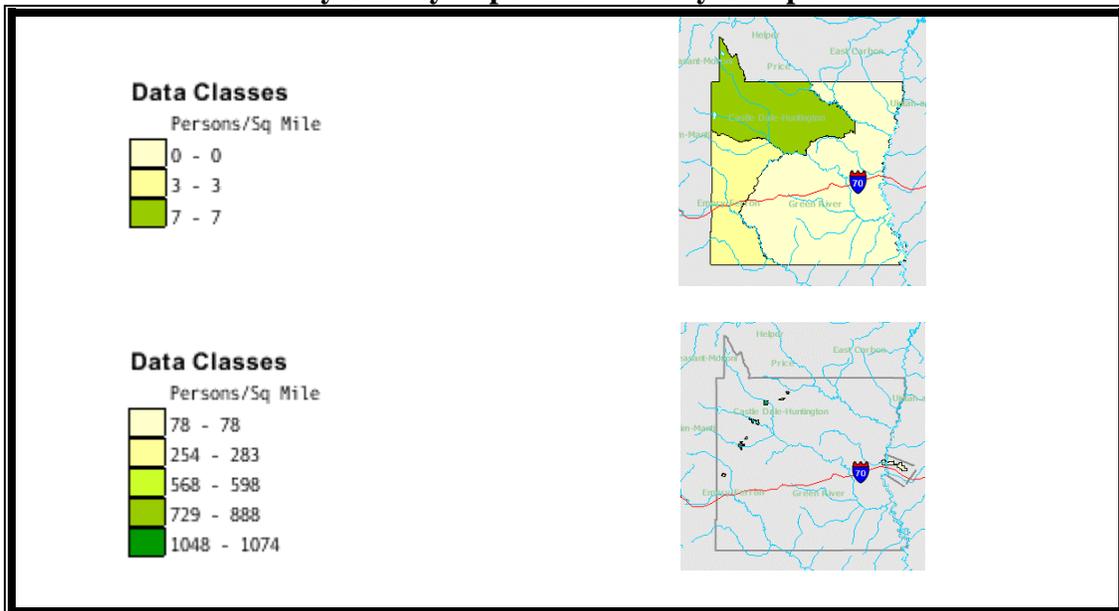
While the southeastern Utah district is sparsely populated, most of the residents are clustered in the cities and towns and enjoy a small-town, even somewhat urban life-style and culture<sup>1</sup>.

<sup>1</sup> U.S. Census Bureau, American FactFinder

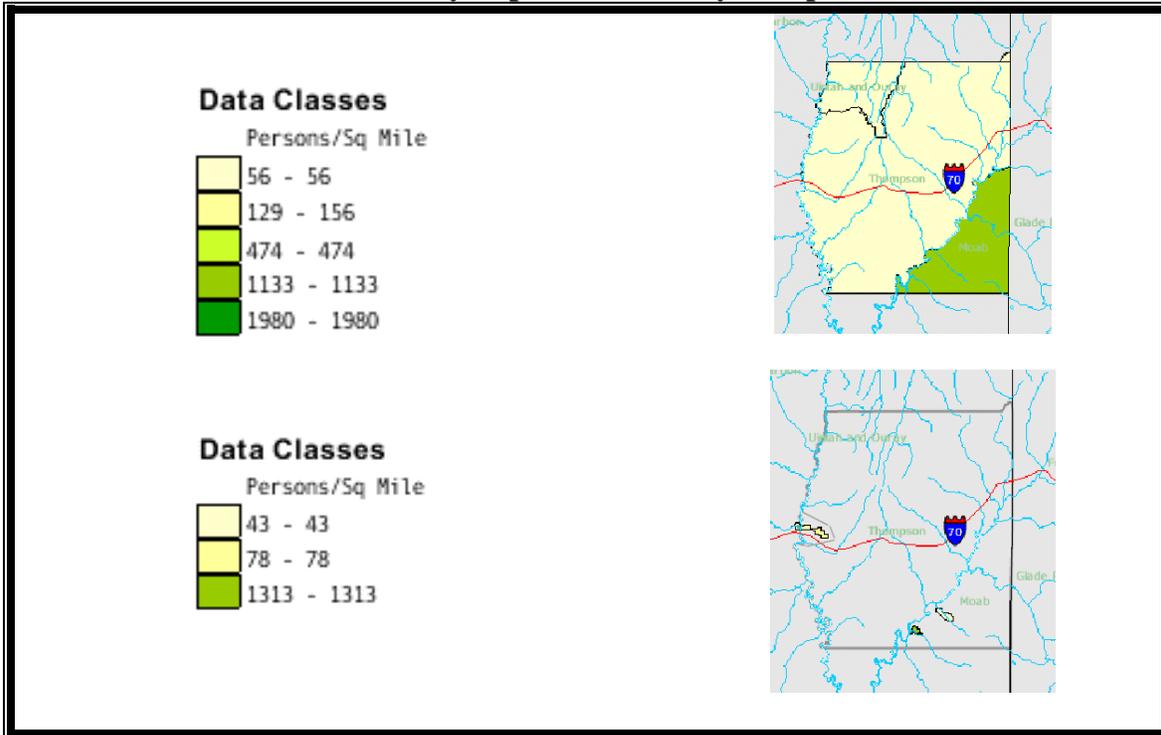
## Carbon County Population Density Comparison



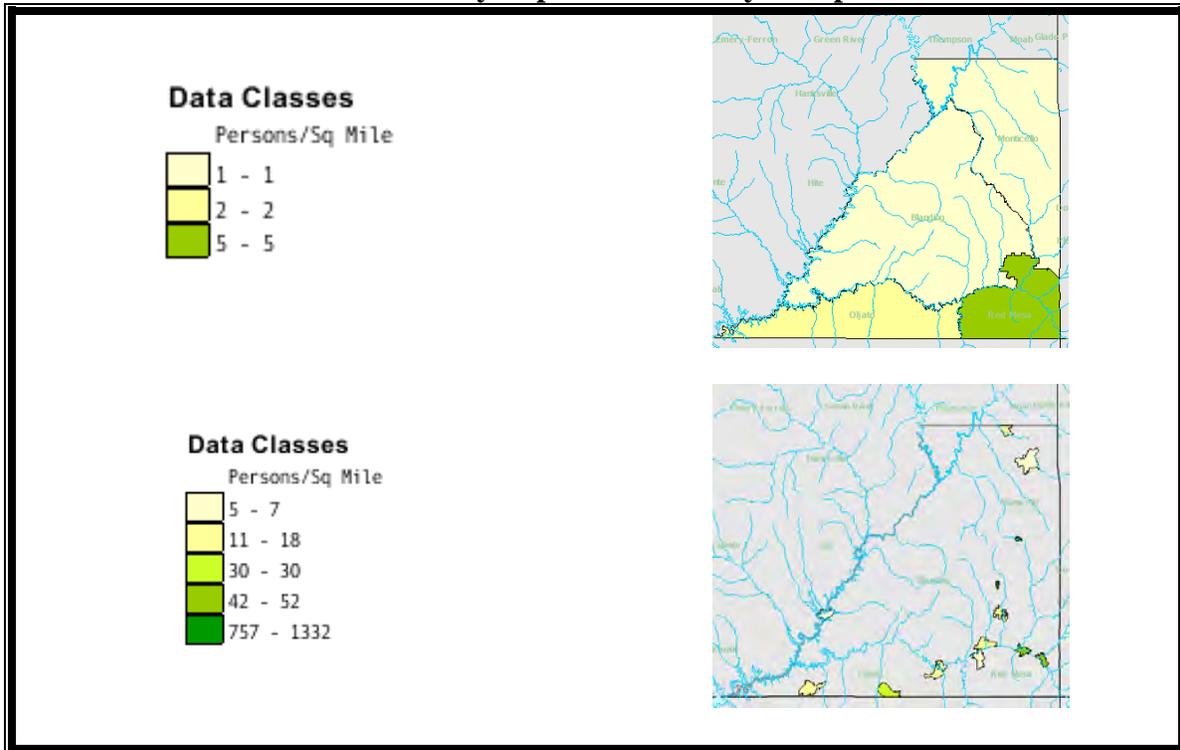
## Emery County Population Density Comparison



## Grand County Population Density Comparison

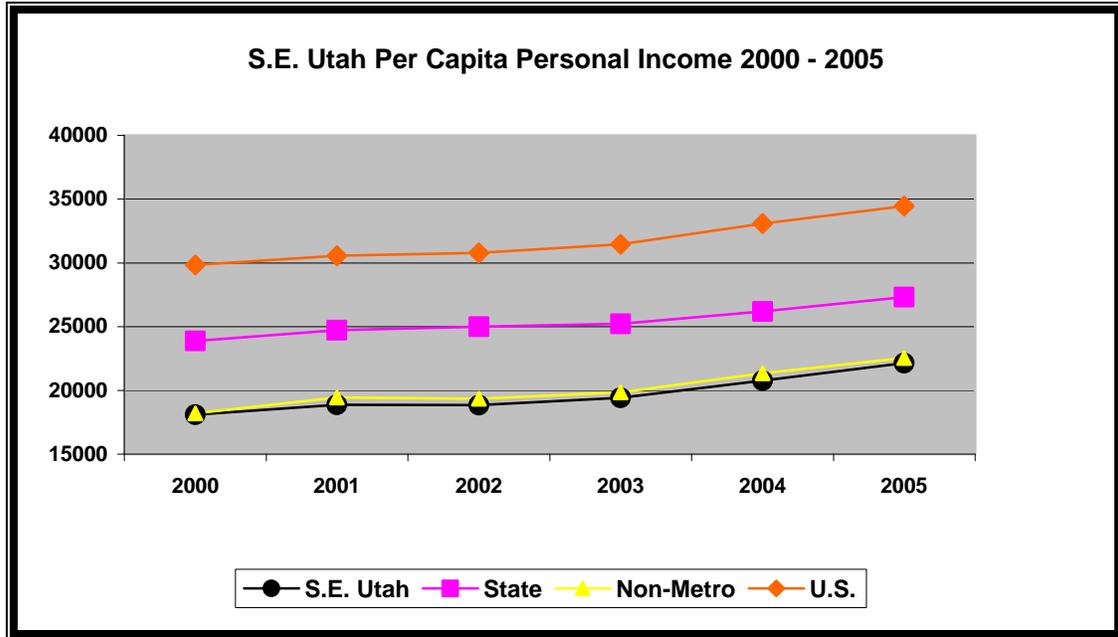


## San Juan County Population Density Comparison

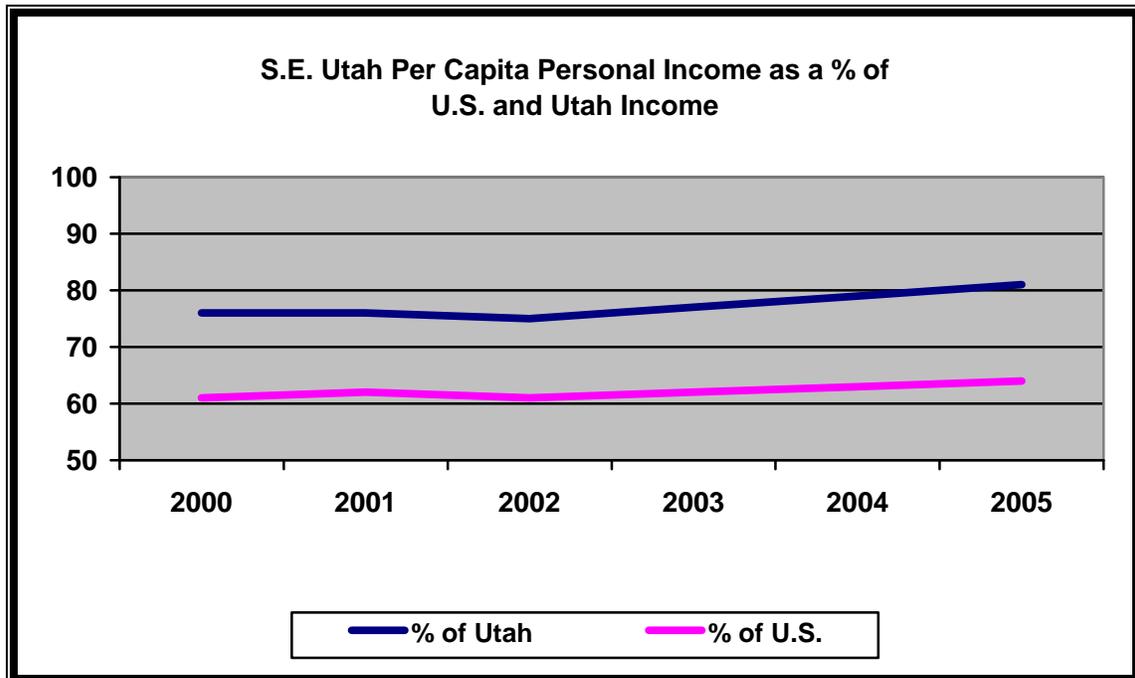


## Income, Employment and Economic Clusters

Historically, per capita personal income in the southeastern Utah district has lagged behind not only the state and national averages, but also the state non-metropolitan averages as a whole.



Source: U.S. Bureau of Economic Analysis (BEA) – 2005



Source: U.S. Bureau of Economic Analysis (BEA) – 2005

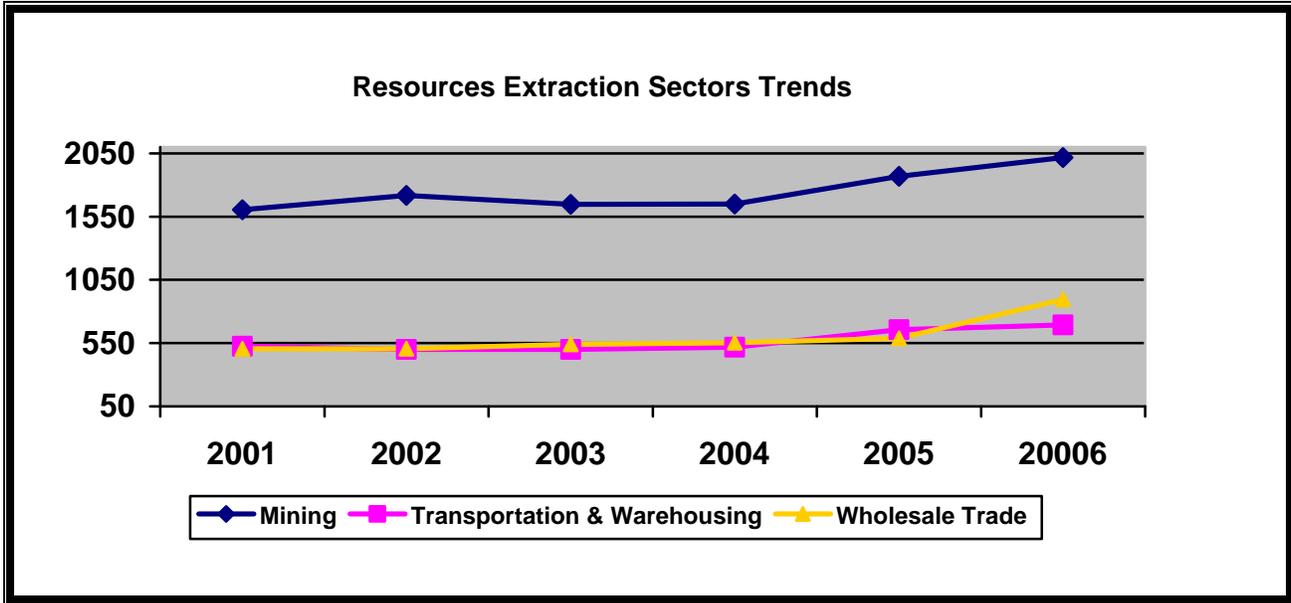
Gains in per capita income, especially compared to the state average, are directly related to gains in the number of jobs in the district's resource extraction industries.

In 2006, there were approximately 21,917 full and part time jobs available in the four county southeastern Utah district. Between 2001 and 2006, mining (resource extraction), and the sectors related to mining (utilities, construction, wholesale trade and transportation/warehousing) saw an over all job growth of almost 17%. Critical to the overall economic health of the district, these sectors also provide the best wage rate. Jobs in these sectors usually also include important benefits such as retirement and health insurance. Sectors related to tourism (a major economic sector, especially for Grand and San Juan Counties) saw significant job growth of almost 8% during this same period, although most of these positions are part-time and do not usually include benefits. During this period government jobs fell by 12%. While private education services increased by 136 jobs, the public education sector lost 97 positions, undoubtedly caused by the drop in the school-age population. Overall, between 2001 and 2006 the district experienced a job growth rate of 11.3%

<b>INDUSTRY SECTOR (NAICS)</b>	<b>2001 Jobs</b>	<b>2006 Jobs</b>	<b>% Growth</b>
Agriculture, Forestry, Fishing & Hunting	13	13	0
Mining	1605	2018	25%
Utilities	590	602	2%
Construction	1151	1317	14%
Manufacturing	598	731	22%
Wholesale Trade	507	597	18%
Retail Trade	2772	2722	-2%
Transportation & Warehousing	528	662	25%
Information (& Telecommunications)	316	299	-5%
Finance and Insurance	324	368	13%
Real Estate and Rental and Leasing	135	218	61%
Professional, Scientific & Technical Services	392	423	8%
Management of Companies and Enterprises	81	58	-28%
Admin, Support, Waste Mgmt, Remediation	529	585	1%
Education Services (Private)	125	261	101%
Health Care and Social Assistance	1313	1682	28%
Arts, Entertainment, and Recreation	365	397	8%
Accommodation and Food Services	2499	2734	9%
Other Services (except Public Admin)	595	667	12%
Education Services	1881	1762	-6%
Other Local Government	2058	1592	-23%
State Education Services	574	596	4%
Other State Government	594	607	2%
Other Federal Government	648	540	-16%

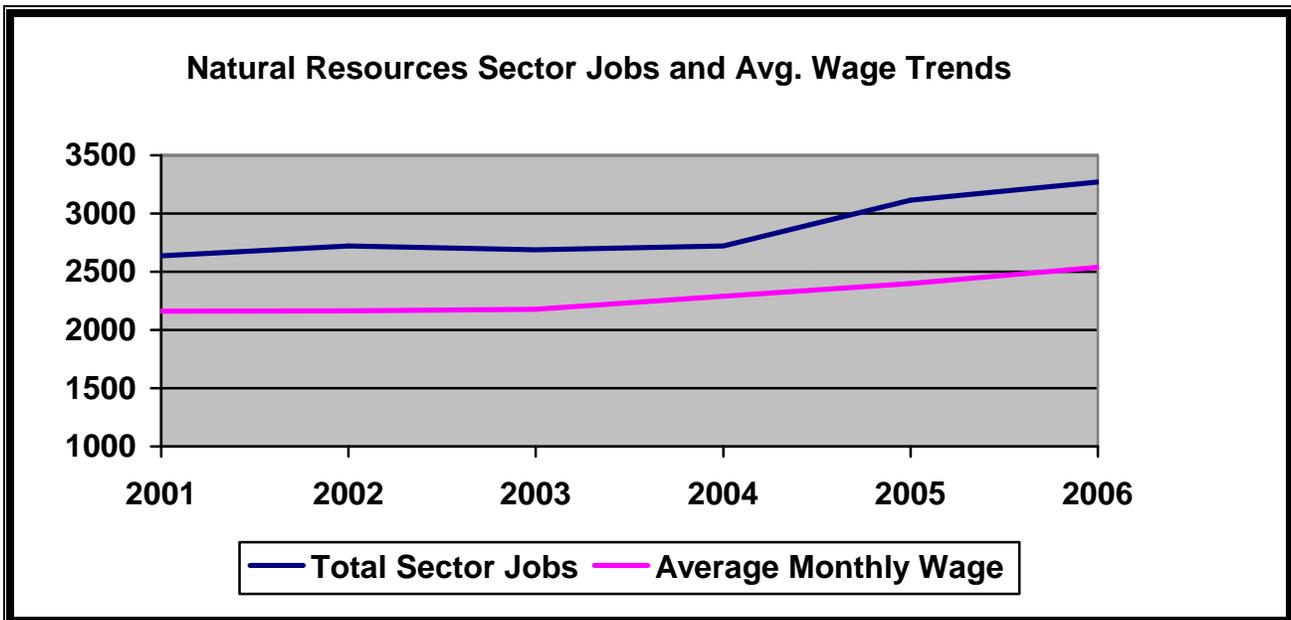
Source: Utah Department of Workforce Services – Industry Employment and Wages

As stated above, wages paid in the resources extraction and related sectors are generally high and the jobs usually include a full range of benefits. Robust job growth in these industries produces job growth and increased wages in related industries such as the transportation/trade/utility and the wholesale trade sectors.

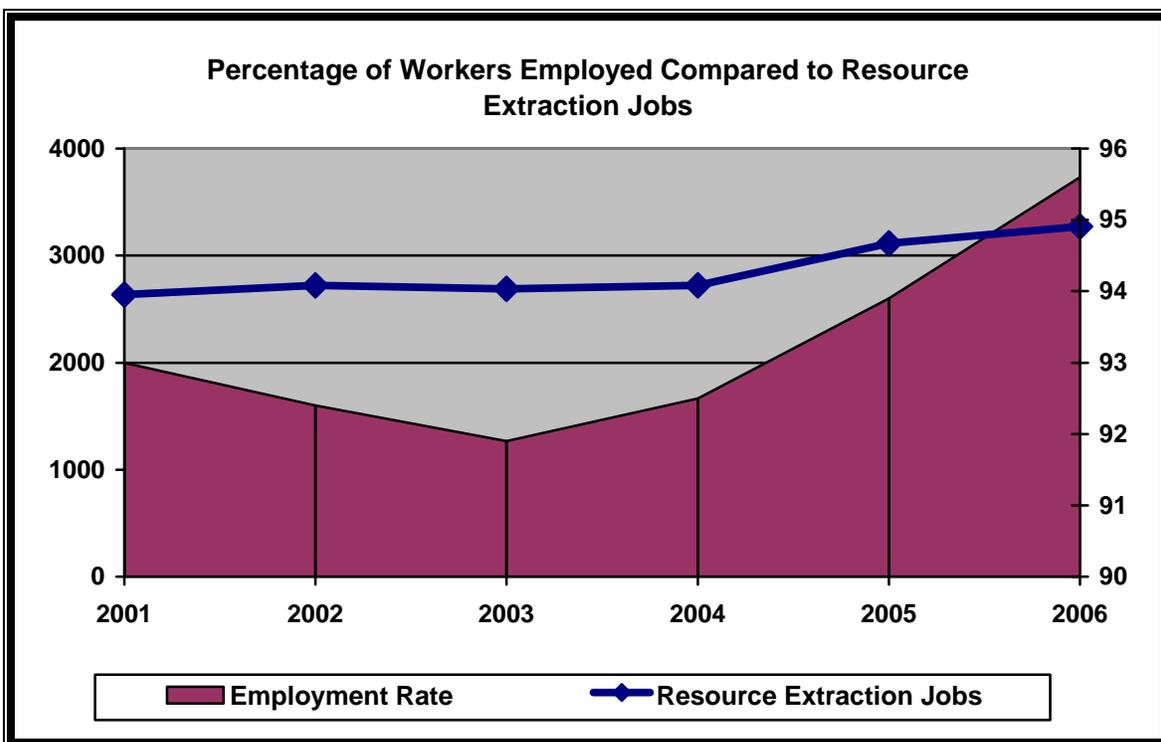
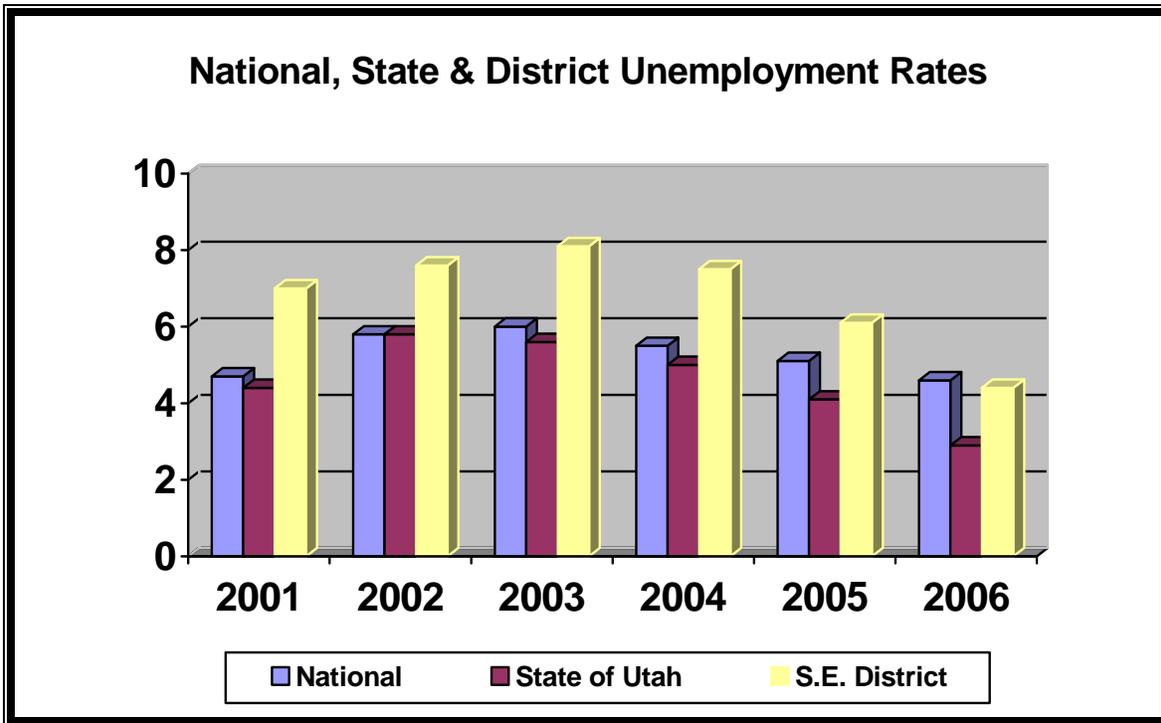


Source: Department of Workforce Services

While district wages have followed the national and state upward trend, in general as jobs in the resource extraction and related sectors have increased so have wages and household incomes.



Although, the district's overall unemployment rate is consistently higher than both the state and the national rates, as with the average monthly wage, the unemployment rate generally follows the increases/decreases in the district's base industry sectors.



Because of the worldwide demand for energy resources, job growth in the district’s resource extraction and energy production sectors should continue its upward trend. However, concerns about global warming and other environmental issues could cause extreme or unreasonable mitigation measures that would decimate the district’s economy and contribute to the Nation’s continued and/or increased dependence on foreign energy sources. While tourism (the district’s other major employment sector) is expected to continue to grow, at least for the next few years, the recent increases in the cost of gasoline and other fuels may cause a significant decline in this industry over time.

While the SEUEDD and other district economic development agencies/organizations intend to pursue all avenues of job growth and economic expansion, the following economic/industries clusters have been identified as uniquely suited to the southeastern Utah district in the near term.

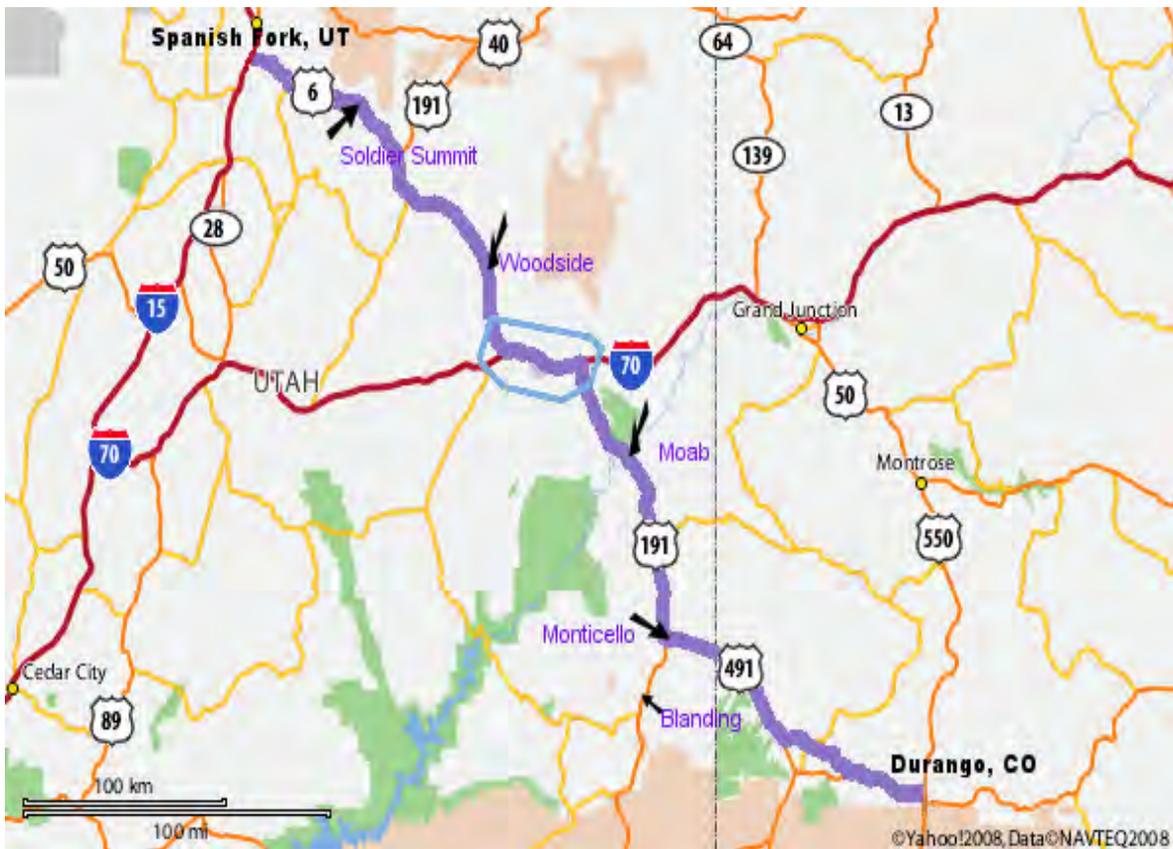
<b>Industry Cluster</b>	<b>Sub-Category</b>	<b>Counties</b>
<b>Resource Extraction</b>		
	Coal	Carbon, Emery
	Natural Gas	Carbon, Emery, San Juan
	Oil Shale	Carbon
	Uranium	Grand, San Juan
	Regional Industry Support Hub	Carbon, Emery, Grand, San Juan
	Transportation	Carbon, Emery, Grand, San Juan
<b>Energy Production</b>		
	Coal Fired Power Plants	Carbon, Emery
	Natural Gas Power Plants	Carbon, Emery, San Juan
	Nuclear Power Generation	Carbon, Emery, San Juan
	Oil/Gasoline Refineries	Carbon, Emery, San Juan
	Diesel and Bio-Fuels Refineries	Carbon Emery, San Juan
	Energy Distribution Systems	Carbon, Emery, San Juan
	Sustainable Energy Sources	Carbon, Emery, Grand, San Juan
<b>Tourism/Recreation</b>		
	Destination Resort	Grand, San Juan
	Archeological/Paleontology or Heritage	Carbon, Emery, Grand, San Juan
	Adventure/Extreme Tourism	Grand, San Juan
	Bicycle/Hike Tourism	Grand, San Juan
	Event Tourism	Carbon, Emery, Grand, San Juan
	Excursion/Guided Tours	Grand, San Juan
	Educational Tourism	Carbon, Emery, Grand, San Juan
	Tourism Related Manufacturing	Carbon, Emery, Grand, San Juan
<b>Agriculture</b>		
	Bio Fuels Production	Emery, San Juan
	Organic/Specialty Foods	Carbon, Emery, Grand, San Juan
	Natural Fiber Production	Grand, San Juan



## Transportation

The private passenger vehicle is the primary mode of transportation in southeastern Utah. There are no inter-local public transportation systems in the district. The only four-plus lane highway in the district is I-70. I-70 runs through southern Emery County and northern Grand County, a region that is one of the most sparsely populated in the nation.

The primary highways through the district are US 6 and US 191. Except for a thirty-mile section where the highways follow I-70 these highways are two lane roads that wind their way through high mountains, steep canyons and long stretches of desert. In the last ten years this route has become popular with long-haul truckers traveling between the Pacific Northwest and northern California and the mid and southern states.



**Major route for interstate truck traffic through southeastern Utah**

It is approximately 250 miles from Spanish Fork, UT, where the trucks leave I-15, to the Utah/Colorado border. Highways 6 & 191 become “Main Street” in many district communities and all this truck traffic passes through the center of these town’s downtown business districts.

While it is impossible to determine how much traffic is local vs. non-local, data from the Utah Department of Transportation shows that there is a lot of general and truck traffic traveling through the district’s communities on any given day

<b>Average Daily Truck Traffic On Highways 6 and 191</b>						
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
Soldier Summit (Hwy 6)	1188	1302	1534	1309	1430	2069
Woodside (Hwy 6)	1572	1808	1370	1338	1905	2197
Downtown Moab (Hwy 191)	4332	4676	3764	5109	3026	3201
Monticello Area (Hwy 191)	1244	1412	1415	1134	1045	1037
Blanding Area (Hwy 191)	1118	1240	1400	1105	1491	2119

<b>Average Daily Total Traffic On Highways 6 &amp; 191</b>						
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
Soldier Summit (Hwy 6)	6600	6855	6669	6395	6810	6675
Woodside (Hwy 6)	4250	4520	4028	3935	3965	4225
Downtown Moab (Hwy 191)	16045	16700	16366	17030	9455	9700
Monticello Area (Hwy 191)	3110	3210	3145	3105	3265	3345
Blanding Area (Hwy 191)	7450	7800	7000	6905	7100	6935

In the southeastern Utah district, train/rail transportation, both passenger and freight, is limited to Carbon County in northeastern Emery County. The line passes through Green River City (Emery County) and Price and Helper Cities in Carbon County. The Union Pacific (formerly the Denver Rio Grande Western Railroad) operates the main line between Denver, CO and Salt Lake City, UT. There is limited AmTrak passenger service in Green River City and Helper City for passengers traveling to/from Salt Lake City/Ogden or Denver, CO., but there is no inter-local rail service. Almost all the out-bound freight traffic on the rail lines is coal being shipped to markets around the world.

There are no commercial airports and no major airline commercial service in the southeastern Utah district. However, each county has at least one public small craft facility that provides service to charter and private business flights. The only regularly scheduled commuter service is between Canyonlands Field in Grand County (Moab City) and Denver, CO.

<b>Southeastern Utah Public Airports</b>					
<b>Airport</b>	<b>County</b>	<b>Runway Size</b>	<b>Paved</b>	<b>Condition (G/F/P)</b>	<b>Attended</b>
Carbon County Regional	Carbon	8300 x 100 ft	Y/Asphalt	G	Y
Green River Municipal	Emery	5300 x 75 ft.	Y/Asphalt	F	N
Huntington Municipal	Emery	4048 x 75 ft	Y/Asphalt	F	N
Canyonlands Field	Grand	7100 x 75 ft	Y/Asphalt	G	Y
Blanding Municipal	San Juan	5781 x 75 ft	Y/Asphalt	F	N
Bluff	San Juan	3000 x 45 ft	Y/Asphalt	G	N

## Infrastructure and Housing

In general existing municipal and special service water and sewer systems throughout the district are adequate to meet current and near future needs. While many communities have sections of line that are outdated or facilities that need to be rehabilitated, these entities also have considered such projects in their short and long term planning processes and have included these types of projects on their capital improvement lists. However, these plans can and will be adjusted to take advantage of new or unexpected development opportunities.

Infrastructure needs have been specifically identified for water source protection/development, highway and transportation systems, industrial site development, telecommunications, industrial capacity for electrical generation, expansion of natural gas distribution to all communities in the district, and affordable housing.

In 2007 the following types of projects included on the capital improvement lists of the Southeastern Utah Economic Development District communities

<b>2007 Capital Improvements Project Summary</b>													
Culinary Water	Sewer, including Laterals	Storm Water Drainage	Public Safety	Medical Care & Ambulance	Roads	Sidewalk, Curb and Gutter	Food/Banks, Senior & Youth Centers	Community Centers	ADA Projects	Recreation	Transportation (Airports, etc.)	Affordable Housing	Industrial Park Development
37	14	14	14	6	9	12	2	11	5	47	4	10	3

### Water Source Development

Industrial, manufacturing and agricultural expansion will require adequate access to water resources. Given the low-precipitation climate in southeastern Utah, meeting the demand for water resources of sufficient quantity and quality for agricultural purposes, industrial/manufacturing, and energy production is a critical issue. Besides taking advantage of every opportunity to responsibly develop and expand sustainable water resources and delivery

systems, the SEUEDD and its member entities are also actively involved in public land agency's planning and decision-making processes in the areas of wilderness designation, wild and scenic river designations, and "natural landscape" policies.

### Highway and Transportation Systems Development

The SEUEDD and its member entities are actively involved with the Utah Department of Transportation planning process to encourage the expansion of existing district highways and the development of new highway systems. Several future projects include the expansion of airport facilities throughout the region,

### Industrial Development

Industrial parks/sites are a key economic development tool to attract new and expanding industrial and manufacturing businesses. However, in the remote and sparsely populated region the development of attractive industrial sites is directly dependent on the availability of other basic infrastructure such as adequate water and sewer capacity, adequate highway, rail, and air transport systems, low-cost industrial level electrical systems, and low-cost access to natural gas. To this end several communities in the southeastern Utah district have developed industrial sites to at least a basic water and sewer level. However, many of these sites have inadequate access to transportation/highway systems and industrial level utility service availability that would assure potential companies they will be able import raw materials and export finished goods on an as needed basis

Utility infrastructure is an increasing challenge to economic development in the region. Despite the fact that more than 70% of the electrical power for the entire state of Utah is generated in Carbon and Emery Counties, availability of commercial grade power is an ongoing challenge. Rocky Mountain Power, the dominant electricity provider, has had to implement costly construction tariffs (regulations) that place all of rural Utah at a disadvantage. This is especially challenging for large electrical loads of over 1 MW. For these large loads, it is not only a problem with the cost of building infrastructure, but also the time involved. Typically, these 1 MW and up loads can take as much as a year, just to complete engineering. This simply does not meet the needs of potential business relocation opportunities.

Several district communities are still unable to access natural gas. These communities include Scofield Town (Carbon County) Green River City and Emery Town (Emery County) and many unincorporated areas in all the district's counties. Still others are burdened with substantial surcharges that render them non-competitive with other communities. This affects Cleveland and Elmo (Emery County) in particular. East Carbon (Carbon County), which paid for natural gas infrastructure with municipal bonds, is now struggling to cover bond payments and has had to increase rates for all services to make up the difference and to restructure their debt. Like the problems with electrical distribution, the natural gas distribution issues are ironic because Carbon County is the number two producer of natural gas in Utah and Emery County is number four.

In short, the regulatory environment in Utah for expansion of utilities is responsible for creating a chasm between the metropolitan areas and the rural communities. The regulations favor areas that have substantial residential populations at the expense of those communities that do not. Regulations also do not adequately allow utilities to effectively plan for and build ahead of forecasted rural growth.

## Housing

The highest priority housing need across the district is the development of additional units available to moderate, low, and very low-income families (80% and below of median income). While there has been improvement in job growth, unemployment rates, and general economic activity over the last twenty-four months across the southeast Utah region, the improved economies have also increased the pressure on housing availability and cost. Since 2002 there have no new rental units developed for senior citizens, people with disabilities, or affordable multi-family units. Speculation and increased land costs are driving the cost of housing up across the region, even in the two northern counties (Carbon and Emery) where housing costs have been level or even stagnant for almost two decades. The district housing authorities report that while their wait list times have improved its primarily because potential applicants have left the area, not because affordable housing is easier to obtain or that wages in general have improved. The housing authorities also report that it is becoming harder for clients to find housing that will meet HUD standards, as much of the housing in the district is over 50 years old or is an older mobile home. While Grand County especially (San Juan County also) has seen increased housing construction geared toward the tourism room sales industry, there has been hardly any real housing development in the district for at least a decade.

Most housing advocates and city/county officials in the region now consider the development of affordable “workforce” housing a high economic development priority. Many elected officials and economic development professionals consider the lack of affordable housing to be a barrier to continued economic development and expansion. For the first time in decades several of the district’s most remote and disadvantaged communities have real economic development opportunities knocking on their door. However, because housing development of any kind has been non-existent for a very long time in much of the region, the lack of decent, safe, and affordable housing could become a real impediment to economic growth.

Along with affordable, “safe and decent” is the biggest issue facing the district’s moderate and low-income households. The 2004 housing quality windshield survey conducted by the Southeastern Utah Association of Local Governments showed that a large percentage of the housing units in the four counties are more than fifty years old, are older mobile homes, and/or are in less than acceptable condition. Most of the housing units in the worst condition are mobile homes. For those with incomes at or below 60% of median (the majority of the service/retail industry employees), housing that is deficient or dilapidated is often the only housing that is affordable. If just the 1,860 units estimated to be in dilapidated or worse condition were rehabilitated or replaced at an average cost of \$50,000 per unit, the minimum estimated cost would be more than \$93 million.

Much of the district's housing (approximately 56%) is more than thirty years old and in some communities as much as 65% of the housing is over fifty years old. Many of the district's smaller communities have a high percentage of senior citizen and low-income homeowners. While the many senior citizens' households may no longer bear the burden of mortgage payments, the ongoing repairs and major rehabilitations and upgrades necessary to keep the housing in acceptable condition are beyond the financial means of the owners. Recognizing this need, in 2007 the Southeastern Utah Association of Governments Rating and Ranking Committee increased the amount of Community Development Block Grant money designated for the region's housing rehabilitation program.

<b>Average Rent Costs</b>				
	<b>Carbon</b>	<b>Emery</b>	<b>Grand</b>	<b>San Juan</b>
<b>1 Bedroom</b>	\$500	\$310	\$625	\$450
<b>2 Bedrooms</b>	\$650	\$525	\$860	\$650
<b>3 Bedrooms</b>	\$825	\$695	\$1,025	\$800
<b>Total Annual Income Needed to Make Costs Affordable</b>	\$29,700	\$25,020	\$36,900	\$28,900

Source: Average rent for each county (apartment, homes and mobile homes) plus the cost of utilities (heat, electric, and water, but not telephone). Source: 2007 realtor and rental agency surveys. 2007 surveys of average utility charges and HEAT and emergency assistance payments

<b>Average Owner-Occupied Housing Costs</b>				
	<b>Carbon</b>	<b>Emery</b>	<b>Grand</b>	<b>San Juan</b>
Average Sales Price	<b>\$108,000</b>	<b>\$98,000</b>	<b>\$140,000</b>	<b>\$105,000</b>
Average Mortgage Payment	\$700.49	\$635.63	\$908.04	\$681.03
Taxes & Insurance	\$162.00	\$147.00	\$195.00	\$152.00
Utilities	\$250.00	\$200.00	\$280.00	\$275.00
Total Monthly Housing Costs	\$1,112.49	\$982.63	\$1,383.04	\$1,108.03
Total Annual Income Needed to Make Costs Affordable	\$40,050	\$35,375	\$49,790	\$39,889

Based on average price of a 3-bedroom home, 30 year fixed mortgage at 6.50APR

<b>2006 Median Annual Adjusted Gross Income- All Families</b>				
	<b>Carbon</b>	<b>Emery</b>	<b>Grand</b>	<b>San Juan</b>
AGI	\$31,807	\$34,373	\$24,920	\$25,876

Source: Utah State Tax Commission 2006 MEAN AND MEDIAN VALUES BY COUNTY AND BY FILING STATUS

## Workforce Development

The Southeastern Utah Economic Development District supports the \*State of Utah's 1000-Day Workforce Development Plan written and adopted by the state and regional workforce development councils. The SEUEDD participates with the workforce development council that serves eastern Utah.

\*Success is defined by three measures:

- Job growth exceeds the growth of the workforce
- Earnings outpace inflation
- The benefits of economic prosperity are felt statewide
- There are three strategies to realize this vision:

Invest in people

- Develop Utah as a center for technology investment, employment, and entrepreneurship
- Enhance life quality
- An agile, innovative, and responsive workforce development system is a crucial component of this vision. Economic prosperity (of quality jobs available statewide) requires a planned, strategic, and united effort of education, economic development, and workforce services in order to equip Utah's workforce with advanced and improved skills and to connect Utah companies with qualified workers.

The three goals that will move Utah's workforce development system there are:

- Maximize system responsiveness and efficiency
- Augment the workforce with educated, skilled, and work-ready workers
- Measure and market the workforce

Each goal has a set of strategies to accomplish it. These strategies form the heart of this plan.

Goal one: Maximize system responsiveness and efficiency

*Workforce development is a responsibility shared by education, economic development, workforce services, and many other partners. The best possible system eliminates unnecessary duplication and fills important gaps so that people may maximize system options, and employers and job seekers know where to go for the services they require. Strategies include:*

- An immediate meeting of the major partners to identify, inventory, and resolve their key competencies and roles, system overlaps, and system gaps
- Focus all system partners, including community-based organizations, to integrate and aim efforts
- Integrate youth-specific career information services using the Board of Regents' advise [utah.org](http://utah.org) and [utahmentor.org](http://utahmentor.org) Web sites as the springboards

- Increase and continuously improve community/education/employer partnering at the local level

Goal two: Augment the workforce with educated, skilled, and work-ready workers

*The chief customers of the workforce development system are employers and job seekers. The system is successful when: 1) The workforce is prepared for the jobs that are available and emerging, and 2) Employers and job seekers connect for their mutual benefit. Strategies include:*

- Continue to establish an accountability system (Utah Performance Assessment System for Students) which tests each student against definable standards and reports measurable results of schools and districts statewide
- Double the number of engineering and computer science students by 2005
- Create market-fast and competency-measured education
- Increase partnerships between the system and employers
- Develop work retention models and services (including GED completion) that give workers the workplace essential skills to be successful
- Provide accessible, accurate, and quality supportive services to job seekers and workers
- Promote quality and accessible child care and positive work/life workplace benefits
- Educate employers about the value of hiring ethnic minority workers
- Coordinate the Governor's English skill building and cultural integration initiative

Goal three: Measure and market the workforce

*The workforce development system must be able to measure the workforce and the demands for it. This means that the system will build an anytime, real-time management information capability that shows decision-makers where the skills gaps and surpluses are while also reporting the skills demographics of the emerging workforce. This will make it possible to package and market the workforce to the employers with good jobs, including those already here and those locating in Utah. Strategies include:*

- Build a workforce management information system that provides anytime, real-time data about the skills of the current and emerging workforce
- Package and deliver the skill demographic information to employers
- Package and deliver information about the future skills requirements of employers to the current and emerging workforce
- Capture information about most high tech and high earnings jobs in order to connect qualified job seekers with them and to more accurately demonstrate that Utah is a high tech, high wage state

The Southeastern Utah Economic Development District, along with the county economic development offices also supports increased opportunities in all four district counties for applied technology training, custom-fit training, and entrepreneur/business training to meet needs specific to the district's current economic clusters.

## Business Resources

While existing locally grown businesses are the backbone of the district's economic vitality, because there is a need to diversify the district economies, communities must be willing to welcome new business onto their Main Streets. To facilitate this goal the SEUEDD supports the following actions.

- Focus programs on local businesses first
- Offer the same capital and technical assistance programs to new businesses
- Coordinate with existing programs and agencies to provide business training
- Improve marketing for the business support services that currently exist
- Mentor small business
- Encourage local financing institutions to support business expansion and development
- Understand and develop existing business/industrial clusters
- Streamline the business licensing process; have complete and consistent information available at city and county offices.
- 

A number of business resources offered at the state and local level have been identified:

**Resources for new and expanding business** (additional information on each program is available at [http://rural.utah.gov/rural\\_business\\_development\\_resources/index.html](http://rural.utah.gov/rural_business_development_resources/index.html)):

### Tax Credit and Grant Programs

- **Enterprise Zones Tax Credits:**  
An enterprise zone comprises an area identified by local elected and economic development officials and designated by the state. Under the program, certain types of businesses locating to, or expanding in a designated zone may claim tax credits provided in the law.  
All four counties in the southeastern Utah district are eligible for Enterprise Zone designation. Almost every city/town in the district has applied for and received the designation
- **Recycling Zones Tax Credits:**  
The Utah Recycling Market Development Zone Program focuses on recycling as an economic development tool. This tax credit program will assist businesses that collect, process, distribute or use recycled materials in their manufacturing operations, or compost. Eligible recycling businesses that are located in designated Recycling Market Development Zones qualify for:
  - 5% state tax credit on machinery and equipment
  - 20% state tax credit (up to \$2,000) on eligible operating expenses
  - Technical assistance from state recycling economic development professionals
  - Various local incentives

Carbon County and Grand County have applied for and received Recycling Zones Tax Credit designation.

- **Industrial Assistance Fund**  
The Industrial Assistance Fund (IAF) is a job-creation incentive fund available to companies seeking relocation and expansion of operations to the State of Utah. The IAF provides grants for the creation of jobs paying higher than prevailing wages within the community. Grant disbursements are made on a post-performance basis after jobs have been created and retained.

- **Rural Fast Track Program**

The Rural Fast Track Program (RFTP) provides an efficient way for existing, small companies in rural Utah to receive incentives for creating high paying jobs in the rural areas of the state and to further promote business and economic development in rural Utah. The following criteria determine awards.

1. The cash award will be granted after the administrator has verified the new incremental job has been in place for 12 months
2. Company must have been in business within the state for at least 2 years
3. Company must have at least 2 employees
4. Company must be located and conduct business operations in a disadvantaged, rural county in the State of Utah
5. Must be a licensed business
6. County population must be under 30,000
7. County average household income less than \$60,000

All four counties in the district qualify for the Rural Fast Track Program.

- **Private Activity Bond Authority**

The Private Activity Bond (PAB) is Utah's tax-exempt bonding authority creating a lower cost, long-term source of capital under the Federal Tax Act of 1986. As a result, the federal government allocates over \$28 billion per year to states on a per capita basis, with Utah receiving \$262,095,000 in 2008. Each state establishes its usage priorities by statute. The Utah Legislature has established its priorities for this important scarce resource in the following four accounts:

1. Small Issue Account
  - ✓ Volume Cap Amount- \$62,902, 800
  - ✓ Percent of Total Volume Cap: 24%

Users: Multi-family Affordable Housing (apartments) and Manufacturing Facilities (credit worthy with higher paying jobs; to build or buy a new building, equipment, and/or land).

2. Single Family Account
  - ✓ Volume Cap Amount: \$110,079,900
  - ✓ Percent of Total Volume Cap: 42%

Users: Utah Housing Corporation for first-time single-family homeowners

3. Student Loan Account
  - ✓ Volume Cap Amount: \$86,491,350
  - ✓ Percent of Total Volume Cap: 33%

Users: Board of Regents for university and college students

4. Exempt Facility Account
  - ✓ Volume Cap Amount: \$2,620,950
  - ✓ Percent of Total Volume Cap: 1%

Users: Pollution and Waste Control Projects

- **Sales Tax Exemption for Manufacturing Equipment**

Manufacturers (SIC 2000-3999) are exempt from sales tax on the purchase of new equipment for Utah plant start-up. Replacement manufacturing equipment purchases are also exempt from sales tax

- Companies doing qualified research in Utah are eligible for income tax credits of up to 6% of qualified research expenses. Qualified research expenses include:
  - ✓ The purchase price of machinery and equipment primarily used for conducting qualified research in Utah (provided the equipment is not exempt from sales or use taxes)
  - ✓ Wages paid to employees engaging in qualified research
  - ✓ Computers, computer equipment, and software

Several other business technical assistance programs are available in the southeastern Utah District.

- **Rural Utah Finance Programs**
  - ✓ The Southeastern Utah Economic Development District Business Loan Fund provides gap financing and flexible terms.
  - ✓ Mountain West Small Business Finance: Non-profit, SBA 504 loan Program licensed lender.
  - ✓ USDA Rural Business Loan Program.
  - ✓ Utah Business Lending provides flexible term loans to rural businesses
  - ✓ Private investor venture and angel fund capital programs
- **Southeastern Utah Business and Technical Assistance Center (BTAC)**  
(<http://www.btacenter.com>)
  - ✓ Provides assistance, resources and conference/meeting rooms to associate tenants (non-resident businesses)
  - ✓ Provides affordable office space, telephone, copier, fax, Internet access and mail service for up to three years to new and expanding businesses
  - ✓ Provides in-house coordination of resources, training programs, and business financing between the BTAC, SBDC, and SEUEDD.
- **B.E.A.R (Business Expansion and Retention) program**
  - ✓ Surveys businesses to determine their strengths, weaknesses, opportunities and threats
  - ✓ Provides hands-on business advise and mentoring
  - ✓ Provides one-on-one and group business training opportunities
  - ✓ Puts businesses in immediate contact with the agency, organization, or individual best able to solve the problem
- **Procurement Technical Assistance Program**
  - ✓ Provides assistance to business to bid on federal, state, and local government contracts
- **Custom-Fit Training**
  - ✓ Provides customized employee skills training in partnership with the College of Applied Technology (College of Eastern Utah)
- **Small Business Development Centers**
  - ✓ Provides business planning assistance
  - ✓ Provides business training courses
  - ✓ Coordinates with other programs available in the district



## District Strengths and Weaknesses

The following matrix details the economic development strengths and weaknesses in the areas of human and workforce development, general economic development, and external economic forces.

<b>HUMAN AND WORKFORCE DEVELOPMENT STRENGTHS AND WEAKNESSES</b>	
<b>Strengths and Opportunities</b>	<b>Weaknesses and Threats</b>
The basics for coordinated training programs exist between the Applied Technology training programs, the College of Eastern Utah, Utah State University Extension programs, and the Custom Fit Training programs.	Negative/stagnant population growth.
Active coordination between economic development professionals and workforce development organizations.	Aging workforce.
Small Business Development Centers coordinate their programs with district ED professionals/organizations and human service providers.	Low/minimal job skills and deficient training/re-training opportunities for very low-skilled workers.
Affordable housing and land costs in many areas of the district offer the potential for expanded workforce housing.	Significant increases in the availability of affordable housing, especially multi-family, rental units, will be needed to meet any economic growth.
Abundant energy resources can/do provide good jobs that do not require a large professional workforce.	Dependence on private vehicles for transportation (fuel costs often mean low-skilled/income workers cannot/will not take jobs outside their immediate home-base, or are not able to commute from their communities to regional business centers.
Robust culture and tourism sectors can/do provide a health secondary source of jobs	Need expanded training and educational opportunities in the district's communities. More comprehensive university and continuing education programs.
Rural, less urban quality of life	Lack of health care availability and cost of health insurance.
Outstanding recreational opportunities, social services (senior centers, disability services, etc) and community services (libraries, community centers, etc.)	Not enough mental health and substance abuse treatment resources, especially for the very low-income resident/worker.
Low crime rates, especially violent crime	Inadequate child-care options

<b>GENERAL ECONOMIC DEVELOPMENT</b>	
<b>Strengths and Opportunities</b>	<b>Weaknesses and Threats</b>
Availability of natural resources for development.	Remoteness of the district, i.e. relative distance of the district from inter-regional business and commerce centers
District is centrally located for the potential development as an “energy corridor” in eastern Utah/western Colorado.	Transportation and road systems are generally inadequate, especially considering the volume and nature of the traffic passing through district communities.
Rail service is available in parts of the district, and could be expanded.	Lack of public transportation.
District provides abundant opportunities for expanded tourism and recreation development.	Many areas of the district have insufficient gas and electric service to support industrial and manufacturing development.
Access to mineral lease funds for community development projects.	In many of the smaller communities, general infrastructure development is deficient, i.e. turnkey industrial parks, community amenities, telecommunications, and broadband service.
Comparatively low business costs: worker’s compensation, liability insurance, commercial land costs, etc.	Insufficient business (office, retail, light manufacturing) properties available for rent.
Local programs that provide capital for small, start-up, and entrepreneurial businesses.	Lack of major capital and financing options: too many outdated regulations make existing federal programs unresponsive to real world business needs.
World-class natural features including geology, paleontology, and archeology sites.	Lack of “centers of excellence” type educational & research facilities.
Outstanding business resources available in each county through the economic development practitioners and chambers of commerce and business incubator.	Lack of economic diversity: Resources extraction, agriculture and tourism continue to be the primary sectors.
SBDC services available in each county	Emery and Grand Counties are served on an “as needed” basis from the main offices in Carbon and San Juan Counties

<b>EXTERNAL ECONOMIC DEVELOPMENT FORCES</b>	
<b>Strengths and Opportunities</b>	<b>Weaknesses and Threats</b>
Growing global energy demand.	Much of available land is controlled by federal and state governments and not available for private development.
Extensive natural resources,	Decisions on public land use are not always timely or consistent with local concerns or interests.
State sponsored incentives.	Environmental concerns, especially those related to global warming, could discourage the continuation or expansion of the district's energy resources/industries.
Enhanced coordination with state level economic development agencies such as Economic Development Corporation of Utah, Governor's Office of Economic Development, Rural Partnership Board, etc. and regional interests.	Access to capital and infrastructure and development resources is difficult because the district's remoteness and sparse population don't fit the standard cost/benefit models.
Interest in development potential throughout the region by non-local companies with capital.	Region lacks "shovel ready" public industrial and business sites
For those areas that have service, electric and natural gas rates are very competitive.	Limited air service and no commercial air service.
Telecommunications infrastructure will support web/home based business expansion in many of the district's communities.	Limited rail service.
World renowned recreational opportunities.	Escalating fuel costs will increase competition for tourists.
	Too many geographic areas within the district lack telecommunications service, especially wireless & broadband coverage.
	District economy is overly dependent on decisions, funding, and legal actions made, supplied by or taken by others outside the region,



# **Southeastern Utah Economic Development District Vision, Goals, and Objectives**

## **VISION**

The Southeastern Utah Economic Development District seeks to expand the region's economic base by building on its current strengths and reducing or eliminating economic weaknesses and threats. The SEUEDD supports:

Continued and expanded development of the district's energy resources; continued and expanded development of the district's tourism and agricultural industries; reasonable multiple-use land planning that will allow for wise development while protecting the district's natural resources and quality of life; new opportunities and a more diversified economic base; expanded transportation and highway systems, industrial services and telecommunications infrastructure; activities that advances economic opportunities for all district citizens and businesses.

## **GOALS**

Because so much of the future economic development in southeastern Utah is dependent on external forces, the CEDS committee has designated all of the district's goals as long term. Medium and short term objectives, actions and strategies will be detailed in the Southeastern Utah Economic Development District's annual work plan, work plan report, and project list.

Based on the discussions between the CEDS committee members, elected officials, business owners/managers, the general public, and the SEUEDD staff, the following prioritized goals have been determined.

### **GOAL #1**

Support the continued development of the district's natural resource extraction industries in an environmentally responsible manner

Objectives:

Increase the total amount of natural resources produced within the District; increase the number of companies investing in the District's resources extraction industries; increase the number of jobs available in this industry cluster.

Implementation Strategies

- A. Continue dialog/input with federal and state agencies
- B. Participate in federal and state public comment processes
- C. Encourage and support the development of needed infrastructure
- D. Provide technical assistance to district entities to develop capital improvement project need by this industry cluster, and determine funding options.

## GOAL #2

Enhance the attractiveness of the district for economic development by promoting existing commercial/industrial areas as economic centers for the region.

### Objectives:

Retain and expand existing businesses; encourage a “pro-business” culture throughout the District’s communities; provide current and relevant information to the District’s businesses and industries; provide necessary and relevant supportive services to the District’s business and industrial community.

### Implementation Strategies:

- A. Support and participate in the BEAR program
- B. Support and participate in “Main Street” programs
- C. Coordinate district services and resources with federal, state and regional business training and resource programs, and workforce development programs
- D. Participate in regional and local economic development summits, conferences, and seminars

## GOAL #3

Maintain and enhance the district’s “quality of life” by supporting and coordinating efforts of district members and partners:

### Objectives:

Preserve existing affordable housing stocks; develop additional affordable/workforce housing; develop community amenities such as parks/recreation facilities, senior centers, community centers, human service facilities, etc.; expand culinary water resources and waste water facilities; expand social/human services resources

### Implementation Strategies:

- A. Operate housing rehabilitation programs that target owner-occupied housing units
- B. Provide technical assistance to potential housing developers
- C. Participate in capital improvements project planning to coordinate the development of required community amenities
- D. Encourage “smart growth” community planning
- E. Provide technical assistance to human and social service agencies to maintain and expand programs and services for District residents

## GOAL #4

Maintain and expand the base infrastructure, especially that needed specifically to support the development of business/industry

### Objectives:

Increase broadband and wireless capacity; increase and expand the capacity of the District’s transportation and highway systems; expand commercial air and rail transport services; increase electrical and natural gas distribution capacity.

### Implementation Strategies:

- A. Participate in local inter-agency planning organizations to support and encourage the expansion and improvement of broadband and wireless Internet access and capacity throughout the district
- B. Participate in local inter-agency planning organizations to support the expansion and improvement of cellular/wireless telecommunications capacity throughout the district
- C. Participate with state and federal planning efforts for the expansion and improvement of the district's roadway systems; expand the major highways to 4-lanes.
- D. Encourage the expansion and capacity of the district's airports and rail systems
- E. Participate in the planning prioritization process for projects that expand and develop basic community infrastructure including water, sewer and drainage systems
- F. Coordinate with local entities, state agencies, and private industry to develop industrial capacity in the electrical distribution system; expand into all areas/communities of the district.
- G. Coordinate with local entities, state agencies, and private industry to expand natural gas distribution to all communities within the district

#### GOAL #5

Strengthen and enhance the partnerships between state/local government and state/local economic development practitioners, organizations and agencies.

##### Objectives:

Maintain active working relationships between the varied state and local stakeholders in order to advance the District's economy.

##### Implementation Strategies:

- A. Develop and update the district CEDS through a coordinated effort with the SEUEDD partners
- B. Facilitate coordination between the various business/ED programs, services and resources throughout the district

#### GOAL #6

Participate in Economic Development Corporation of Utah's SURE Site industrial park program, develop new and expand/improve existing sites and properties

##### Objectives:

Expand the District's industrial park infrastructure; encourage industrial concerns to locate within the District; expand the development of industrial and economic business clusters by providing local "campuses" with common services.

##### Implementation Strategies

- A. Expand and develop basic infrastructure
- B. Promote the development and expansion of suitable sites in all four counties
- C. Provide technical assistance between local entities and the Economic Development Corporation of Utah to list available properties

## GOAL #7

Facilitate where possible, the development of an educated and skilled workforce

Objectives:

Provide the educated and skilled workforce necessary for economic expansion.

Implementation Strategies

- A. Support the expansion of four-year degree programs offered through USU
- B. Support the expansion of technology training courses/opportunities for both traditional and non-traditional students.
- C. Maintain and expand local employment experience opportunities for students, such as internships, apprenticeships, mentoring, job shadowing, etc.
- D. Maintain small business incubator services

## GOAL #8

Diversify the regional economic base.

Objective:

Increase the diversity of the types of businesses, manufacturing and industrial concerns within the District. Expand job opportunities for District residents across a broad economic spectrum

Implementation Strategies:

- A. Enhance and encourage the retention and expansion of existing businesses
- B. Nurture and enhance the establishment and growth of entrepreneurial ventures
- C. Encourage regional industrial and business clusters; including telecommunications based business and “organic/natural” food industries
- D. Maintain and expand tourism related business opportunities, especially those targeted toward retired/senior travelers
- E. Expand the availability of support services and educational opportunities for existing and new businesses
- F. Encourage and support the development of manufacturing ventures/clusters throughout the district
- G. Maintain and expand loan and capital investment programs and resources

## GOAL #9

Maintain the eligibility of the communities/entities within the district for U.S. Department of Commerce-Economic Development Administration programs and funding.

Objectives:

Identify eligible projects needed to promote and advance the District's economic vitality and provide technical assistance to eligible applicants to obtain funding

Implementation Strategies:

- A. Maintain an updated and current edition of the district's Comprehensive Economic Development Strategy
- B. Keep the most current edition of the CEDS posted on the district's website in a manner that allows for easy downloading and printing
- C. Maintain a current database on the district's website that profiles the district's communities and includes information about the district's economy, demographics, workforce and employment statistics, etc.
- D. Make hard copies of the CEDS available as requested
- E. Assist District communities to identify eligible projects and prepare pre and final applications.



## **Economic Development Performance and Evaluation Measures**

The Southeastern Utah Economic Development District's performance and evaluation measurement process is tied directly to the long-term goals and objectives identified above. The CEDS goals and objectives outline criteria from which progress can be measured in the areas of:

- Number of jobs retained
- Number of jobs created
- Private sector investment
- Increases in average household wages and income
- Number of affordable/workforce housing units created
- Number of new businesses/companies
- Amount of public land that remains available for development and wise multiple use
- Federal, state, and local investment in the district.
- Number of CEDS goals and objectives advanced or accomplished

Trends in key economic development indicators and any significant changes in the district's economy will be monitored by the SEUEDD staff and CEDS strategy committee. The effectiveness in meeting the CEDS goals will be evaluated regularly and adjustments to the CEDS document and SEUEDD annual plans of action will be made as needed to meet the economic development needs of the district.



## Short and Medium Term Capital Project Lists

SHORT AND MEDIUM TERM CAPITAL IMPROVEMENT LISTS					
ENTITY	ENTITY PRIORITY	PROJECT DESCRIPTION	TOTAL COST	FUNDING SOURCES	PROJECT DATE
<b>Goal #2: Enhance the attractiveness of the district for economic development . . .</b>					
<b>CARBON COUNTY</b>					
Carbon Co MBA	B	Jet Refuel Truck at Airport	\$165,000	CIB/Local	06/08
Price City	A	Airport Road/Area Sewer Line	\$1,200,000	CIB/EDA/Local	2009-2010
<b>EMERY COUNTY</b>					
Emery Co. MBA	B	Huntington Airport Hangars	\$600,000	CIB/EDA/LOCAL	2008
Orangeville	C	Main St. Beautification	\$275,000	CIB/Local	2010
<b>GRAND COUNTY</b>					
Moab City	A	Hwy 191 Gate Plan and Storm Drainage Improvements	\$600,000	CIB/State Parks/?	2008
Grand County	A	Information Technology-Upgrade Network	\$200,000	CIB/Local	2008
	A	Fire Truck & Equipment for Airport	\$200,000	CIB/Fed/Local	2009
Grand Co/Moab City	A	Convention Center/Business Incubator	\$650,000	CIB/EDA/Other	2009-2010
	A	South Corridor Development Study	\$100,000	CIB	2010
<b>SAN JUAN COUNTY</b>					
Monticello	B	High Speed Internet	\$5,000,000	CIB/City-County	10/08
Monticello	B	Software Upgrades	\$30,000	CIB/City	10/08
Frontier Telephone	A	New phone/wireless lines in under served areas of county	\$3,000,000	Private	2008-2009
<b>DISTRICT WIDE</b>					
Eastern Utah Assoc of Cities	A	Upgrades to digital public safety radio transmission system	\$3,000,000	CIB/Local	2008-2009
<b>Goal #3: Maintain and enhance the district's "quality of life . . . "</b>					
<b>CARBON COUNTY</b>					
Carbon Co MBA	A	New Senior Center	\$6,000,000	CIB/Local/CDBG	02/08
	B	Courthouse Project Planner	\$50,000	CIB/Other	02/08
	B	Pleasant Valley Planning	\$50,000	CIB/Other	02/08
	A	Cross Country Trail	\$1,500,000	CIB/Local/Other	10/08
Carbon County	A	Golden Rule Homeless Shelter Rehabilitation	\$3,100,000	CIB/HOME/LIHTC	02/08
College of Eastern Utah	A	CEU Fine Arts Center	\$21,000,000	CIB/Other	2010
Price City	A	Newhouse Hotel Rehabilitation (Affordable Housing)	\$2,100,000	CDBG/HOME/LIHTC	02/08
	A	Emergency Generator	\$70,000	CIB/Local	2009
	A	Washington Park Upgrades	\$1,425,000	CIB/Local	2009
Sunnyside City	B	Cemetery Improvements	\$150,000	CIB/Fed/Local	02/08
Sunnyside City	A	Remodel Old School Building for City Hall	\$500,000	CIB	12/07

**SHORT AND MEDIUM TERM CAPITAL IMPROVEMENT LISTS**

ENTITY	ENTITY PRIORITY	PROJECT DESCRIPTION	TOTAL COST	FUNDING SOURCES	PROJECT DATE
	B	Little League Field	\$200,000	CIB/Fed/Local	06/08
	A	Tennis Courts	\$65,000	CIB/Local/Other	2009
	A	New Ambulance	\$12,000	CIB/RD/EMS/Other	2009
Scofield Town	A	Fire Station	\$500,000	CIB	06/08
Wellington City	B	Playground Equipment	\$60,000	CIB/Local	02/08
E. Carbon City	A	Equipment and Recreation Center	\$449,000	CIB	12/07
	B	Grassy Trail Walking Trail	\$500,000	CIB/State/Fed/Local	02/08
<b>EMERY COUNTY</b>					
Emery Co. MBA	A	Children's Justice Center	\$500,000	CIB/CDBG	2008
	A	Weed & Mosquito Shop & Storage Shed	\$2,000,000	CIB	2008
	A	Food Bank Facility	\$300,000	CIB/CDBG/Other	2009-2010
Castle Dale	Unranked	Renovation of City Hall	\$3,000,000	CIB/Other	2012
	Unranked	Purchase Property For Park	\$65,000	CIB/Other	?
	Unranked	Cemetery Improvements	\$100,000	CIB/Other	?
Cleveland	A	EMS Emergency Response Equipment	\$40,000	CIB/CDBG	04/08
	A	Fire Station	\$500,000	CIB/Local	2008
		Park Improvements	\$100,000	CIB/Local/CDBG	2009-2010
Clawson	A	Ballfield Improvements	\$40,000	CIB	2008
	A	Restrooms in Park	\$150,000	CDBG/CIB/Other	2008
	A	Town Hall Addition and/or Replacement	\$150,000	CIB/Local	2009-2010
Elmo Town		Park Improvements, BMX Track	\$30,000	CIB/Local	2010
Emery Town	B	Municipal Building and Fire Station	\$750,000	CIB	2008
	B	Street Lighting	\$150,000	CIB/Other	2009
	A	Cemetery Improvements	\$80,000	CIB/Local	2008
	B	Remodel Historic Church	\$100,000	CIB/Other	2010
Ferron City	A	New Recreation Park	\$250,000	CIB	2008
	A	Mayor's Park Improvements	\$25,000	CIB/CDBG/Local	2008
	A	Golf Course ADA Improvements	\$100,000	CIB/Other	2009
Green River City	A	Emergency Services Building	\$1,000,000	RDA/CIB/Local	2008
	C	Ball Field Lighting	\$300,000	CIB/Other	2009
Huntington City	C	Lion's Park Improvements	\$85,000	CIB	2008
	C	Skateboard Park	\$280,000	CIB	2008
	Unranked	Cemetery Improvements	\$300,000	CIB	2009
Orangeville City	A	Cemetery Improvements	\$100,000	CIB	2008
	B	Skateboard Park	\$150,000	CIB/Local	2008
	B	Ball Complex & Restroom Improvements	\$75,000	CIB/Local	2008

**SHORT AND MEDIUM TERM CAPITAL IMPROVEMENT LISTS**

ENTITY	ENTITY PRIORITY	PROJECT DESCRIPTION	TOTAL COST	FUNDING SOURCES	PROJECT DATE
	A	Walking Trail	\$150,000	CIB/Other/Local	2009
<b>GRAND COUNTY</b>					
Moab Valley Fire District	A	Two New Fire Engines	\$400,000	CIB/Local	2008
Grand Co & Health District	A	EMS Facility (Rehab Old Senior Center)	\$1,000,000	CIB/Local	2008
Grand County	A	Purchase New Pumper Truck	\$100,000	CIB/Other	2009
Grand County MBA	A	New Jail	\$10,000,000	CIB/Other	2009
Moab City	A	Lion's Park Restoration	\$350,000	CIB/Other	2010
Solid Waste SSD	A.	Purchase Horizontal Bailer	\$75,000	CIB/Other	2009-2010
<b>SAN JUAN COUNTY</b>					
Monticello	A	Main Street and Center Street Improvements & Lighting	\$500,000	CIB/SJTD/UDOT	2008
	B	Aquatic/Recreation Center	\$5,000,000	CIB/Local/Rec Funds	07/08
	B	Parking Lot Paving & Ball Field	\$110,000	CIB/SJTD	10/08
	B	Club House/Community Center	\$1,000,000	CIB/EDA/Local	2009-2010
	A	Pavilions/Bathrooms for Parks	\$200,000	CIB/CDBG/Local	2009
Blanding	A	Expand Fire House	\$250,000	CIB/USDA/Local	12/07
	A	Wellness & Swimming Center	\$6,000,000	CIB/Local	04/08
Bluff Service District	B	Parks & Recreation Improvements	\$750,000	RD/CIB/CDBG	10/09
San Juan County	A	LaSal Fire Equipment`	\$250,000	CIB/Local	12/07
	A	Countywide Fire Equipment	\$300,000	CIB/Local	12/07
San Juan Co MBA	A	Jail Expansion	\$12,000,000	CIB/RD/Other	12/08
San Juan Co Transportation Distr.	A	Bike & Pedestrian Trails	\$800,000	CIB/Navajo Nation	12/08
<b>DISTRICTWIDE</b>					
SEUALG	A	Housing Rehabilitation	\$4890,000	CIB/HOME	2008/2009
<b>Goal #4: Maintain and expand the base infrastructure . . .</b>					
<b>CARBON COUNTY</b>					
Carbon Co MBA	A	Road/Bridge Improvements – Spring Glen & Carbonville	\$2,850,000	CIB/Local/In-Kind	12/07
	A	New Government Complex	\$9,000,000	Bond/CIB/Local	2009-2010
E. Carbon City	A	Range Creek Water Development	\$2,500,000	DWQ/CIB/Local	2009-2010
Helper	A	Water Tank Repair	\$520,000	CIB/Other	06/08
Price City	A	General Improvements	\$139,000	CIB/Local	12/07
	A	So Price Storm Drain Project	\$500,000	CDBG.Local/CIB	12/08
	A	Storm Water Management System Upgrade	\$410,000	CIB/Local	2009
	A	Sewer Line Replacements	\$110,000	CIB/Local	2009
	A	Pipeline Crossing	\$180,000	CIB/Local	2009
	A	1900 E. Water Line	\$700,000	CIB/Local	2009
	A	5 Million Gal Water Tank	\$300,000	CIB/Local/Other	2010

**SHORT AND MEDIUM TERM CAPITAL IMPROVEMENT LISTS**

ENTITY	ENTITY PRIORITY	PROJECT DESCRIPTION	TOTAL COST	FUNDING SOURCES	PROJECT DATE
	A	Meads Wash Detention Basin	\$100,000	CIB/Other	2010
	A	3 Million Gal Water Tank Restoration	\$600,000	CIB/Other	2010
	A	Waterline Replacements	\$150,000	CIB/Other	2010
	A	Sewer line Replacements	\$110,000	CIB/Other	2010
Sunnyside City	A	Range Creek Water Development-Phase I	\$500,000	CIB/Other	06/08
	A	Range Creek Water Development-Phase II	\$500,000	CIB/Other	2010
Scofield Town	A	Culvert & Streets	\$1,700,000	CIB	02/08
	A	Water & Sewer Improvements	\$1,000,000	CIB	10/08
	A	Street Improvements	\$500,000	CIB	2009-2010
Wellington City	A	Water & Sewer Improvements	\$400,000	CIB/Local	12/07
	A	Relocate Maintenance Shop	\$200,000	CIB/Local	2009
<b>EMERY COUNTY</b>					
Castle Valley SSD	A	Combined Roads, Drainage, Curb/Gutter	\$2,000,000	CIB	08/08
	A	Upgrade to Filter Membranes at Straight Canyon Water Plant	\$250,000	CIB/Local	04/08
		Equipment Purchases	\$300,000	CIB/Other	2009
	A	Combined Application for Roads, Drainage, Water & Sewer	\$4,000,000	CIB/Other	2009-2011
Castle Dale City		Equipment Purchases	\$50,000	CIB/Local	?
Cleveland	B	Purchase Water Shares	\$90,000	CIB	2008
	B	Sidewalk Construction	\$300,000	CIB/3M/Local	2008
	B	Road Improvement	\$565,000	CIB	2008
Elmo Town	Unranked	Sidewalk Construction	\$200,000	CIB/Local/CDBG	2009
Emery Town	A	Pipe Canals and Open Storm Drains	\$17,255,000	CIB/Other	2010
	A	Curb, gutter, sidewalk	\$150,000	CIB/Local/Other	2010
Ferron City	A	Sidewalk Construction	\$300,000	CIB	2008
	A	Water Storage Project	\$1,000,000	CIB/DWQ/Local	2010
Green River City	A	Sewer & Water Line/Equipment Replacement	\$1,500,000	CIB/Local	2008
	A	Water Meter/Equipment Replacement	\$250,000	CIB/Other/Local	2009-2010
	A	Streets, Curb, Gutter & Drainage	\$4,500,000	CIB/Other/Local	2009-2010
Huntington City	A	New Fire Hydrants	\$90,000	CIB	2008
	Unranked	Curb, Gutter & Sidewalk	\$2,000,000	CIB/Other	2010-2011
Orangeville City	A	Dredging Adobe Wash (storm drainage)	\$110,000	CIB	2008
	B	Curb, Gutter, Sidewalk – West Side of Main St.	\$500,000	CIB/Local	2010
<b>GRAND COUNTY</b>					
Castle Valley Town	A	Improve Flood Control Drainage	\$1,500,000	CIB/Local/Other	2009-2010
Thompson SSD	A	Develop Culinary Water Sources & Replace Water Lines	\$675,000	CIB	2008
Moab City	A	Replace Asbestos Water Line	\$175,000	CDBG/Local	2008

**SHORT AND MEDIUM TERM CAPITAL IMPROVEMENT LISTS**

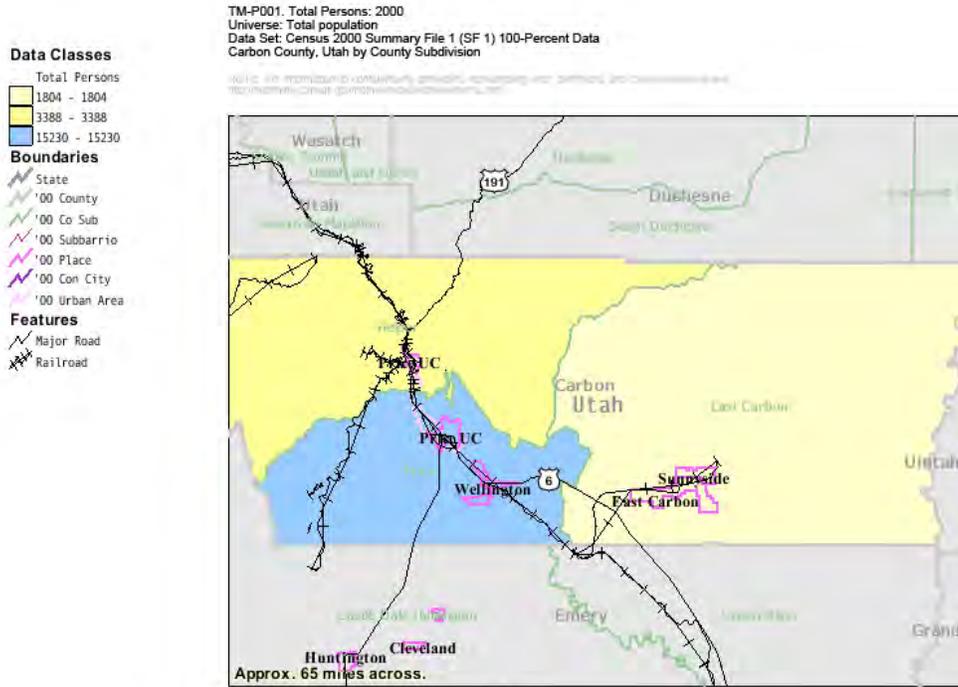
ENTITY	ENTITY PRIORITY	PROJECT DESCRIPTION	TOTAL COST	FUNDING SOURCES	PROJECT DATE
	A	Storm Drainage, Detention Basins, Outfall	\$6,000,000	CIB/Local/Other	2009-2010
Spanish Valley Water & Sewer Imprv	A	Regional Wastewater Plant	\$19,000,000	DWQ/CIB/RD	2008
Grand Co Sewer/Water SSD	A	Purchase SITLA Land at the Tope of Ken's Lake	\$130,000	CIB/SSD/Other	2009
	A	Provide Lateral Line Construction to New Sewer System	\$500,000	RD/CDBG/Other	2009-2010
<b>SAN JUAN COUNTY</b>					
Blanding City	A	Fourth Reservoir & Transmission Line	\$2,000,000	CIB/CDBG/BOR/Other	2010
	A	Water & Sewer Pipeline Project – per Master Plan	\$250,000	CIB/Local/Other	2010
	A	Membrane Filtration Water Treatment Plant & Lines	\$1,717,000	CDBG/RD/DWQ/Local	2008
Monticello City	A	City Water Line Replacements	\$110,000	CDBG/CIB/Local	2008
	B	Raw Water Storage Expansion	\$1,000,000	CIB/BWR/DWQ	07/08
	B	Storm Water Drainage System & Engineering	\$900,000	EPA/DEQ/CIB/City	10/08
	A	Clay Draw Reservoir	\$7,500,000	BWR/DWB/USDA/CIB	2009-2011
	B	Street Equipment	\$250,000	CIB/Local	04/09
	B	Sidewalks	\$300,000	CIB/Local	10/09
	B	Water & Sewer Line Replacement	\$750,000	BWR/CIB/City	2010
	B	Metering for Secondary Water System	\$400,000	City/CIB/Other	2010
	B	Additional Sewer Lagoon	\$100,000	EPA/DEQ/CIB	2010
Bluff	A	Waste Water Facility	\$3,600,000	CIB/USDA/DWQ	04/08
	B	Storm Water Drainage Project	\$1,200,000	CIB	10/08
	A	Secondary Water Facility	\$1,000,000	DNR/BOR/CIB/Other	2008-09
S.J. Transportation Distr	B	Lisbon Valley Road – Phase III	\$3,000,000	CIB/Other	2008-2009
S.J. Water Improvement Distr	A	Clay Wash Reservoir(s)	\$25,000,000	USDA/BOR/??	2009-2010
Spanish Valley	A	Sewer Plant	\$12,000,000	RD/Waste Water/CIB	2009-10
<b>Goal #5: Strengthen and enhance the partnerships between state/local government &amp; state/local economic development practioners, organizations &amp; agencies . . .</b>					
<b>DISTRICT WIDE</b>					
SEUEDD/SEUALG	A	Update the District's CEDS and Consolidated Plan	\$70,000	EDA/CDBG/Local	2008-2009
<b>Goal #6: Participate in EDCU's SURE Site industrial park program, develop new and expand existing sites . . .</b>					
<b>CARBON COUNTY</b>					
East Carbon City	A	Industrial Park Improvements	\$250,000	CIB/Other/Local	2009-10
<b>EMERY COUNTY</b>					
Green River City/Emery Co MBA	A	Industrial Park Development-Rail, Electrical, Roads, etc.	\$10,000,000	EDA/Local/Private	2008-2010

**SHORT AND MEDIUM TERM CAPITAL IMPROVEMENT LISTS**

<b>ENTITY</b>	<b>ENTITY PRIORITY</b>	<b>PROJECT DESCRIPTION</b>	<b>TOTAL COST</b>	<b>FUNDING SOURCES</b>	<b>PROJECT DATE</b>
Huntington City	A	Industrial Park Improvements	\$1,000,000	CIB/EDA/Other	2010
<b>Goal #8: Diversify the regional economic base. . .</b>					
<b>CARBON COUNTY</b>					
Carbon County MBA	B	Fairground Bleachers	\$1,000,000	CIB/Other	2008-09
CEU & County	A	Mesozoic Gardens Project	\$10,000,000	CIB/EDA/Other	2009-10
Helper City	A	Railroad and Mining Museum Improvements	\$1,400,000	CIB/EDA/Local/Other	2009
Sunnyside City	A	RV Park	\$250,000	CIB/Local	2009
<b>EMERY COUNTY</b>					
Ferron City	A	Fairground Improvements	\$900,000	CIB/CDBG/Other	2008-09
Emery Co Building Authority		Museum kitchen	\$450,000	CIB/Other	2010
Green River City	C	Golf Course Phase II Addition	\$2,000,000	CIB/Other	2009-10
<b>GRAND COUNTY</b>					
Grand Co Bldg/Health Care SSD	A	Moab Area Partnership for Seniors-skilled nursing & Assisted Living Center	\$4,950,000	SSD/CIB/CDBG/EDA/Other	2009-2010
Grand Co Bldg Authority	A	Highway 128 Bike Trail	\$4,785,000	CIB/UDOT/Other	2009
<b>SAN JUAN COUNTY</b>					
County & Bluff Community	A	Bluff Swinging Bridge Replacement	\$600,000	CIB/EDA/Donations/Local	2009-10
San Juan County	A	Fairgrounds Center	\$3,500,000	CIB/Other	2009

# COUNTY PROFILES

## CARBON COUNTY



Carbon County is 1,478.46 square miles in geographic size and has a population density of 13.8 persons per square miles. However, as can be seen from the map above, most of the population in the county is located in the southwestern corner of the county and is centered around the county seat of Price City. Although Carbon County is a sparsely populated county, most of the population is concentrated in the small towns that line Highway 6, the main roadway through the county.

Carbon County saw significant population decreases between the 2000 Census and 2006, but the population levels appear to have stabilized and are expected to grow approximately 9% in the next fifteen years<sup>2</sup>

U.S. CENSUS BUREAU – ANNUAL ESTIMATES OF POPULATION (as of July 01)								
2000	2001	2002	2003	2004	2005	2006	2007	% Chg 2000/2006
20,425	19,693	19,753	19,679	19,462	19,205	19,230	19,634	-5.9%

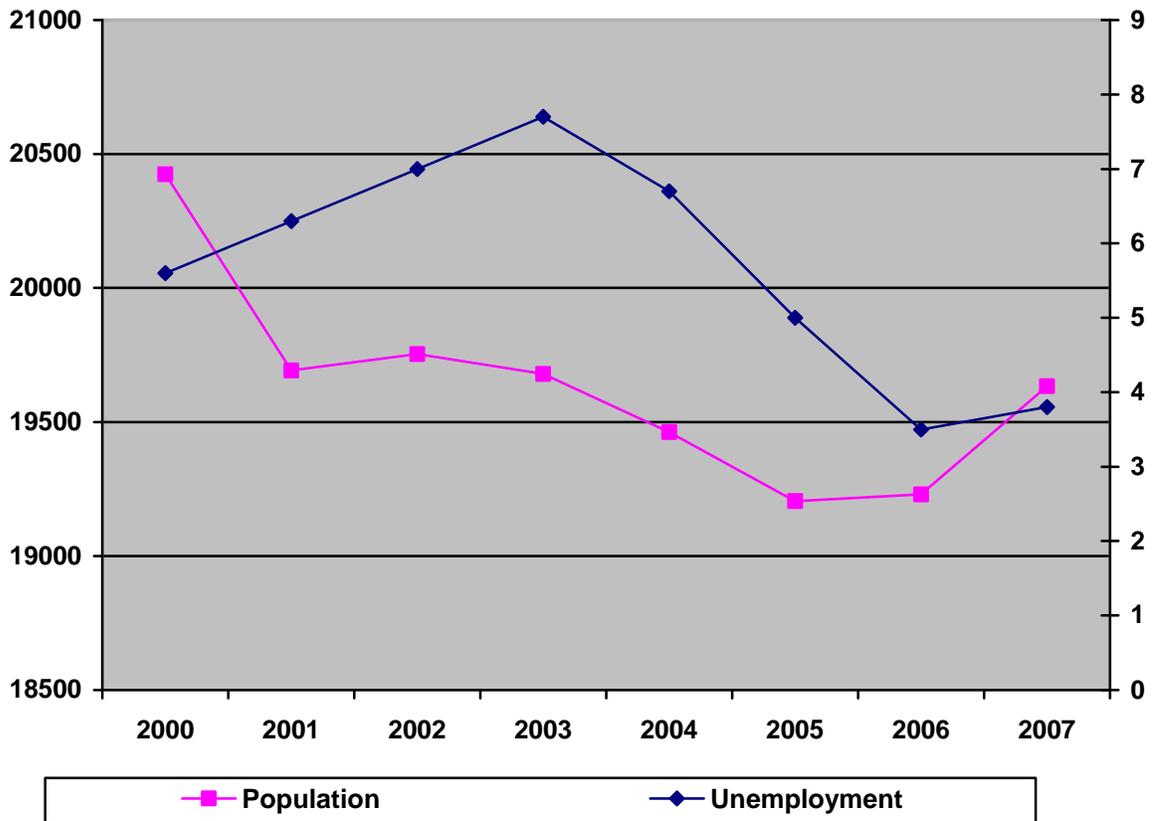
<sup>2</sup> Source: Governor’s Office of Planning and Budget, Utah Population Estimates Committee

UNEMPLOYMENT RATES 2000 – 2007								
	2000	2001	2002	2003	2004	2005	2006	2007
Carbon County	5.6	6.3	7.0	7.7	6.7	5.0	3.5	3.8
Utah State	3.4	4.4	5.8	5.7	5.0	4.2	3.0	2.7

Source: Utah Department of Workforce Services

As the chart below shows, as the unemployment rate went up population decreased. Even when the unemployment rate began to climb, population growth continued to lag until recently.

**Population/Unemployment Comparison 2000-2007**



While both the population growth rates and the unemployment rates improved during 2007, there is a concern that workforce availability will not keep pace with the expected job increases in the resource extraction and energy fields.

<b>CARBON COUNTY WAGE &amp; EMPLOYMENT DATA</b>									
	<b>2004</b>			<b>2005</b>			<b>2006</b>		
	Avg Employment	Establishments	Avg Monthly Wage	Avg Employment	Establishments	Avg Monthly Wage	Avg Employment	Establishments	Avg Monthly Wage
Agricultural, Forestry, Fishing & Hunting 11	0	0	0	5	3	\$721	5	3	\$600
Mining 21	707	21	\$5,943	792	21	\$5,825	894	21	\$5,973
Utilities 22	132	4	\$6,282	133	4	\$6,162	138	5	\$6,763
Construction 23	285	55	\$2,743	293	53	\$3,155	394	49	\$4,668
Manufacturing 31-33	301	24	\$2,791	402	25	\$3,200	420	25	\$3,672
Wholesale Trade 42	391	44	\$3,574	427	50	\$3,526	450	45	\$3,705
Retail Trade 44-45	1197	94	\$1,457	1249	95	\$1,503	1285	93	\$1,586
Transportation & Warehousing 48 & 49	272	21	\$3,470	387	24	\$3,570	413	25	\$3,228
Information 51	113	9	\$1,708	108	9	\$1,679	128	10	\$1,720
Finance & Insurance 52	200	34	\$2,096	196	34	\$2,209	193	35	\$2,374
Real Estate 53	55	17	\$760	53	20	\$1,319	59	20	\$1,452
Professional, Scientific & Technical 54	212	34	\$1,094	202	38	\$1,276	220	37	\$1,412
Mgmt of Companies 55	62	3	\$3,539	67	3	\$3,483	58	3	\$3,833
Admin, Sprt, Waste Mgmt, Remediation 56	343	24	\$2,059	353	22	\$1,946	371	22	\$1,713
Private Education Services 61	0	0	0	68	3	\$1,269	81	3	\$1,300
Health Care & Social Assistance 62	905	63	\$1,922	919	67	\$2,044	974	68	\$2,133
Arts, Entertainment, & Recreation 71	56	9	\$1,028	64	10	\$1,042	71	10	\$965
Accommodation & Food Services 72	691	47	\$681	676	50	\$717	742	55	\$755
Other Services (except Public Admin) 82	359	62	\$2,184	336	61	\$1,815	365	63	\$1,947
Education	1076	17	\$1,798	848	17	\$1,802	1055	17	\$1,924
Government	1133	52	\$2,244	1145	81	\$2,300	1116	81	\$2,422

Source: Utah Department of Workforce Services – Industry Employment and Wages

In 2006 the highest paying industry sectors (mining, utilities, construction, manufacturing, wholesale trade, and transportation/warehousing) provided 2,709 jobs, with an average monthly wage of \$4,703. The lowest paying industry sectors (retail trade, information, arts/entertainment/recreation, accommodations/food service, and other services) provided 2,591 jobs, with an average monthly wage of \$1,395. Education and government made up the third largest industry sector with 2,252 jobs at an average monthly wage of \$1,882.

<b>CARBON COUNTY'S LARGEST EMPLOYERS – 2006 AVERAGES</b>		
<b>Company</b>	<b>Industry</b>	<b>Employment</b>
Carbon School District	Public Education	500-999
Canyon Fuels Company	Coal Mining	250-499
Castleview Hospital	Health Care	250-499
College of Eastern Utah	Higher Education	250-499
State of Utah	State Government	250-499
Wal-Mart	Retail Sales	250-499
Andalex Resources*	Coal Mining	100-249
Carbon County	Local Government	100-249
Discovery Phone Center	Call Center	100-279
Joy Technologies	Wholesale Trade	100-249
Pacificorp (Rocky Mtn Power)	Electric Utility	100-249
Price City	Local Government	100-249
Price Mine Service	Mining employment services	100-249
Savage Industries	Trucking	100-249
SOS Temporary Services	Gen'l employment services	100-249
West Ridge Resources	Coal Mining	100-249
Castle County Care Center	Health Care	50-99
DBT America	Wholesale Trade	50-99
Natural Resource Conservation Srv	Federal Government	50-99
Electrical Contractors	Electric Contracting	50-99
Feature Films for Families	Direct Sales	50-99
Greenwell Inn & Convention Ctr.	Accommodations	50-99
Hidden Splendor Resources	Coal Mining	50-99
Irwin Industries	Power/Comm Construction	50-99
K-Mart	Retail Sales	50-99
Nelco Contractors	General Construction	50-99
Pacific Central Steel Fabrication	Metal Manufacturing	50-99
Parkdale Care Center	Health Care	50-99
Peczuh Printing Company	Lithographic Printing	50-99
Pinnacle Canyon Academy	Private Education	50-99
Smith's Grocery	Retail Sales	50-99
Tram Electric	Equipment Repair Services	50-99
Union Pacific Railroad	Railroad	50-99
Utah Railway Company	Railroad	50-99

Source: Department of Workforce Services

\* Mine Closed in late 2007

<b>SELECTED ECONOMIC INDICATORS – CARBON COUNTY</b>		
<b>Indicator</b>	<b>Amount</b>	<b>Rank In State (29 Counties)</b>
2006 Per Capita Personal Income - 2006 <sup>3</sup>	\$29,159	5
2006 Median Household Income- 2005 <sup>4</sup>	\$38,203	21
Poverty Rate <sup>5</sup>	15.1%	24
Average Household Size - 2000 <sup>6</sup>	2.68	26
High School Diploma or Higher <sup>7</sup>	81.1%	26
Bachelor's Degree or Higher <sup>8</sup>	12.3%	25
Average Home Sales Price <sup>9</sup>	\$108,000	N/A
Average 3-bedroom rental costs <sup>10</sup>	\$825	N/A

<b>GROSS TRANSIENT ROOM TAX COLLECTIONS 2001 - 2006</b>						
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
Carbon County	\$138,921	\$160,321	\$130,873	\$143,430	\$143,061	\$211,714

Source: Utah Office of Tourism, 2006 State and County Economic and Travel Indicator Profiles

<b>RESTAURANT TAX COLLECTIONS 2001 - 2006</b>						
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
Carbon County	\$163,386	\$164,358	\$172,683	\$160,013	\$176,289	\$198,184

Source: Utah Office of Tourism, 2006 State and County Economic and Travel Indicator Profiles

<sup>3</sup> Source: Bureau of Economic Analysis

<sup>4</sup> Source: U.S. Census Bureau

<sup>5</sup> Source: U.S. Census Bureau-Utah All Ages In Poverty - 2005

<sup>6</sup> Source: U.S. Census Bureau – 2000 Census

<sup>7</sup> Source: U.S. Census Bureau – 2000 Census, Summary File Tape 3

<sup>8</sup> Source: U.S. Census Bureau – 2000 Census, Summary File Tape 3

<sup>9</sup> Source: Carbon Board of Realtors - 2007

<sup>10</sup> Source: SEUALG 2008 Consolidated Plan, 2008 Action Plan

<b>CARBON COUNTY TAXABLE RETAIL SALES – TOTALS AND BY INDUSTRY</b>					
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
Agric. Forestry & Fishing (111-973)	\$0	\$53,175	\$39,483	\$123,999	\$113,316
Mining (1011-1499)	\$28,007,425	\$15,652,019	\$19,948,405	\$18,843,415	\$21,843,415
Construction (1521-1799)	\$9,829,686	\$7,500,287	\$9,108,474	\$10,498,354	\$17,982,665
Manufacturing (2011-3999)	\$15,761,210	\$13,132,383	\$14,430,581	\$16,393,153	\$23,071,682
Transportation (4011-4789)	\$1,928,641	\$1,544,659	\$2,981,054	\$4,007,247	\$3,907,153
Communications (4812-4899)	\$9,190,586	\$10,212,150	\$10,682,141	\$10,345,481	\$11,525,300
Electric & Gas (4911-4971)	\$19,963,217	\$18,003,702	\$15,511,702	\$20,011,316	\$21,075,454
Wholesale Durable Goods (5012-5099)	\$58,842,293	\$48,300,042	\$55,300,042	\$71,037,230	\$82,033,743
Wholesale Non-Durables (5111-5199)	\$9,161,986	\$8,777,503	\$9,837,646	\$15,106,874	\$14,235,701
Retail-Bldg & Garden (5211-5271)	\$9,414,169	\$7,099,838	\$6,453,345	\$12,158,315	\$12,087,447
Retail-Gen. Merchandize (5311-5399)	\$56,142,584	\$59,027,852	\$60,291,325	\$64,725,669	\$69,561,120
Retail-Food Stores (5411-5499)	\$31,750,830	\$26,487,999	\$27,581,727	\$29,649,621	\$35,260,426
Retail-Motor Vehicles (5511-5599)	\$39,456,470	\$38,197,836	\$42,799,925	\$46,354,302	\$48,239,189
Retail-Apparel & Accsry (5611-5699)	\$750,388	\$653,066	\$591,502	\$1,401,729	\$1,478,410
Retail-Furniture (5712-5736)	\$5,246,057	\$5,198,958	\$4,522,854	\$5,639,242	\$5,737,330
Retail-Eating & Drinking (5812-5826)	\$14,793,807	\$14,156,515	\$15,232,465	\$18,012,005	\$19,875,134
Retail-Miscellaneous (5912-5999)	\$12,698,272	\$13,291,579	\$18,435,235	\$20,194,830	\$24,185,968
Fin. Ins. & Real Estate (6011-6799)	\$1,350,456	\$4,297,392	\$3,403,178	\$3,800,882	\$3,129,731
Services-Hotel & Lodging (7011-7041)	\$3,022,431	\$2,070,788	\$2,774,922	\$4,089,030	\$4,365,700
Services-Personal (721-7299)	\$1,345,532	\$1,446,999	\$1,394,281	\$1,362,403	\$1,491,881
Services-Business (7311-7389)	\$6,931,704	\$6,277,099	\$8,683,150	\$7,681,448	\$12,695,696
Services-Auto Repair (7513-7699)	\$11,813,132	\$11,674,371	\$13,769,460	\$16,545,188	\$18,188,258
Services-Amusemnt & Rec (7812-7999)	\$2,343,012	\$2,352,874	\$2,181,819	\$2,256,765	\$2,288,106
Services-Health (8011-8099)	\$1,578,461	\$1,056,064	\$1,081,703	\$1,287,415	\$2,536,645
Services-Education (811-8999)	\$744,355	\$202,084	\$1,787,577	\$1,753,416	\$3,554,931
Public Administration (911-9721)	\$64,607	\$720,196	\$780,753	\$1,415,727	\$2,203,167
Private Motor Vehicles Sales	\$4,720,950	\$5,228,044	\$4,448,306	\$4,734,911	\$5,887,178
Occasional Retail Sales	\$111,101	\$86,784	\$155,710	\$226,848	\$446,748
Non-Disclosable/Nonclassifiable	\$536,369	\$700,630	\$738,716	\$2,194,413	\$378,177
Prior Period Payments & Refunds	-\$6,376,850	\$9,780,755	\$24,088,232	\$18,528,060	\$9,840,985
<b>Carbon County Totals</b>	<b>\$313,112,861</b>	<b>\$333,785,502</b>	<b>\$379,035,713</b>	<b>\$430,474,206</b>	<b>\$478,220,656</b>

Source: Utah State Tax Commission, *County Level Taxable Sales 2002-2006*

## EMERY COUNTY



Emery County is 4451.85 square miles in geographic size and has a population density of 2.4 persons per square mile. As can be seen from the map above, most of the population in the county is located in the northwestern corner of the county where it meets Carbon County. Emery County is a very sparsely populated county and most of the population is concentrated in the small towns that cluster along Highway 10 as it runs from Carbon County in the north toward towards I-70 in the southwest. Green River City is located on I-70 on the Emery/Grand County border. Castle Dale City is the county seat.

Emery County also saw significant population decreases between 2000 and 2006. While 2007 saw a slight increase, the growth rate was less than 1%. Although Emery County’s population is projected to grow over the next fifteen years the projected total growth is only 2%<sup>11</sup>

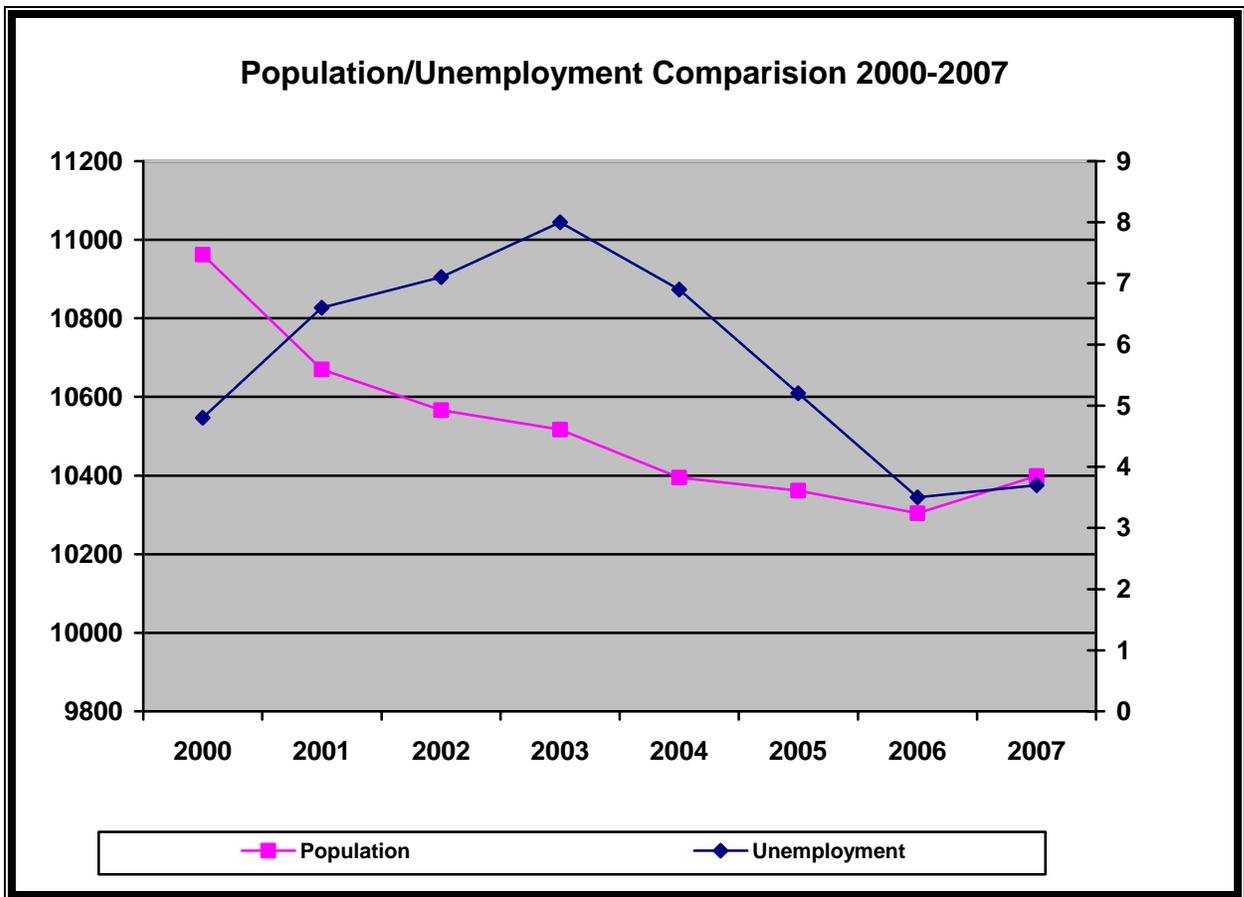
<b>U.S. CENSUS BUREAU – ANNUAL ESTIMATES OF POPULATION (as of July 01)</b>								
<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>%Chg 2000/2006</b>
10,962	10,670	10,566	10,517	10,395	10,362	10,304	10,399	-6%

<sup>11</sup> Source: Governor’s Office of Planning and Budget, Utah Populations Estimates Committee

UNEMPLOYMENT RATES 2000 - 2007								
	2000	2001	2002	2003	2004	2005	2006	2007
Emery County	4.8	6.6	7.1	8.0	6.9	5.2	3.5	3.7
Utah State	3.4	4.4	5.8	5.7	5.0	4.2	3.0	2.7

Source: Utah Department of Workforce Services

Emery County's population decreased significantly between 2000 and 2003 as the unemployment rate approached 8%. Population growth has been slow to rebound even with the decreased unemployment rate caused by the growth in coal mining and natural gas extraction.



While Emery County's population growth is expected to follow growth in the resource extraction industries, because the county's economy is so dependent on these industries any decrease in these industries (such as the recent Crandall Canyon Coal Mine disaster) is expected to cause a corresponding decrease in overall economic and population growth.

<b>EMERY COUNTY WAGE &amp; EMPLOYMENT DATA</b>									
	<b>2004</b>			<b>2005</b>			<b>2006</b>		
	Avg Employment	Establishments	Avg Monthly Wage	Avg Employment	Establishments	Avg Monthly Wage	Avg Employment	Establishments	Avg Monthly Wage
Mining 21	701	11	\$4,423	826	10	\$4,785	853	10	\$4,901
Utilities 22	424	11	\$6,279	437	11	\$6,506	435	11	\$7,336
Construction 23	314	31	\$2,798	286	32	\$3,037	538	29	\$3,252
Manufacturing 31-33	29	8	\$2,201	22	6	\$2,467	17	5	\$2,620
Wholesale Trade 42	40	10	\$1,813	44	11	\$1,956	39	11	\$2,672
Retail Trade 44-45	421	33	\$1,037	422	34	\$1,046	434	36	\$1,101
Transportation & Warehousing 48 & 49	124	13	\$3,140	145	12	\$3,207	137	12	\$2,808
Information 51	152	152	\$2,283	139	5	\$2,412	132	6	\$2,568
Finance & Insurance 52	52	8	\$1,728	51	9	\$1,682	52	10	\$1,803
Real Estate 53	8	4	\$8,650	0	0	\$0	6	3	\$286
Professional, Scientific & Technical 54	56	9	\$2,085	55	10	\$2,296	59	10	\$2,446
Mgmnt of Companies 55	12	3	\$2,545	12	3	\$2,611	0	0	\$0
Admin, Sprrt, Waste Mgmnt, Remediation 56	19	6	\$2,259	17	3	\$1,899	71	4	\$3,141
Health Care & Social Assistance 62	62	9	\$1,373	55	8	\$1,480	55	8	\$1,699
Accommodation & Food Services 72	281	27	\$792	284	30	\$816	278	28	\$879
Other Services (except Public Admin) 82	152	19	\$2,229	157	21	\$2,415	155	21	\$2,967
Education	346	12	\$2,433	338	12	\$2,260	338	12	\$2,576
Government	545	52	\$2,241	525	54	\$2,307	505	55	\$2,553

Source: Utah Department of Workforce Services – Industry Employment and Wages

In 2006 the highest paying industry sectors (mining, utilities, construction, manufacturing, wholesale trade, and transportation/warehousing) provided 2,019 jobs, with an average monthly wage of \$3,932. Education and government made up the second largest industry sector with 843 jobs at an average monthly wage of \$2,565. The lowest paying industry sectors (retail trade, accommodations/food service, and real estate) provided 718 jobs, with an average monthly wage of \$755. Because Emery County is the home base for Carbon/Emery Communications and its subsidiaries, Emery County has a comparatively high paying third industry sector (information, professional, and other services) that provides 346 jobs with an average monthly wage of \$2,660.

<b>EMERY COUNTY'S LARGEST EMPLOYERS – 2006 AVERAGES</b>		
<b>Company</b>	<b>Industry</b>	<b>Employment</b>
Emery County School District	Public Education	250-499
Energy West	Coal Mining	250-499
Nielson Construction	Heavy Construction	250-499
Pacificorp (Rocky Mtn Power)	Electric Utility	250-499
Consolidated Coal	Coal Mining	100-249
CW Mining	Coal Mining	100-249
Emery County	Local Government	100-249
Genwal Resources (Utah Energy Mining)*	Coal Mining	100-249
Billing Distribution	Gas Station/Convenience Store	50-99
Cal K. Jensen	Trucking	50-99
Emery County Nursing Home	Residential Nursing Care	50-99
Power Source Services	Janitorial Services	50-99
State of Utah	State Government	50-99
West Winds Restaurant	Restaurant	50-99
Ashworth Transfer	Trucking	20-49
Carbon Emery Telcom	Telecommunications	20-49
City of Green River	Local Government	20-49
Emery Telcom	Telecommunications	20-49
Emery Telecommunications Video	Satellite Telecommunications	20-49
Food Ranch Bestway	Grocery Store	20-49
Grants	Gas Station/Conv Store	20-49
Healthaxis Imaging Services	Data Processing Services	20-49
Hometown Market	Grocery Store	20-49
Industrial Electric Motor Service	Machinery Repair Service	20-49
K B Wilson Enterprises	Gas Station/Conv Store	20-49
Kelly's Tamarisk Restaurant	Restaurant	20-49
Mac's Mining Repair Service	Machinery Repair Services	20-49
Maverik County Store	Gas Station/Conv Store	20-49
Nat'l Resource Consvr Service	Federal Government	20-49
Nielson's Pharmacy	Pharmacy/Drug Store	20-49
River Terrace	Restaurant	20-49
Stewart's Thriftway	Grocery Store	20-49
U.S. Post Office	Federal Government	20-49
Wall Contractor's	Commercial Construction	20-49

Source: Utah Department of Workforce Services, Workforce Information-Updated June 2007

\* Crandall Canyon Mine Disaster-mine permanently closed

<b>SELECTED ECONOMIC INDICATORS – EMERY COUNTY</b>		
<b>Indicator</b>	<b>Amount</b>	<b>Rank In State (29 Counties)</b>
2006 Per Capita Personal Income - 2006 <sup>12</sup>	\$24,559	16
2006 Median Household Income- 2005 <sup>13</sup>	\$42,219	14
Poverty Rate <sup>14</sup>	13.1%	18
Average Household Size - 2000 <sup>15</sup>	3.13	14
High School Diploma or Higher <sup>16</sup>	84.2%	21
Bachelor's Degree or Higher <sup>17</sup>	11.6%	29
Average Home Sales Price <sup>18</sup>	\$98,000	N/A
Average 3-bedroom rental costs <sup>19</sup>	\$695	N/A

<b>GROSS TRANSIENT ROOM TAX COLLECTIONS 2001 - 2006</b>						
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
Emery County	\$19,165	\$23,026	\$132,162	\$137,338	\$168,931	\$167,715

Source: Utah Office of Tourism, 2006 State and County Economic and Travel Indicator Profiles

<b>RESTAURANT TAX COLLECTIONS 2001 - 2006</b>						
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
Emery County	Emery County does not collect the restaurant tax					

Source: Utah Office of Tourism, 2006 State and County Economic and Travel Indicator Profiles

<sup>12</sup> Source: Bureau of Economic Analysis

<sup>13</sup> Source: U.S. Census Bureau

<sup>14</sup> Source: U.S. Census Bureau-Utah All Ages In Poverty - 2005

<sup>15</sup> Source: U.S. Census Bureau – 2000 Census

<sup>16</sup> Source: U.S. Census Bureau – 2000 Census, Summary File Tape 3

<sup>17</sup> Source: U.S. Census Bureau – 2000 Census, Summary File Tape 3

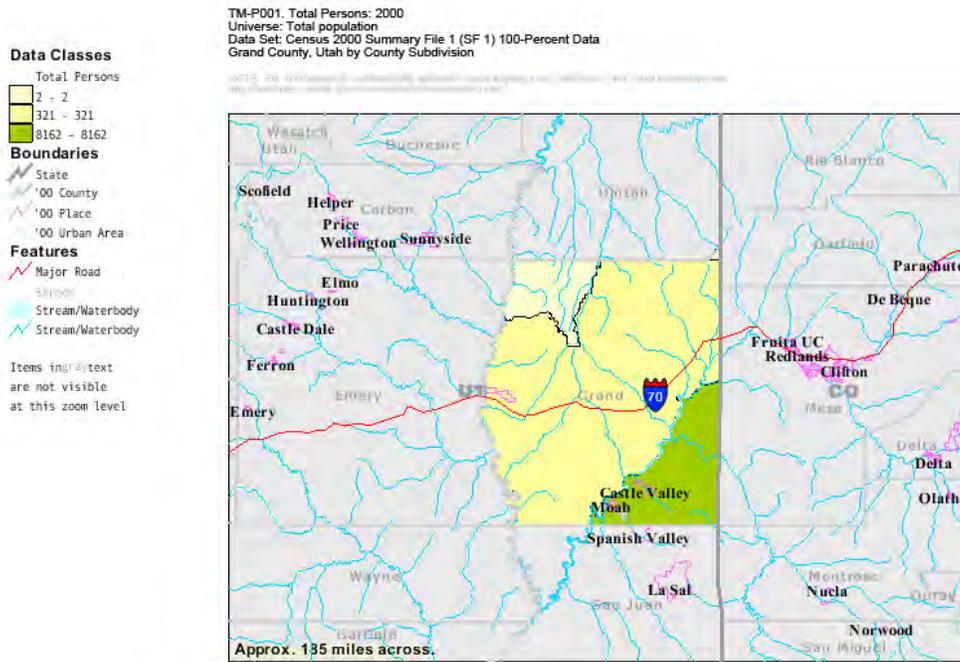
<sup>18</sup> Source: Carbon Board of Realtors - 2007

<sup>19</sup> Source: SEUALG 2008 Consolidated Plan, 2008 Action Plan

<b>EMERY COUNTY TAXABLE RETAIL SALES – TOTALS AND BY INDUSTRY</b>					
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
Agric. Forestry & Fishing (111-973)	\$28,610	\$39,530	\$76,102	\$42,600	\$66,463
Mining (1011-1499)	\$4,127,993	\$6,802,762	\$6,178,629	\$6,640,646	\$8,650,583
Construction (1521-1799)	\$2,499,596	\$2,264,360	\$5,043,662	\$6,000,718	\$13,009,801
Manufacturing (2011-3999)	\$9,442,447	\$5,330,541	\$7,367,599	\$9,867,881	\$9,924,896
Transportation (4011-4789)	\$531,974	\$828,077	\$956,280	\$1,070,225	\$1,337,217
Communications (4812-4899)	\$4,102,367	\$3,710,025	\$3,643,824	\$4,242,413	\$4,726,511
Electric & Gas (4911-4971)	\$0	\$13,639,108	\$13,307,344	\$24,892,026	\$26,553,259
Wholesale Durable Goods (5012-5099)	\$10,715,247	\$7,632,201	\$12,535,724	\$10,627,301	\$13,500,565
Wholesale Non-Durables (5111-5199)	\$5,044,316	\$2,958,234	\$1,881,025	\$2,575,604	\$2,739,186
Retail-Bldg & Garden (5211-5271)	\$4,243,379	\$3,591,639	\$3,780,020	\$2,685,230	\$14,139,078
Retail-Gen. Merchandize (5311-5399)	\$1,246,507	\$1,215,715	\$2,427,383	\$3,237,712	\$4,554,217
Retail-Food Stores (5411-5499)	\$16,818,975	\$16,266,379	\$15,000,970	\$18,632,057	\$20,626,480
Retail-Motor Vehicles (5511-5599)	\$6,505,388	\$8,883,758	\$9,934,262	\$10,237,212	\$8,874,104
Retail-Apparel & Accsry (5611-5699)	\$118,885	\$130,725	\$124,935	\$190,211	\$186,889
Retail-Furniture (5712-5736)	\$726,419	\$868,392	\$747,664	\$911,855	\$1,061,878
Retail-Eating & Drinking (5812-5826)	\$1,784,881	\$3,850,238	\$4,966,228	\$5,128,402	\$4,436,539
Retail-Miscellaneous (5912-5999)	\$3,375,664	\$4,693,787	\$5,831,559	\$7,313,819	\$23,393,149
Fin. Ins. & Real Estate (6011-6799)	\$365,214	\$429,179	\$306,887	\$341,309	\$391,506
Services-Hotel & Lodging (7011-7041)	\$746,734	\$4,880,423	\$5,172,623	\$5,559,505	\$6,221,199
Services-Personal (721-7299)	\$158,434	\$175,020	\$231,940	\$225,913	\$161,933
Services-Business (7311-7389)	\$1,921,413	\$1,073,197	\$2,162,036	\$2,392,377	\$5,343,515
Services-Auto Repair (7513-7699)	\$8,776,745	\$8,434,626	\$6,815,207	\$10,203,693	\$12,125,776
Services-Amusemnt & Rec (7812-7999)	\$165,896	\$167,978	\$155,649	\$639,088	\$582,643
Services-Health (8011-8099)	\$18,010	\$84,026	\$140,269	\$253,433	\$141,633
Services-Education (811-8999)	\$156,541	\$274,913	\$199,018	\$118,594	\$1,550,322
Public Administration (911-9721)	\$441,500	\$452,782	\$532,346	\$481,814	\$537,334
Private Motor Vehicles Sales	\$3,937,785	\$3,148,856	\$2,231,634	\$2,654,264	\$3,250,986
Occasional Retail Sales	\$67,740	\$88,444	\$104,578	\$155,939	-\$8,774,337
Non-Disclosable/Nonclassifiable	\$15,773,989	\$163,266	\$77,601	\$226,270	\$265,194
Prior Period Payments & Refunds	\$2,500,774	\$2,232,238	\$16,504,782	\$1,074,858	\$2,657,364
<b>Emery County Totals</b>	<b>\$106,343,423</b>	<b>\$104,310,439</b>	<b>\$128,437,780</b>	<b>\$138,622,969</b>	<b>\$182,235,883</b>

Source: Utah State Tax Commission, *County Level Taxable Sales 2002-2006*

## GRAND COUNTY



Grand County is 3681.56 square miles in geographic size and has a population density of 2.3 persons per square miles. As shown on the map above, almost all of the population is located in the southeastern corner of the county. Grand County is also a very sparsely populated county and most of the population is concentrated in Moab City (county seat), Castle Valley Town, and the unincorporated Grand County section of the Spanish Valley. Moab City and the Spanish Valley lie along Highway 191 as it passes south into San Juan County. Castle Valley Town is about 24 miles north of Moab City on the Colorado River.

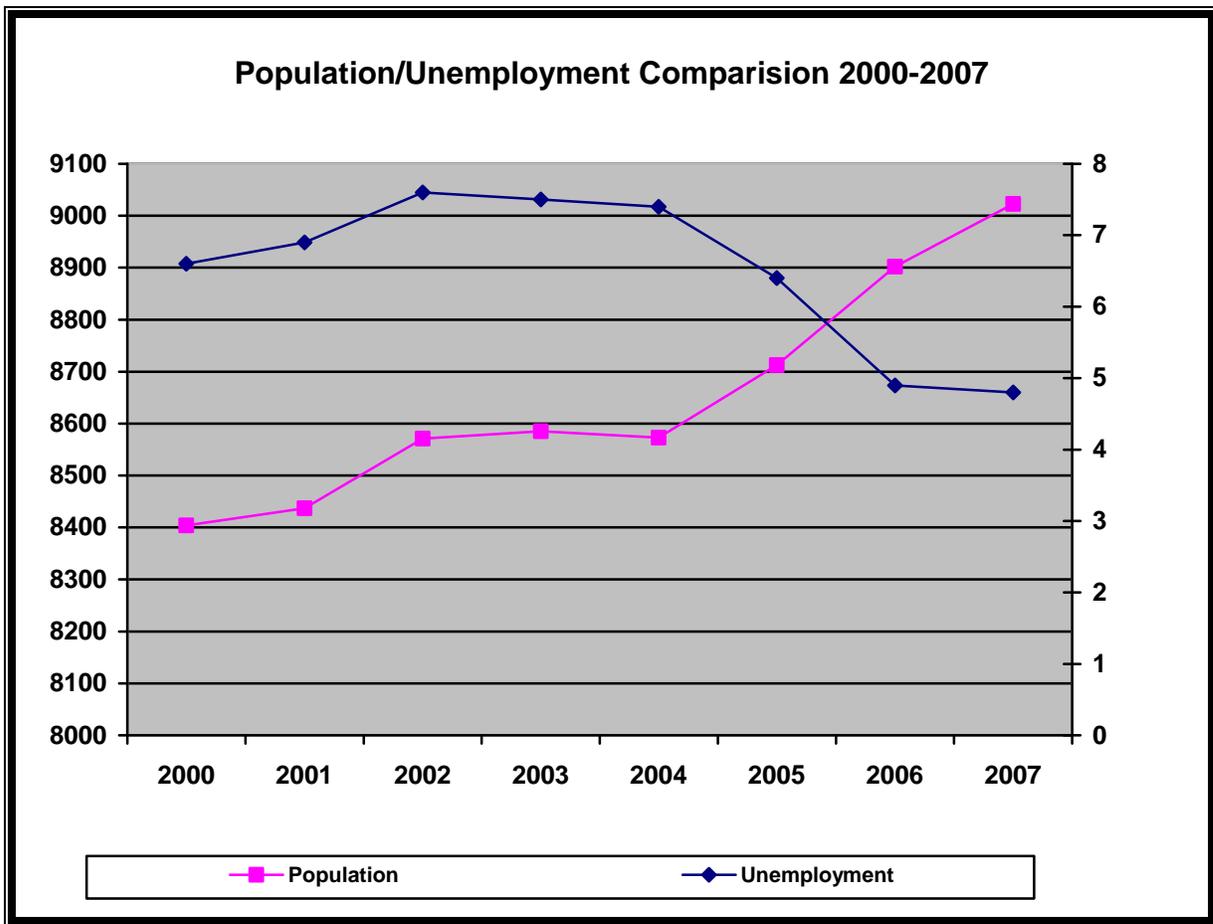
Grand County is the only county in the southeastern Utah District that has maintained a slow but steady population growth rate since the 2000 Census. Undoubtedly, this is because the county's primary industry, tourism, has remained strong through the first half of the decade even though the unemployment rate has been relatively high.

U.S. CENSUS BUREAU – ANNUAL ESTIMATES OF POPULATION (as of July 01)								
2000	2001	2002	2003	2004	2005	2006	2007	%Chg 2000/2006
8,404	8,437	8,571	8,585	8,573	8,713	8,902	9,023	5.9%

UNEMPLOYMENT RATES 2000 - 2007								
	2000	2001	2002	2003	2004	2005	2006	2007
Grand County	6.6	6.9	7.6	7.5	7.4	6.4	4.9	4.8
Utah State	3.4	4.4	5.8	5.7	5.0	4.2	3.0	2.7

Source: Utah Department of Workforce Services

Grand County did not experience the population declines that accompanied the rise in unemployment experienced by the other district counties, and as Grand County's unemployment rate began to go down in late 2005 population growth increased by an average of almost 2% per year.



While the Governor's Office of Planning and Budget (Utah Population Estimates Committee) projects an 8% overall growth rate for Grand County in the next fifteen years, it is impossible to project the effect the current sky-rocketing energy and travel costs will have on County's primary travel and tourism industry.

<b>GRAND COUNTY WAGE &amp; EMPLOYMENT DATA</b>									
	<b>2004</b>			<b>2005</b>			<b>2006</b>		
	Avg Employment	Establishments	Avg Monthly Wage	Avg Employment	Establishments	Avg Monthly Wage	Avg Employment	Establishments	Avg Monthly Wage
Mining 21	81	8	\$3,818	98	7	\$3,898	113	9	\$4,044
Utilities 22	28	4	\$5,037	29	4	\$5,339	29	5	\$5,514
Construction 23	242	49	\$2,173	292	57	\$2,317	326	62	\$2,466
Manufacturing 31-33	53	12	\$1,557	103	12	\$2,739	46	8	\$1,995
Wholesale Trade 42	69	15	\$2,722	67	14	\$3,423	59	14	\$3,761
Retail Trade 44-45	631	81	\$1,531	654	79	\$1,556	687	86	\$1,694
Transportation & Warehousing 48 & 49	67	14	\$2,557	59	14	\$2,836	50	13	\$3,171
Information 51	45	11	\$1,661	39	10	\$1,892	32	6	\$2,333
Finance & Insurance 52	61	12	\$2,133	68	12	\$2,130	71	13	\$2,416
Real Estate 53	107	20	\$1,659	141	27	\$2,037	150	28	\$1,933
Professional, Scientific & Technical 54	109	32	\$2,568	118	32	\$2,509	116	31	\$2,582
Admin, Sprt, Waste Mgmnt, Remediation 56	76	15	\$1,645	83	14	\$1,749	87	118	\$1,953
Private Education 61	47	5	\$1,756	57	5	\$1,426	53	5	\$1,409
Health Care & Social Assistance 62	218	21	\$2,378	258	23	\$2,623	258	27	\$2,753
Arts/Ent/Recreation 71	192	24	\$1,323	210	27	\$1,279	219	29	\$1,278
Accommodation & Food Services 72	1215	87	\$1,027	1204	85	\$1,110	1251	87	\$1,178
Other Services (except Public Admin) 82	67	21	\$1,603	68	21	\$1,620	65	22	\$1,760
Education	213	10	\$2,263	220	9	\$2,264	224	9	\$2,348
Government	638	49	\$2,373	628	50	\$2,432	628	49	\$2,611

Source: Utah Department of Workforce Services – Industry Employment and Wages

In 2006 Grand County's largest employment sector was travel and tourism (accommodations & food services, arts/entertainment/recreation), and retail trade providing 2,157 jobs. However, at \$1,383 the average monthly wage for these sectors is very low and is the primary reason the county's average household income lags far behind both the district and the state as a whole and the county's poverty rate is among the highest in the state. The next largest employment sector was public education and government (besides local government, the county is host to a Bureau of Land Management Field Office, Arches National Park, access to Canyonlands National Park, and Dead Horse Point State Park) with 852 positions paying an average of \$2,480 per month. The third major employment sectors were the professional and healthcare industries with 374 jobs paying an average monthly wage of \$2,668. Construction, because of the building boom fostered by the tourism/travel industries stood alone with 326 jobs paying an average of \$2,466 per month. Although, they were the highest paying sector, with an average monthly wage of \$3,681, the resource extraction/energy and manufacturing industries (mining, utilities, manufacturing, wholesale trade, and transportation) were Grand County's smallest employment sector with 297 positions.

<b>GRAND COUNTY'S LARGEST EMPLOYERS – 2006 AVERAGES</b>		
<b>Company</b>	<b>Industry</b>	<b>Employment</b>
Allen Memorial Hospital	Health Care	100-249
City Market	Grocery Store	100-249
Grand County	Local Government	100-249
Grand County School District	Public Education	100-249
National Park Service	Federal Government	100-249
Super 8 Motel	Accommodations	100-249
ARC Management Services	Real Estate Services	50-99
Bureau of Land Management	Federal Government	50-99
Legrand Johnson Construction	Ready-mix Concrete Mfg	50-99
Moab Brewery	Restaurant	50-99
Moab City	Local Government	50-99
Red Cliffs Lodge	Accommodations	50-99
Sorrel River Ranch	Accommodations	50-99
State of Utah	State Government	50-99
Archway Inn	Accommodations	20-49
Adrift Adventures	River Rafting Outfit	20-49
Alco Discount Stores	General Merchandise Store	20-49
Arches Book Company	Department Store	20-49
Blue Moon Enterprises	Restaurant	20-49
Bob Beeman Drilling Co	Oil & Gas Well Drilling	20-49
Burger King	Fast Food Restaurant	20-49
Canyonlands Advertising	Advertising/Publishing Company	20-49
Canyonlands Motel & Café	Accommodations	20-49
Canyonland Natural History Assoc	Book Store	20-49
Eddie McStiff's	Restaurant	20-49
Four Corners Behavioral Health	Public Health	20-49
Henderson Builders	Residential Construction	20-49
Holiday Inn Express	Accommodations	20-49
Inn Realty, Ltd	Accommodations	20-49
Ksue Corporation	Construction Site Preparation	20-49
LaQuinta Inn	Accommodations	20-49
Maverik Store	Gas Station/Convenience Store	20-49

Source: Utah Department of Workforce Services, Workforce Information-Updated June 2007

<b>SELECTED ECONOMIC INDICATORS – GRAND COUNTY</b>		
<b>Indicator</b>	<b>Amount</b>	<b>Rank In State (29 Counties)</b>
2006 Per Capita Personal Income - 2006 <sup>20</sup>	\$26,983	10
2006 Median Household Income- 2005 <sup>21</sup>	\$34,901	26
Poverty Rate <sup>22</sup>	16.3%	27
Average Household Size - 2000 <sup>23</sup>	2.44	29
High School Diploma or Higher <sup>24</sup>	82.5%	25
Bachelor's Degree or Higher <sup>25</sup>	22.9%	10
Average Home Sales Price <sup>26</sup>	\$140,000	N/A
Average 3-bedroom rental costs <sup>27</sup>	\$1,025	N/A

<b>GROSS TRANSIENT ROOM TAX COLLECTIONS 2001 - 2006</b>						
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
Grand County	\$786,1334	\$836,160	\$754,440	\$874,088	\$996,535	\$1,095,317

Source: Utah Office of Tourism, 2006 State and County Economic and Travel Indicator Profiles

<b>RESTAURANT TAX COLLECTIONS 2001 - 2006</b>						
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
Grand County	\$213,484	\$225,332	\$222,436	\$230,960	\$252,108	\$267,928

Source: Utah Office of Tourism 2006 State and County Economic and Travel Indicator Profiles

<sup>20</sup> Source: Bureau of Economic Analysis

<sup>21</sup> Source: U.S. Census Bureau

<sup>22</sup> Source: U.S. Census Bureau-Utah All Ages In Poverty - 2005

<sup>23</sup> Source: U.S. Census Bureau – 2000 Census

<sup>24</sup> Source: U.S. Census Bureau – 2000 Census, Summary File Tape 3

<sup>25</sup> Source: U.S. Census Bureau – 2000 Census, Summary File Tape 3

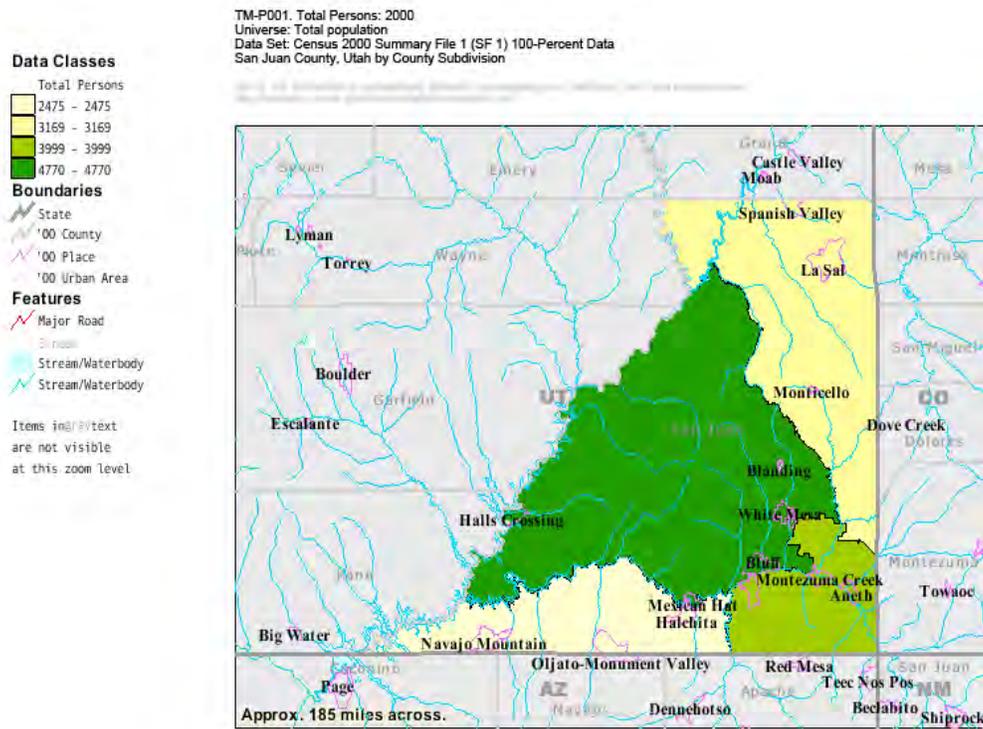
<sup>26</sup> Source: Carbon Board of Realtors - 2007

<sup>27</sup> Source: SEUALG 2008 Consolidated Plan, 2008 Action Plan

<b>GRAND COUNTY TAXABLE RETAIL SALES – TOTALS AND BY INDUSTRY</b>					
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
Agric. Forestry & Fishing (111-973)	\$147,533	\$59,681	\$23,520	\$320,393	\$135,605
Mining (1011-1499)	\$538,268	\$110,109	\$2,857,401	\$1,740,754	\$1,628,633
Construction (1521-1799)	\$1,257,819	\$1,545,989	\$1,715,495	\$1,901,668	\$3,426,929
Manufacturing (2011-3999)	\$2,889,226	\$2,132,692	\$3,615,583	\$6,091,584	\$7,063,253
Transportation (4011-4789)	\$958,800	\$1,336,178	\$2,659,306	\$3,119,490	\$3,754,186
Communications (4812-4899)	\$5,015,467	\$4,297,065	\$5,272,348	\$6,379,662	\$6,265,817
Electric & Gas (4911-4971)	\$0	\$7,386,904	\$7,275,559	\$8,110,610	\$10,780,740
Wholesale Durable Goods (5012-5099)	\$4,175,976	\$3,747,133	\$4,442,267	\$5,518,522	\$9,194,808
Wholesale Non-Durables (5111-5199)	\$3,145,893	\$2,984,872	\$2,734,576	\$2,457,203	\$3,645,525
Retail-Bldg & Garden (5211-5271)	\$3,794,572	\$3,130,909	\$3,249,497	\$4,500,787	\$4,327,322
Retail-Gen. Merchandize (5311-5399)	\$4,193,842	\$5,320,264	\$6,699,419	\$5,415,462	\$5,863,498
Retail-Food Stores (5411-5499)	\$26,239,125	\$26,517,480	\$27,543,024	\$29,073,820	\$31,472,117
Retail-Motor Vehicles (5511-5599)	\$6,324,512	\$7,620,311	\$7,633,405	\$9,140,642	\$9,781,856
Retail-Apparel & Accsry (5611-5699)	\$1,828,583	\$1,777,125	\$1,927,019	\$2,925,926	\$3,135,187
Retail-Furniture (5712-5736)	\$4,066,938	\$5,072,085	\$4,843,157	\$5,023,007	\$5,341,242
Retail-Eating & Drinking (5812-5826)	\$21,736,364	\$19,970,005	\$21,317,332	\$23,663,364	\$24,198,965
Retail-Miscellaneous (5912-5999)	\$17,495,977	\$18,453,678	\$18,925,131	\$21,327,268	\$22,771,325
Fin. Ins. & Real Estate (6011-6799)	\$956,993	\$1,475,678	\$1,339,345	\$2,370,354	\$3,049,153
Services-Hotel & Lodging (7011-7041)	\$28,353,654	\$24,592,268	\$26,529,769	\$30,048,664	\$33,643,375
Services-Personal (721-7299)	\$837,721	\$816,311	\$775,265	\$616,078	\$507,852
Services-Business (7311-7389)	\$2,038,484	\$1,656,088	\$2,472,961	\$3,144,238	\$5,423,959
Services-Auto Repair (7513-7699)	\$7,391,439	\$3,830,584	\$3,987,899	\$3,178,899	\$4,294,650
Services-Amusemnt & Rec (7812-7999)	\$6,650,914	\$6,897,732	\$7,774,428	\$11,555,025	\$12,289,075
Services-Health (8011-8099)	\$331,842	\$265,365	\$202,021	\$302,547	\$326,773
Services-Education (811-8999)	\$253,834	\$139,645	\$165,904	\$311,403	\$502,331
Public Administration (911-9721)	\$2,467	\$1,450	\$35,130	\$2,583	\$39,080
Private Motor Vehicles Sales	\$6,228,069	\$6,745,369	\$6,124,382	\$2,212,200	\$7,679,906
Occasional Retail Sales	\$156,167	\$192,115	\$162,515	\$271,168	\$291,020
Non-Disclosable/Nonclassifiable	\$8,616,028	\$218,475	\$255,329	\$10,544	\$22
Prior Period Payments & Refunds	\$5,009,070	\$5,343,456	\$7,473,218	\$3,874,943	\$6,820,924
<b>Grand County Totals</b>	<b>\$174,635,577</b>	<b>\$163,637,016</b>	<b>\$180,031,694</b>	<b>\$199,608,808</b>	<b>\$227,655,128</b>

Source: Utah State Tax Commission, *County Level Taxable Sales 2002-2006*

## SAN JUAN COUNTY



San Juan County is the largest county in the district with a geographic size of 7820.18 square miles. It is also has the smallest population density at 1.8 person per square mile. However, like its district neighbors to the north, San Juan County’s population is mostly concentrated in the small communities that line Highway 191 and the Native American Chapter communities. The “Utah Strip” section of the Navajo Nation is a large portion of San Juan County (all the land south of the San Juan River and Ute chapter areas north of the river), and almost 54% of the population is Native American (Navajo and Ute tribes).

Also, like its neighbors to the north, San Juan County saw population stagnation between 2000 and 2006, and increases as the county’s natural resources industries (primarily natural gas production and copper milling) began to expand. Population growth of 6.8%<sup>28</sup> is projected over the next fifteen years primarily because of the natural growth rate in the Native American population.

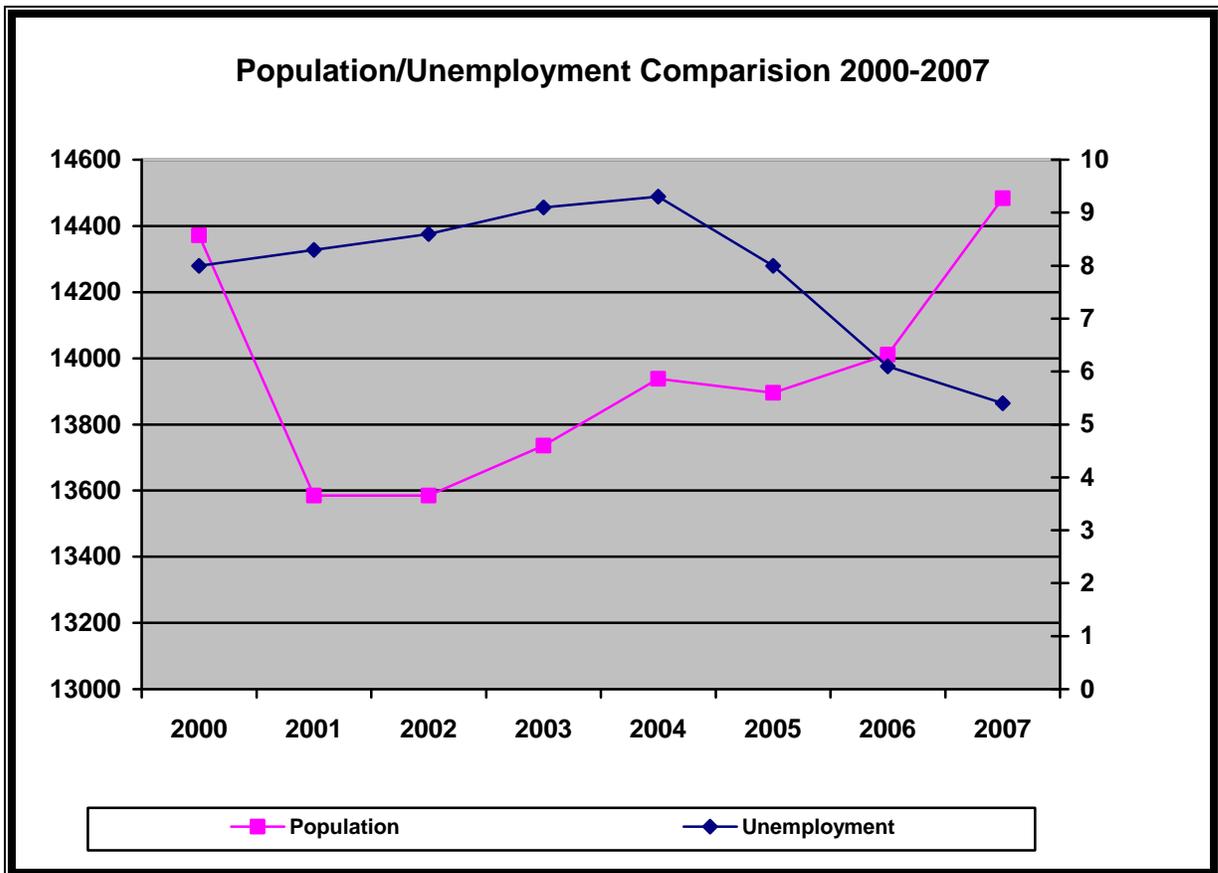
U.S. CENSUS BUREAU – ANNUAL ESTIMATES OF POPULATION (as of July 01)								
2000	2001	2002	2003	2004	2005	2006	2007	%Chg 2000/2006
14,372	13,585	13,585	13,736	13,938	13,896	14,011	14,484	-2.5%

<sup>28</sup> Source: Governor’s Office of Planning and Budget, Utah Population Estimates Committee

UNEMPLOYMENT RATES 2000 - 2007								
	2000	2001	2002	2003	2004	2005	2006	2007
San Juan County	8.0	8.3	8.6	9.1	9.3	8.0	6.1	5.4
Utah State	3.4	4.4	5.8	5.7	5.0	4.2	3.0	2.7

Source: Utah Department of Workforce Services

While San Juan County did experience a 5.5% drop in population between 2000 and 2001, despite the very high unemployment rate the population stabilized much sooner than other district counties because over half of the county residents are Native Americans and have very strong ties to the reservations and tribes.



With the significant drop in the unemployment rate between 2006 and 2007 population growth increased significantly. However, San Juan County is still the poorest county in the state with the lowest per capita and household incomes, highest poverty rates, and one of the largest family sizes

<b>SAN JUAN COUNTY WAGE &amp; EMPLOYMENT DATA</b>									
	<b>2004</b>			<b>2005</b>			<b>2006</b>		
	Avg Employment	Establishments	Avg Monthly Wage	Avg Employment	Establishments	Avg Monthly Wage	Avg Employment	Establishments	Avg Monthly Wage
Agriculture, Forestry, Fishing/Hunting 11	10	3	\$1,670	8	3	\$1,765	8	3	\$1,678
Mining 21	163	16	\$4,983	155	16	\$4,270	158	19	\$4,141
Utilities 22	12	3	\$4,451	0	0	\$0	0	0	\$0
Construction 23	230	45	\$1,751	247	42	\$2,044	259	41	\$1,977
Manufacturing 31-33	95	9	\$1,505	150	9	\$1,344	248	11	\$2,688
Wholesale Trade 42	85	6	\$2,759	53	6	\$3,162	49	8	\$3,402
Retail Trade 44-45	334	36	\$961	320	35	\$1,046	316	37	\$1,105
Transportation & Warehousing 48 & 49	58	15	\$1,425	66	19	\$1,597	62	16	\$1,559
Information 51	8	4	\$957	9	4	\$838	7	5	\$1,049
Finance & Insurance 52	50	10	\$1,789	54	10	\$1,757	52	11	\$2,021
Real Estate 53	2	3	\$1,279	3	3	\$2,032	3	3	\$2,601
Professional, Scientific & Technical 54	22	13	\$2,122	21	13	\$2,914	28	15	\$3,058
Admin, Sprt, Waste Mgmt, Remediation 56	33	12	\$1,706	43	13	\$1,673	56	13	\$2,123
Private Education 61	64	5	\$1,996	64	6	\$1,802	68	4	\$1,828
Health Care & Social Assistance 62	317	22	\$2,047	341	25	\$2,426	395	26	\$2,523
Arts/Ent/Recreation 71	150	7	\$1,493	101	8	\$2,015	107	8	\$2,024
Accommodation & Food Services 72	443	33	\$1,190	440	34	\$934	463	34	\$922
Other Services (except Public Admin) 82	81	16	\$1,559	79	14	\$1,532	82	14	\$1,635
Education	780	17	\$1,923	758	16	\$1,995	755	16	\$1,944
Government	1012	70	\$2,140	980	71	\$2,157	943	71	\$2,232

Source: Utah Department of Workforce Services – Industry Employment and Wages

Because San Juan County hosts numerous federal and state recreation areas, the Utah Strip portion of the Navajo Reservation, and the Blanding campus of the College of Eastern Utah, in 2006 education (including private) and government were the largest employment sectors with 1,766 positions paying an average monthly wage of \$2,001. Construction, manufacturing, and health care services were the second largest employment sector in the county with 902 jobs paying an average monthly wage of \$2,396. The tourism sector (accommodations/food service and arts/recreation) and retail trade was the third largest employment sector with 886 positions paying an average of \$1,350 per month. The last, but highest paying sectors (mining and wholesale trade), provided only 207 jobs but paid an average wage of \$3,772 per month.

<b>SAN JUAN COUNTY'S LARGEST EMPLOYERS – 2006 AVERAGES</b>		
Company	Industry	Employment
San Juan School District	Public Educations	500-999
College of Eastern Utah-San Juan	Higher Education	100-249
Lisbon Valley Mining Co*	Copper Smelting and Refining	100-249
Montezuma Creek Community Health	Health Care	100-249
San Juan County	Local Government	100-249
State of Utah	State Government	100-249
Aramark Services Mgmnt	Marina Operations	50-99
Blue Mountain Family Center	Residential & Nursing Care	50-99
Four Corners Regional Care Center	Residential and Nursing Care	50-99
Gouldings	Accommodations	50-99
Monument Valley Lodge	Accommodations	50-99
San Juan Hospital	Health Care	50-99
The Navajo Nation	Tribal Government	50-99
Alco Discount Stores	General Merchandise Store	20-49
Aramark Schools	Education Services	20-49
Black Hawk Transportation	School & Employee Transport	20-49
Blanding City	Local Government	20-49
Blanding Grocery	Grocery Store	20-49
Blue Mountain Foods	Grocery Store	20-49
Blue Mountain Meats	Meat Packing	20-49
Bureau of Land Management	Federal Government	20-49
Canyon Country Chevron	Gas Station/Convenience Store	20-49
Canyon Lands C Store	Gas Station/Convenience Store	20-49
Cedar Mesa Products	Pottery Manufacturing	20-49
Comfort Inn	Accommodations	20-49
Crowley Construction	Commercial Construction	20-49
Eagle Air Med Corporation	Ambulance Services	20-49
Encana Oil and Gas USA	Petroleum & Natural Gas Mining	20-49
Four Corners School of Outdoor Ed	Private Education	20-49
Indian Affairs	Federal Government	20-49

\*Ceased operations in early 2008

<b>SELECTED ECONOMIC INDICATORS – SAN JUAN COUNTY</b>		
<b>Indicator</b>	<b>Amount</b>	<b>Rank In State (29 Counties)</b>
2006 Per Capita Personal Income - 2006 <sup>29</sup>	\$16,569	29
2006 Median Household Income- 2005 <sup>30</sup>	\$29,852	29
Poverty Rate <sup>31</sup>	32.5%	29
Average Household Size - 2000 <sup>32</sup>	3.46	3
High School Diploma or Higher <sup>33</sup>	69.6%	29
Bachelor's Degree or Higher <sup>34</sup>	13.9%	22
Average Home Sales Price <sup>35</sup>	\$1,108.03	N/A
Average 3-bedroom rental costs <sup>36</sup>	\$800	N/A

<b>GROSS TRANSIENT ROOM TAX COLLECTIONS 2001 - 2006</b>						
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
San Juan County	\$230,996	\$221,689	\$218,363	\$230,278	\$248,557	\$267,499

Source: Utah Office of Tourism, 2006 State and County Economic and Travel Indicator Profiles

<b>RESTAURANT TAX COLLECTIONS 2001 - 2006</b>						
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
San Juan County	San Juan County does not collect the restaurant tax					

Source: Utah Office of Tourism, 2006 State and County Economic and Travel Indicator Profiles

<sup>29</sup> Source: Bureau of Economic Analysis

<sup>30</sup> Source: U.S. Census Bureau

<sup>31</sup> Source: U.S. Census Bureau-Utah All Ages In Poverty - 2005

<sup>32</sup> Source: U.S. Census Bureau – 2000 Census

<sup>33</sup> Source: U.S. Census Bureau – 2000 Census, Summary File Tape 3

<sup>34</sup> Source: U.S. Census Bureau – 2000 Census, Summary File Tape 3

<sup>35</sup> Source: Carbon Board of Realtors - 2007

<sup>36</sup> Source: SEUALG 2008 Consolidated Plan, 2008 Action Plan

<b>SAN JUAN COUNTY TAXABLE RETAIL SALES – TOTALS AND BY INDUSTRY</b>					
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
Agric. Forestry & Fishing (111-973)	\$0	\$0	\$0	\$0	\$0
Mining (1011-1499)	\$7,657,544	\$3,097,183	\$4,959,481	\$4,247,039	\$7,645,662
Construction (1521-1799)	\$3,823,577	\$3,377,248	\$3,947,317	\$5,990,834	\$10,853,824
Manufacturing (2011-3999)	\$1,921,417	\$2,403,215	\$3,487,427	\$6,078,707	\$6,662,909
Transportation (4011-4789)	\$745,165	\$1,254,445	\$1,946,887	\$1,797,209	\$1,723,207
Communications (4812-4899)	\$2,659,473	\$3,444,349	\$3,770,425	\$4,763,283	\$3,996,019
Electric & Gas (4911-4971)	\$6,870,664	\$3,975,346	\$3,155,642	\$4,275,323	\$5,535,199
Wholesale Durable Goods (5012-5099)	\$4,080,932	\$4,412,152	\$4,154,246	\$7,239,035	\$10,016,324
Wholesale Non-Durables (5111-5199)	\$2,554,317	\$2,586,477	\$2,874,932	\$3,813,529	\$5,427,035
Retail-Bldg & Garden (5211-5271)	\$2,888,553	\$2,907,949	\$2,987,091	\$3,549,720	\$4,194,557
Retail-Gen. Merchandize (5311-5399)	\$1,662,163	\$2,737,637	\$2,646,198	\$3,023,552	\$3,766,158
Retail-Food Stores (5411-5499)	\$9,859,719	\$9,641,281	\$9,614,660	\$10,772,006	\$11,543,210
Retail-Motor Vehicles (5511-5599)	\$3,287,419	\$3,459,695	\$3,274,412	\$3,739,185	\$3,917,336
Retail-Apparel & Accsry (5611-5699)	\$179,929	\$153,874	\$106,952	\$144,845	\$192,254
Retail-Furniture (5712-5736)	\$512,047	\$461,122	\$589,506	\$1,146,801	\$1,181,375
Retail-Eating & Drinking (5812-5826)	\$3,247,059	\$3,083,412	\$3,244,992	\$4,712,532	\$4,669,382
Retail-Miscellaneous (5912-5999)	\$4,990,483	\$4,562,200	\$5,041,866	\$6,204,499	\$6,504,515
Fin. Ins. & Real Estate (6011-6799)	\$558,003	\$458,731	\$910,684	\$504,526	\$487,356
Services-Hotel & Lodging (7011-7041)	\$9,162,127	\$9,310,268	\$10,565,190	\$11,444,140	\$12,261,251
Services-Personal (721-7299)	\$255,680	\$291,507	\$301,886	\$323,121	\$335,983
Services-Business (7311-7389)	\$1,719,552	\$1,711,561	\$1,551,740	\$2,994,816	\$7,047,167
Services-Auto Repair (7513-7699)	\$2,550,162	\$2,096,372	\$2,321,881	\$1,985,301	\$2,454,354
Services-Amusemnt & Rec (7812-7999)	\$8,660,854	\$4,582,564	\$2,177,513	\$2,378,343	\$2,927,346
Services-Health (8011-8099)	\$169,713	\$58,034	\$120,635	\$209,655	\$279,288
Services-Education (811-8999)	\$167,264	\$183,658	\$160,168	\$192,004	\$313,638
Public Administration (911-9721)	\$633,618	\$2,356,802	\$2,691,176	\$2,821,314	\$3,000,639
Private Motor Vehicles Sales	\$6,255,021	\$7,988,930	\$6,155,963	\$7,179,791	\$6,915,324
Occasional Retail Sales	\$5,478	\$16,404	\$39,012	\$23,626	\$45,632
Non-Disclosable/Nonclassifiable	\$247,542	\$198,089	\$187,392	\$81,040	\$67,070
Prior Period Payments & Refunds	\$1,471,308	\$4,427,744	\$3,017,639	-\$2,805,697	\$9,065,771
<b>San Juan County Totals</b>	<b>\$88,823,783</b>	<b>\$85,238,249</b>	<b>\$86,002,913</b>	<b>\$98,930,079</b>	<b>\$133,029,785</b>