

Key Levers of Economic Prosperity



Economic Development Task Force 2013 Final Report

Utah Legislature



Office of
Legislative Research and General Counsel

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November 2013

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Phone: 801-538-1032

Also see <http://le.utah.gov> under Committees > Task Forces > Economic Development Task Force.

Executive Summary

In a market economy, economic development comes primarily from individuals and companies that produce wealth by meeting market demands. With the freedom to innovate and act, entrepreneurs will develop new ideas and produce new products and services that will create jobs and increase wealth. The government's economic development role should: "focus on doing those things the government is designed to do and do them well. If government does its part effectively, individuals and businesses will efficiently produce and exchange goods and services and create their own jobs and increase their own wealth."ⁱ

In the 2012 General Session, H.B. 28, "Economic Development Task Force," created a two-year, 16-member mixed task force. Beginning in June 2012, the task force held 15 meetings to explore ideas, learn from experts, and discuss economic development drivers and policies that the state should emphasize to promote continued economic development success in Utah.

Summary of Policy Findings and Recommendations

The task force made 7 policy findings and a total of 34 recommendations in the following areas:

1. Economic development, generally (4 recommendations)
2. Business regulations, tax policy, and incentives (5 recommendations)
3. Manufacturing (2 recommendations)
4. Tourism (3 recommendations)
5. Education and workforce development (6 recommendations)
6. Air quality (8 recommendations)
7. Infrastructure (6 recommendations)

The task force chose not to recommend any specific legislation, but instead suggested that legislators on the task force use the findings and recommendations to pursue appropriate legislation independent of a task force endorsement.

Policy Findings and Recommendations

1. Economic Development, Generally

Policy Finding – Utah's economic resilience is strengthened by the existence of many different types of businesses and industries. An economically diverse economy provides a balanced portfolio of industries that helps provide a hedge against boom-and-bust economic cycles. A chief focus of Utah's economic development efforts should be improving the state's competitive position regarding business location criteria, including improvements in the following areas: business climate; sector diversity; availability of skilled and professional workforce; quality educational systems; transportation, water, and energy infrastructure; the standard of living and quality of life of Utah's residents; and tax policy.

Recommendations:

- a. Utah should shift to a holistic economic development strategy that is adapted to the new demands being placed on state and local government and that provides for regular and systematic collaboration between the Utah Governor's Office of Economic Development

(GOED), municipal and county economic development offices, and other economic development entities.

- b. Utah policymakers and business leaders should support the implementation of the Envision Utah Quality Growth Strategy through state and local government collaboration and cooperation.
- c. The Legislature should implement a long-term planning process for Utah policymakers in a biennial or annual workshop that focuses on long-term planning and budgeting by state and local government agencies and educational institutions.
- d. The Legislature should assign appropriation subcommittees as the lead for long-term budgeting by agencies in their legislative oversight areas, and assign interim committees as the lead for long-term policymaking for agencies in their legislative oversight areas.

2. Business Regulations, Tax Policy, and Incentives

Policy Finding – Support of established Utah businesses should be a top priority. The continued growth and expansion of established Utah businesses is vital to economic success in the state. Businesses thrive when the economic and business environment is favorable. Creating and maintaining business friendly conditions will assist in creating an economy that delivers job growth, income growth, and an improved standard of living for Utah's citizens.

Recommendations:

- a. The state should consider comprehensive sales, property, and corporate income tax reform to ensure that tax policy removes barriers to businesses and encourages economic growth, quality job creation, and investment. Tax reform should address:
 - i. adequate funding of both state and local government to improve economic growth, job creation, education, and the provision and maintenance of government infrastructure and services; and
 - ii. reduction or removal of sales tax on manufacturing inputs for Utah's manufacturers.
- b. GOED should establish and implement a program to provide expertise to assist rural municipalities and counties in developing strategic economic development plans that, through incentives, encourage the expansion of Wasatch Front businesses into rural areas in support of each rural community's strategic economic development plan.
- c. Supporting the growth of established Utah businesses, large and small, should be a top priority. The state should expand its programs to encourage existing businesses to:
 - i. expand in Utah;
 - ii. collaborate with other Utah business; and
 - iii. participate in Utah business cluster programs.
- d. The Legislature should provide for a comprehensive system analysis of existing business incentive programs.
- e. The Legislature should consider giving local government authority to offer property-tax incentives to specific businesses under certain criteria, including the primary market for the business should be out of state; the average wages of the business should be more than the prevailing county wage rates; and the maximum length of the program should be five years or less.

3. Manufacturing

Policy Finding – Manufacturing is underutilized as an economic engine in the state. By adding value from start to finish, manufacturing fuels economic growth in many sectors of the economy, including mining, transportation, warehousing, and retail. In all levels of industry, including STEM-related fields (science, technology, engineering, and math), manufacturing and other primary industries need skilled operators, including maintenance technicians, set-up technicians, assembly and test technicians, logistics experts, process development engineers, process automation engineers, machinists, and welders.

Recommendations:

- a. The Legislature, the State Board of Education, and the Utah College of Applied Technology (UCAT) should work together to:
 - i. provide more technical-training opportunities in secondary schools, including the development of a second high-school graduation track for those seeking technical-education training;
 - ii. develop and implement a state wide marketing campaign to attract students to enroll in applied technical colleges or to pursue other manufacturing related post-secondary degrees;
 - iii. fund additional capacity in technical-training schools;
 - iv. support current and ongoing efforts to fund and develop STEM education programs and initiatives; and
 - v. establish an enhanced program for apprenticeships.
- b. GOED should develop an economic strategy to assist in the expansion of manufacturing and other primary industries in Utah with a strategic goal of doubling the percentage of Utah's share of the national gross domestic product (GDP) related to manufacturing.

4. Tourism

Policy Finding – The Utah tourism industry delivers billions of dollars in out-of-state spending, which in turn provides millions of dollars in state and local tax revenue. Additionally, tourism creates jobs and attracts new business, industry, and talent into the state. Travelers spent \$7.4 billion in 2012, generating some \$960 million in state and local tax revenue. With a product mix that is second to none in the United States, the Utah tourism industry has significant growth potential without the public costs of other industries.

Recommendations:

- a. The Legislature should support Utah's tourism marketing programs (marketing and branding) through investing in the Tourism Marketing Performance Account by amending the formula-based portion of the state sales tax so that the performance-based fund receives up to \$30 million annually, phased in over the next six years.
- b. GOED should assist appropriate agencies in improving the welcoming experience at Utah's airports and highways by investing in signage and related infrastructure and by supporting the working committee of the Utah Department of Transportation and the Utah Office of Tourism, Film, and Global Branding in improving the five Utah welcome centers.

- c. The Legislature and the Utah Office of Tourism, Film, and Global Branding should develop an investment strategy that helps local communities build the infrastructure needed to attract tourism spending, including investment in: hiking and biking trails, conference centers, hotels, scenic highways, and other basic facilities that will attract visitors.

5. Education and Workforce Development

Policy Finding – A skilled and educated workforce is the foundation of economic and labor development. Utah must prepare workers to compete in the constantly evolving job market by developing and implementing strategies to improve all aspects of Utah's education system, including ensuring that it is innovative and sufficiently funded.

Recommendations:

- a. The state should harness existing legislative and executive branch efforts, such as the Education Task Force, Prosperity 2020, and the Governor's Education Excellence Commission, to develop and implement a specific long-term plan for early childhood education, public education, higher education, and technical education.
- b. The Legislature should consider providing for an increase in the number and training of college and career counselors in public schools to help students plan for their postsecondary education or other training, make informed career choices, navigate the application and financial aid process, and be better informed and prepared regarding prerequisite courses and admissions exams.
- c. The Legislature should provide incentives for businesses and government to provide more internships and entry-level opportunities for students and recent graduates.
- d. The Department of Workforce Services and other knowledgeable entities should improve efforts to enable students to choose and plan careers by providing information on occupations, including the demand, income potential, and educational and training requirements for potential careers.
- e. The state should support efforts to:
 - i. ensure students are educated in financial literacy;
 - ii. refine general-education requirements for the twenty-first century; and
 - iii. establish stackable credentials in higher education.
- f. The state should work with the Governor's Multicultural Commission to leverage growth in Utah's demographically diverse workforce and thereby increase the state's competitive position in the global marketplace.

6. Air Quality

Policy Finding – Utah is a beautiful place in which to work and live because of its mountain and valley topography. However, this unique topography, coupled with temperature inversions during some months, contributes to poor air quality. Poor air quality is a threat to the state's economic development and continued growth. Poor air quality adversely affects corporate relocation efforts, employee retention and recruitment, and public health; places additional regulatory burdens on businesses; increases health care costs; and places Utah's federal highway funding at risk. Accordingly, improving air quality should be a priority for state and local government, Utah's businesses, and Utah's citizens.

Recommendations:

- a. The Legislature should partner with the governor's office, the Utah Clean Air Partnership (UCAIR), and Envision Utah to immediately initiate an air quality public awareness program.
- b. The Natural Resources, Agriculture, and Environment Interim Committee, the Economic Development and Workforce Services Interim Committee, and the corresponding standing committees, should carefully review the Division of Air Quality's State Implementation Plan and encourage the division to further its educational outreach to Utah's citizens by publicizing substantive steps the public can take to improve air quality.
- c. The Legislature should consider increasing funding to the Division of Air Quality address to Utah's unique air-quality issues.
- d. The Natural Resources, Agriculture, and Environment Interim Committee, the Economic Development and Workforce Services Interim Committee, and the corresponding standing committees, should work with UCAIR, the Division of Air Quality, and other interested parties to determine and promote best practices to reduce air pollution by government entities, schools, businesses, and citizens.
- e. The Legislature and the governor should establish a state resource or sustainability director to coordinate, share, and help implement best practices by state agencies for improving air quality and conserving resources.
- f. The Legislature should modify the existing Clean Fuels and Vehicle Technology Program by allowing electric-hybrid vehicles to be eligible for the program and create the Clean Air Retrofit, Repower, and Off-road Technology Fund (CARROT) to:
 - i. provide grant money for heavy-duty diesel retrofits, repowers, and replacements;
 - ii. provide grant money for the installation of technologies that have been verified to reduce air emissions; and
 - iii. develop programs to encourage the replacement of landscaping, maintenance, and other equipment with cleaner alternatives.
- g. The Legislature should encourage the use of electric vehicles by amending the public utility provisions in the Utah Code to provide that the definition of "public utility" does not include entities that sell electricity to charge electric vehicles.
- h. The Legislature should encourage fleet incentives and idle management systems and should consider establishing manufacturing tax credits for clean air technology production.

7. Infrastructure

Policy Finding – The state and its political subdivisions should ensure that Utah's infrastructure (public facilities) is sufficient for future needs by making planned, strategic, and continuous investments in transportation, water, and communications infrastructure. Government should "focus on doing those things the government is designed to do and do them well. If government does its part effectively, individuals and businesses will efficiently produce and exchange goods and services and create their own jobs and increase their own wealth."ⁱⁱ

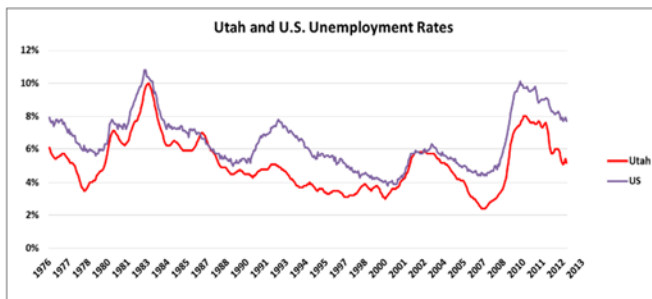
Recommendations:

- a. Utah should invest in transportation infrastructure by implementing Utah's Unified Transportation Plan, which recommends \$11.3 billion investment beyond the state's currently planned investments in "priority projects" between now and 2040.
- b. The Transportation Interim Committee should proactively support and enhance collaboration between the Legislature, Envision Utah, and the Utah Transit Authority to continue to improve Utah's transit system.
- c. The Natural Resources, Agriculture, and Environment Interim Committee should study the proposed Lake Powell Pipeline and the Bear River Project and make recommendations to the Legislature, including recommendations regarding state participation in financing the projects.
- d. The state should support infrastructure replacements and upgrades for water, natural gas, and power distribution networks and storage facilities to ensure availability and the capacity for future growth.
- e. The state should support efforts to increase the number and availability of natural gas and electric vehicle fueling and charging stations in order to make cleaner-energy alternatives more available to Utah consumers and businesses.
- f. The state should support efforts to increase funding for county and city transportation infrastructure, including B and C road construction and maintenance.

Utah Economic Development Success

Sustained economic prosperity is the hope of every wage earner and wage earner's family in Utah. Utah consistently ranks high among states for economic vitality based on several economic indicators. For example, in a September 25, 2013, article, *Forbes Magazine* ranked Utah third, behind Virginia and North Dakota, in its list of the "2013 Best States for Business." The magazine used the following criteria: costs, labor supply, regulatory environment, current economic climate, growth prospects, and quality of life. While impressive, Utah had previously occupied the top spot every year since 2010. To quote the article:

*"The state [Utah] still has a very pro-business climate and companies benefit from energy costs that are 29% below the national average. Utah's economy has expanded at 2% a year over the past five years—fourth best in the U.S., but job and income growth has slowed relative to the rest of the country, which knocks Utah down two notches."*ⁱⁱⁱ



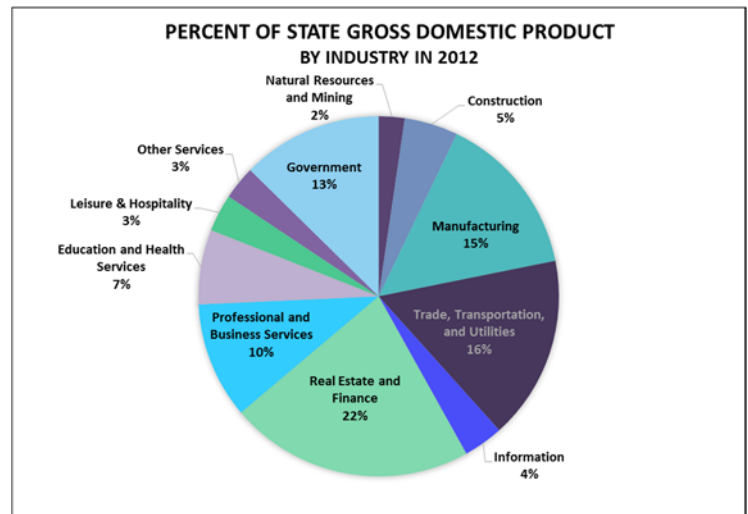
See Endnote ^{iv}

In CNBC's "America's Top States for Business 2013," Utah ranked fifth based on 10 broad metrics, including cost of doing business, economy, infrastructure, workforce, quality of life, technology and innovation, business friendliness, education, cost of living, and access to capital.^v

While these types of rankings may be useful for marketing efforts, according to a

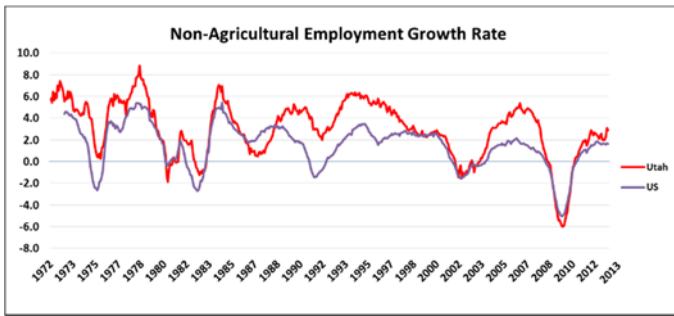
September 2013 article in the *Journal of Applied Research in Economic Development*, such rankings may not provide a meaningful measure of a state's economic development position, and "policymakers should not see improving their rankings as an objective." The same article suggests:

"[A] scorecard approach [is] a more meaningful measure than a ranking. Ranking, by definition, is a uni-dimensional measure, and argues that State X is better than State Y. A scorecard decomposes and reveals the areas in which each state has strengths and weaknesses. This approach is not only more meaningful, but also it may open up a healthier discussion about potential improvements."^{vi}



See Endnote ^{vii}

By most measures, Utah's economic outlook is positive. Utah's Unemployment rate is consistently well under the national rate (see adjacent figure). Utah's gross domestic product by industry shows diversity and balance, which helps the state weather economic downturns that may hit particular industry sectors hardest (see above figure). The nonagriculture employment growth rate shows a recent strong recovery from the 2008 recession, also above the national average (see below figure).

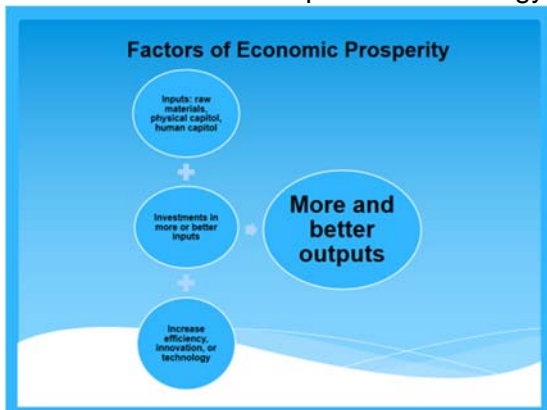


See Endnote ^{viii}

Economics of Prosperity

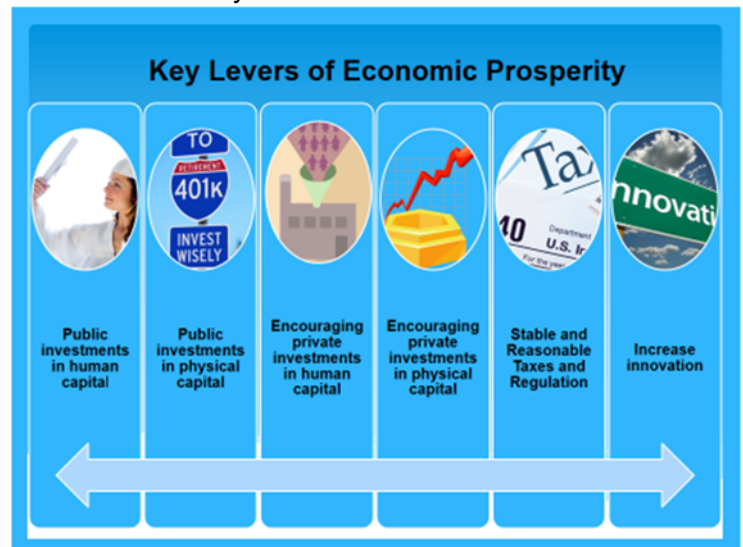
Only more or better inputs can result in more or better outputs. This law of economic prosperity is well understood by leaders in business, government, and education.

- Inputs (factors of production) may include:
 - raw materials;
 - physical capital (i.e., machinery or facilities);
 - human capital (i.e., trained, educated, and motivated workers);
 - innovation; and
 - technology improvements.
- Outputs are products or services that have been transformed from an input to a higher-valued output.
- Productivity occurs when inputs are made into outputs. Productivity is increased when investments are made in inputs or when inputs are used more efficiently through innovation and improved technology.



Thus, for economic prosperity to occur, increased public and private investments in the amount, quality, or efficiency of economic inputs must be made. These factors of economic prosperity (i.e., inputs, productivity, and investments) determine whether economic prosperity will occur. It follows that the key economic prosperity levers include:

- making the right public investments in human capital, which include strategic investments in education and job training;
- making the right public investments in physical capital (public infrastructure);
- encouraging the right private investments in human capital;
- encouraging the right private investments in physical capital; and
- encouraging public and private innovation, including research and development and increased efficiency.



Government's Role in Economic Development

At the foundation of economic prosperity is a predictable and safe environment that fosters commerce. When working well, government supports that stability and

safety by maintaining fiscal discipline and stable taxes, effectively managing scarce resources, and making forward-thinking financial management decisions.

Government entities can affect economic development by direct investments in:

- capital facilities (public infrastructure) needed to support businesses and residents; and
- human capital through funding education and vocational training.

In addition, government entities can affect economic development less directly by providing incentives for private investments in physical capital and human capital.

The Task Force

H.B. 28 "Economic Development Task Force," which passed in the 2012 General Session, created a two-year, 16-member task force. Members appointed to the task force were:

Sen. Stuart C. Reid, Senate Co chair;
Rep. Brad R. Wilson, House Co chair;
Sen. Patricia W. Jones;
Sen. Ralph Okerlund;
Rep. Patrice M. Arent;
Rep. Jim Bird;
Rep. Rebecca Chavez-Houck;
Rep. Bradley L. Dee;
Rep. Brad G. Last;
Mr. Spencer Eccles, Governor's Office of Economic Development;
Mr. Todd Bingham, Utah Manufacturers Association;
Mr. Wesley Smith, Salt Lake Area Chamber of Commerce;
Mayor Tom Dolan, Utah League of Cities and Towns;
Mr. Scott Hirschi, Utah Association of Counties;
Mr. Rob Despain, from the Utah business community; and
Mr. J. Steven Price, from the Utah business community.

Task Force Presenters

2012

David Eccles School of Business, University of Utah;
Governor's Office of Economic Development;
Economic Development Corporation of Utah;
Utah Office of Tourism, GOED;
Utah Tourism Industry Coalition;
Ski Utah;
Private Businesses;
Salt Lake Area Chamber of Commerce;
Global Research and Consulting
Financial institutions;
Bureau of Economic and Business Research, University of Utah;
Wasatch Front Regional Council;
Division of Air Quality;
Brigham Young University;
Questar Corporation;
Utah Petroleum Association;
Kennecott Utah Copper;
Cicero Group;
Commissioner of Higher Education;
Utah College of Applied Technology;
Utah Manufacturing Association;

2013

Envision Utah;
Office of Legislative Research and General Counsel;
Office of the Legislative Fiscal Analyst;
Sandy City;
Utah League of Cities and Towns;
Utah Manufacturers Association;
Holland and Hart LLP;
Utah Taxpayers Association;
Utah Department of Transportation;
Salt Lake City Department of Airports;
Utah Transit Authority;
Utah Division of Water Resources;
Utah Division of Drinking Water;
Public Service Commission;
Rocky Mountain Power;
Questar Corporation;
Utah Division of Air Quality

The task force was assigned to review and make recommendations on a number of issues, including:

- how economic production, including exports, can be increased;
- how more high-paying jobs can be created;

- how the state can attract more businesses;
- how regulatory or other barriers to economic production or economic development can be reduced or eliminated; and
- how air quality affects economic development efforts in the state and a review of efforts and suggestions to improve air quality.

As required, the task force final report was presented November 20, 2013, to:

- the Economic Development and Workforce Services Interim Committee; and
- the Natural Resources, Agriculture, and Environment Interim Committee.

The final report was also provided in writing to the Health and Human Services Interim Committee.

The task force is repealed November 30, 2013.

Task Force Work

During the 2012 and 2013 interim, the task force held 15 meetings to discuss economic development issues and hear from presenters from a variety of backgrounds and expertise. Topics included:

- the economics of economic development;
- state of the Utah economy;
- facilitating Utah's economic development;
- keys to Utah's economic development;
- lessons from the economics of growth;
- tourism as a component of economic development;
- impact of air quality on Utah's economic development;
- education's role in prosperity and economic development;
- manufacturing initiatives;
- key drivers in Utah's economic development;

- long-term view processes for policymakers;
- economic pressure points for economic development;
- economic tools and taxation;
- Utah's economy and basic infrastructure;
- Utah's infrastructure and energy needs;
- air quality mitigation by government entities;
- Division of Air Quality recommendations; and
- potential task force recommendations.

Key Points Made in the Task Force

The key points made by the presenters include the following:

- Utah consistently ranks among the leading states for economic vitality based on several economic indicators, including business friendliness, labor supply, and growth prospects.
- Economic development involves a number of issues, including education, environment, local government services, manufacturing, natural resources, population growth, regulations, small business, tax policy, technology, tourism, public infrastructure, and transportation.
- More or better inputs lead to more or better outputs (i.e., productivity is increased when investments are made in human capital [education and job training] and physical capital).
- Education plays a key role in preparing Utah's future workforce for tomorrow's jobs. Utah workers must be prepared to compete in a constantly changing job market.
- Productivity can be improved by investing in innovation and technology.
- Utah's tourism industry plays a vital role in economic development. Tourism brings in an estimated \$5.1

billion per year in traveler spending from out-of-state visitors and attracts new business, industry, and talent.

- Poor air quality negatively impacts tourism, business recruiting, and employee retention efforts. Continuous efforts to improve air quality have significantly reduced the annual number of poor air quality days.
- Continuous effort is required to work with state and local government and private industry to attract and develop competitive, high-value companies and spur the development and expansion of local Utah businesses.
- By adding value from start to finish, manufacturing fuels economic growth in other sectors in the economy, including mining, transportation, warehousing, and retail.
- Key drivers of economic development include:
 - education (public investment in human capital);
 - public infrastructure (public investment in physical capital);
 - job training (private investment in human capital);
 - private investments in physical capital;
 - stable and reasonable taxes and regulation; and
 - increases in innovation.
- Growth and its attendant rewards and challenges are coming to Utah. Looking ahead, strategizing, and systematically preparing will help the state and its residents reap the rewards and meet the upcoming challenges.
- Policymakers who have a long-term view of current and foreseen issues can accomplish big things with leadership (a champion), good information, use of that good

information, attention to detail, and communication of the vision.

- Critical analysis of economic data can provide insights on what is going well and what is causing concern for the future of Utah's economy.
- Market forces drive businesses and consumers to make decisions that are in their best interests. When economic development efforts are successful they result in private investments, creation of jobs, and stable tax revenues.
- Corporate income tax and sales tax on manufacturing inputs are issues of concern for the manufacturing industry.
- Utah's economy is tied to the ability of the state to build, operate, and maintain an efficient infrastructure. Planned, strategic investment in Utah infrastructure has helped Utah's economic success and will be critical to its future.
- Air quality mitigation efforts by government entities show a mixed level of effort and variety of approaches.

For Big Things to be Accomplished:

- **Need a champion**
- **Need good information**
- **Good information must be used**
- **Attention to Details (dots must be connected all the way to the end – from concept to reality)**
- **Communicate the vision**

Notes

ⁱ Quoted from State Economic Coordinating Committee, Economic Report to the Governor 1991, Utah Office of Planning and Budget.

ⁱⁱ *Id.*

ⁱⁱⁱ Kurt Badenhausen, "Virginia Tops 2013 List Of The Best States For Business," *Forbes Magazine*, September 25, 2013, accessed November 8, 2013, <http://www.forbes.com/sites/kurtbadenhausen/2013/09/25/virginia-tops-2013-list-of-the-best-states-for-business/>.

^{iv} U.S. Department of Labor. Bureau of Labor Statistics.

^v CNBC, "Top States 2013: Overall Rankings," accessed November 8, 2013, <http://www.cnbc.com/id/100824779>.

^{vi} Jared Konczal and Yasuyuki Motoyama, Ph.D., "How Can I Create My Favorite State Ranking: The Hidden Pitfalls of Statistical Indexes," *The Council for Community And Economic Research*, September 2013, accessed November 8, 2013, <http://journal.c2er.org/2013/09/how-can-i-create-my-favorite-state-ranking/>.

^{vii} Utah Department of Workforce Services.

^{viii} Utah Department of Workforce Services and U.S. Bureau of Labor Statistics.

Appendix

A

ECONOMIC DEVELOPMENT TASK FORCE

2012 GENERAL SESSION

STATE OF UTAH

Chief Sponsor: Brad R. Wilson

Senate Sponsor: Stuart C. Reid

Cosponsor: Patrice M. Arent

LONG TITLE

General Description:

This bill creates the Economic Development Task Force.

Highlighted Provisions:

This bill:

- ▶ creates and provides for the membership of the Economic Development Task Force;
- ▶ provides for salary and expenses of task force members; and
- ▶ provides for task force duties, meetings, and reports.

Money Appropriated in this Bill:

This bill appropriates:

- ▶ \$17,000 to the Senate; and
- ▶ \$29,000 to the House of Representatives.

Other Special Clauses:

This bill is repealed November 30, 2013.

Uncodified Material Affected:

ENACTS UNCODIFIED MATERIAL

Be it enacted by the Legislature of the state of Utah:

Section 1. **Economic Development Task Force -- Creation -- Membership --**

Quorum -- Compensation -- Staff.

(1) There is created the Economic Development Task Force consisting of the following

29 16 members:

30 (a) three members of the Senate appointed by the president of the Senate, no more than
31 two of whom may be from the same political party, and including at least one member
32 representing a rural area of the state;

33 (b) six members of the House of Representatives appointed by the speaker of the
34 House of Representatives, no more than four of whom may be from the same political party,
35 and including at least one member representing a rural area of the state;

36 (c) one person appointed by the Governor from the Governor's Office of Economic
37 Development;

38 (d) one person appointed by the Utah Manufacturers Association;

39 (e) one person appointed by the Salt Lake Area Chamber of Commerce;

40 (f) two persons from the state's business community, one appointed by the president of
41 the Senate and the other appointed by the speaker of the House of Representatives;

42 (g) one person appointed by the Utah League of Cities and Towns; and

43 (h) one person appointed by the Utah Association of Counties.

44 (2) (a) The president of the Senate shall designate a member of the Senate appointed
45 under Subsection (1)(a) as a cochair of the task force.

46 (b) The speaker of the House of Representatives shall designate a member of the House
47 of Representatives appointed under Subsection (1)(b) as a cochair of the task force.

48 (3) A majority of the members of the task force constitute a quorum. The action of a
49 majority of a quorum constitutes the action of the task force.

50 (4) (a) Salaries and expenses of the members of the task force who are legislators shall
51 be paid in accordance with Section 36-2-2 and Legislative Joint Rules, Title 5, Chapter 3,
52 Expense and Mileage Reimbursement for Authorized Legislative Meetings, Special Sessions,
53 and Veto Override Sessions.

54 (b) A member of the task force who is not a legislator may not receive compensation
55 for the member's work associated with the task force, but may receive per diem and
56 reimbursement for travel expenses incurred as a member of the task force at the rates

57 established by the Division of Finance under Sections 63A-3-106 and 63A-3-107.

58 (5) The Office of Legislative Research and General Counsel shall provide staff support
59 to the task force.

60 **Section 2. Duties -- Meetings -- Reports.**

61 (1) The task force shall review and make recommendations on:

62 (a) how economic production in the state can be increased, including how more exports
63 and more high-paying jobs can be created;

64 (b) how the state can attract more businesses;

65 (c) how regulatory or other barriers to economic production or economic development
66 can be reduced or eliminated; and

67 (d) how air quality affects economic development efforts in the state, including:

68 (i) a review of public and private sector efforts to improve air quality in the state; and

69 (ii) a review of and any suggested changes to state laws and regulations that could
70 improve air quality in the state.

71 (2) The task force may hold no more than 10 meetings per year.

72 (3) (a) The task force shall present an interim report to the Workforce Services and
73 Community and Economic Development Interim Committee, the Health and Human Services
74 Interim Committee, and the Natural Resources, Agriculture, and Environment Interim
75 Committee before November 30, 2012.

76 (b) The task force shall present a final report, including any proposed legislation, to the
77 Workforce Services and Community and Economic Development Interim Committee, the
78 Health and Human Services Interim Committee, and the Natural Resources, Agriculture, and
79 Environment Interim Committee before November 30, 2013.

80 **Section 3. Appropriation.**

81 There is appropriated from the General Fund for fiscal year 2013 only:

82 (1) \$17,000 to the Senate to pay for the compensation and expenses of senators on the
83 task force; and

84 (2) \$29,000 to the House of Representatives to pay for the compensation and expenses

H.B. 28

Enrolled Copy

85 of representatives on the task force.

86 Section 4. **Repeal date.**

87 This bill is repealed November 30, 2013.

B

Economic Development Task Force

Utah Legislature

2012-2013 Agenda Index

June 21, 2012

State of the Utah Economy

Sustained economic prosperity is the hope of every wage earner and wage earner's family in Utah. Job creators and job creator facilitators rely on the future success of the Utah, national, and international markets to drive investments and economic growth in Utah. What is the current state of the Utah economy? What are its major strengths and weaknesses? What are the trends and how have they changed in recent years. The task force will hear from a respected Utah economist on the state of the Utah economy.

- Scott Schaefer, Professor of Finance and Associate Dean for Academic Affairs, Kendall D. Garff Chair of Business Administration, David Eccles School of Business, University of Utah

Facilitating Utah Economic Development

Helping to make Utah excel in job creation, innovation, entrepreneurship, global business, and a quality workforce with a business friendly environment is a challenging mission. Working with state and local government and private industry to attract and grow competitive, high-value companies and spur the development and expansion of local Utah businesses requires continuous effort. The task force will hear from representatives whose organizations have made these goals their own. What are the state and its partners doing to facilitate economic development in Utah?

- Spencer P. Eccles, Executive Director, Governor's Office of Economic Development
- Todd Brightwell, Senior Vice President, Business Development, Economic Development Corporation of Utah

July 19, 2012

Tourism as a Component of Economic Development

The Utah Office of Tourism, an office within the Governor's Office of Economic Development, promotes tourism into the state through advertising and media contacts. Its mission is to improve the quality of life of Utah citizens through revenue and tax relief by increasing the quality and quantity of tourism visits and spending. The office operates several programs to assist Utah's tourism industry including marketing and advertising, research and planning, publications, information services, media relations, and cooperative programs. What impact does tourism have on the economic development of the state?

- David Williams, Deputy Director, Governors Office of Economic Development, Office of Tourism
- Nan Anderson, Executive Director, Utah Tourism Coalition
- Nathan Rafferty, President and CEO, Ski Utah
- Brian Merrill, CEO, Western Rivers Expeditions and Moab Adventures

Economic Development Issues - Process, Topics, and Objectives

Economic development involves a number of issues including agriculture, economic forecasts/growth, education, environment, local government concerns, manufacturing, natural resources, population growth, regulations, small business, tax policy, technology, tourism, and

transportation. The task force members will discuss adding or subtracting from this list and discuss processes, objectives, and outcomes in order to focus task force efforts.

August 16, 2012

Keys to Utah Economic Development

Utah is constantly a leading state in economic vitality based on several economic indicators. What has helped Utah to achieve this success? What are the state's strengths and weaknesses? The task force will hear a panel discussion from leading Utah economists, consultants, and financiers on what the state is doing right and what it can do better to enhance Utah's economic climate for business to prosper in the state.

- Natalie Gochmour, Executive Vice President and Chief Economist, Salt Lake Chamber
- Darin Mellott, Senior Research Analyst, CBRE, Global Research and Consulting
- Alan Westenskow, Vice President, Zions Bank Public Finance
- Suzie Becker, Vice President, Zions Bank Public Finance Municipal Consulting Group
- Pamela S Perlich, PhD Senior Research Economist, Bureau of Economic and Business Research, University of Utah

September 20, 2012

Air Quality and Utah Economic Development

What are the facts about Utah's air quality? What impact does air quality have on economic development (including encouraging or discouraging businesses from locating or expanding in Utah), health, and the environment? What are we doing to address air quality and is there anything that we could be doing that has not yet been addressed? The task force will hear a panel discussion from Utah business representatives, health experts and state agencies, and review public and private sector efforts to improve Utah's air quality.

- Representative Patrice M. Arent
- Jeff Edwards, President and CEO, Economic Development Corporation of Utah
- Ryan Evans, Vice President of Business and Community Relations, Salt Lake Chamber
- Andrew Gruber, Executive Director, Wasatch Front Regional Council
- Doctor Michelle Hofmann, Assistant Professor of Pediatrics, University of Utah
- Bryce Bird, Director, Division of Air Quality
- Alan Matheson, Environmental Advisor, Governor's Office

October 4, 2012

Air Quality and Utah Economic Development

What are the facts about Utah's air quality? What impact does air quality have on economic development (including encouraging or discouraging businesses from locating or expanding in Utah), health, and the environment? What are we doing to address air quality, and is there anything that we could be doing that has not yet been addressed? The task force will hear a panel discussion from Utah business representatives, health experts and state agencies, and review public and private sector efforts to improve Utah's air quality.

- Rep. Patrice M. Arent
- Jonathan Johnson, President, Overstock.com
- Dr. Arden Pope, Professor of Economics, Brigham Young University
- Craig Wagstaff, Executive Vice President, Questar Gas

- Lee Peacock, President, Utah Petroleum Association
- Stephen Sands, Director of External Affairs, Kennecott Utah Copper

October 18, 2012

Lessons from the Economics of Growth

What creates prosperity? What are the drivers of economic growth? How can Utah grow the economic pie? Presenters will assist task force members in understanding the fundamental processes that generate growth and prosperity. Through both "theory" and "application" presenters will explain what growth is, how growth is measured, the impact of factors including human and physical capital, and how government policy can impact growth. Examples drawn from Utah's economic history and from the experiences of other states and nations will be presented in a boardroom/classroom style discussion.

- Scott Schaefer, Professor of Finance and Associate Dean for Academic Affairs, Kendall D. Garff Chair of Business Administration, David Eccles School of Business, University of Utah
- Natalie Gochmour, Executive Vice President and Chief Economist, Salt Lake Chamber

November 15, 2012

Education's Role in Prosperity and Economic Development

Education plays a key role in preparing Utah's future workforce for tomorrow's jobs. Quality education has been mentioned as a key economic development driver in each of the previous six task force meetings this year. The task force will hear from education leaders and advocates on the role education plays in providing prosperity and successful economic development in the state, what barriers exist, and what strategies can help prepare Utah's future workforce. Following the presentations, task force members and presenters will discuss the issues raised.

- Randy Shumway, CEO, Cicero Group
- Dave Buhler, Commissioner of Higher Education
- Robert O. Brems, President, Utah College of Applied Technology (UCAT)

December 6, 2012

Manufacturing Initiative Report

Manufacturing is the process of building, assembling, or fabricating a product from raw materials through labor, machinery, and other means to make a product that can be used by a consumer. By adding value from start to finish, manufacturing fuels economic growth in many sectors of the economy including mining, transportation, warehousing, and retail. The task force will hear from representatives of the manufacturing industry on:

- *Utah's Manufacturing Initiative;*
 - *Workforce development needs in the manufacturing sector;*
 - *Tax incentives for the manufacturing industry; and*
 - *Expanding in Utah -- Procurement and supply chain needs.*
- Todd Bingham, President, Utah Manufacturers Association
 - Matt Wardle, President, JD Machine
 - Steve Moore, Vice President of Operations, Barnes Aerospace
 - Susan Davis, Manufacturing Operations Management, L-3 Communications

May 16, 2013

Key Drivers in Utah Economic Development

The task force spent its first year of its two-year assignment hearing and evaluating economic development issues presented by a wide variety of business, education, and government experts and leaders. The chairs have asked for a discussion with task force members to identify which key economic development drivers and policies the state should emphasize to provide continued economic development success for Utah.

June 20, 2013

Envision Utah

Growth and its attendant rewards and challenges are coming to Utah and the Greater Wasatch Area. Formed in 1988 to address this growth, Envision Utah is a public/private partnership of business leaders, civic leaders, and policy makers with the stated goal of engaging "people to create and sustain communities that are beautiful, prosperous, healthy, and neighborly for current and future residents." Accordingly, Envision Utah seeks to develop a "broadly and publicly-supported Quality Growth Strategy . . . to protect Utah's environment, economic strength, and quality of life" (see www.envisionutah.org). The task force will hear from a representative of Envision Utah on its mission, plans, recommendations, and strategies.

- Robert J. Grow, President and CEO, Envision Utah

Potential Long-term View Processes for Policy Makers

Equipped with good information, policy makers are able to set sound public policy that shapes the future of our state and communities and helps ensure long-term economic vitality. What is the most important information for policy makers to receive on an ongoing basis to look beyond immediate issues and into medium and long-term issues? What resources, forums, and strategies have been or could be used to get this information regularly into the hands of those who are responsible for setting public policy? The task force will hear from two legislative staff office directors on ways to provide legislators with critical and timely information to facilitate informed decision making and effective policy development.

- Michael E. Christensen, Director, Office of Legislative Research and General Counsel
- Jonathan C. Ball, Legislative Fiscal Analyst, Office of the Legislative Fiscal Analyst

July 18, 2013

Economic Pressure Points for Economic Development

The critical analysis of economic data can provide insight on what is going well and what is cause for concern for the future of Utah's economy. What strengths and weaknesses does the current data show for economic development? What economic issues matter for future economic growth? Economists from the Office of the Legislative Fiscal Analyst will present analysis of economic data for the task force and respond to questions.

- Dr. Andrea Wilko, Chief Economist, Office of the Legislative Fiscal Analyst
- Dr. Thomas Young, Economist, Office of the Legislative Fiscal Analyst

Economic Tools and Taxation

Market forces drive businesses and consumers to make decisions that are in their best interests. State and local government economic development efforts seek to find effective methods (tools)

to attract and retain businesses and encourage new investment. When successful, results include economic growth through job creation and the generation of stable tax revenues. What economic tools are being used effectively in Utah and in other states? What tax policies for corporations and other business entities can serve to advance Utah's competitiveness for economic development?

- Mayor Tom Dolan, Sandy City
- Lincoln Shurtz, Director of Legislative Affairs, Utah League of Cities and Towns
- Phil Dean, Policy Analyst, Office of Legislative Research and General Counsel

Economic Tools and Taxation Strategies that Advance Manufacturing

Corporate income tax and sales tax on manufacturing inputs are key issues for the manufacturing industry. What impact do these taxes have on manufacturing? What is the history of the manufacturing sales tax system? What are the pros and cons of adjusting these tax rates to help grow manufacturing in the state? What other economic tools should be considered to encourage manufacturing investment in Utah?

- Todd Bingham, President, Utah Manufacturers Association
- Mark K. Buchi, Partner, Holland and Hart LLP
- Royce Van Tassell, Association Vice President, Utah taxpayers Association

August 22, 2013

Utah's Economy and Basic Infrastructure

Utah's Economy is tied to the ability of the state to build, operate, and maintain an efficient infrastructure. Planned, strategic investment in Utah infrastructure has helped Utah's economic success and will be critical to its future. Economists from the Office of the Legislative Fiscal Analyst will provide data and insights on these issues.

- Dr. Andrea Wilko, Chief Economist, Office of the Legislative Fiscal Analyst
- Dr. Thomas Young, Economist, Office of the Legislative Fiscal Analyst

Utah Infrastructure and Energy Needs

Economic development depends on an infrastructure that can support anticipated populations and the future demands of business and industry. Infrastructure includes public and private facilities that provide water, sewer services, electricity, natural gas, and other public utilities to homes, schools, and businesses, as well as facilities that provide for the movement of people and goods. What is the status of Utah's infrastructure? What are Utah's current and future infrastructure needs? What infrastructure and energy challenges might limit economic development? The task force will hear from experts involved in several components of Utah's infrastructure.

Transportation – Highways, Bridges, Aviation, and Transit

- Carlos M. Braceras, Executive Director, Utah Department of Transportation
- Maureen Riley, Executive Director, Salt Lake City Department of Airports
- Matt Sibul, Chief Planning Officer, Utah Transit Authority

Water – Resources, Dams, and Drinking Water

- Dennis Strong, Director, Division of Water Resources
- Kenneth H. Bousfield, Director, Division of Drinking Water

Energy – Power, Natural Gas

- Ron Allen, Public Service Commission Chair, Public Service Commission of Utah
- Douglas Marx, Director of Engineering Standards and Technical Services, Rocky Mountain Power
- Kelly Mendenhall, Director of Regulatory Affairs, Questar Corporation

September 19, 2013

Air Quality Mitigation by Government Entities

H.B. 168, "Air Quality Mitigation by Government Entities," which passed during the 2013 General Session, required each state agency to report on current efforts and future plans to improve air quality in the state. The final submissions were due on September 1, 2013, and have been summarized in "Air Quality Mitigation by Government Entities." The information in the reports will be discussed by the task force.

- Rep. Patrice M. Arent

Division of Air Quality Recommendations

During the September 20, 2012, task force meeting, the Division of Air Quality was asked to develop recommendations to improve air quality in the state. A representative of the division will present the division's recommendations.

- Bryce Bird, Director, Division of Air Quality

Potential Task Force Recommendations

The chairs have asked task force members to provide ideas for potential task force recommendations to provide continued economic development success for Utah. The task force will discuss possible recommendations for inclusion in the final task force report due to be presented in the November interim meetings.

October 17, 2013

Potential Task Force Recommendations (draft legislation)

The chairs have asked task force members to provide ideas for potential task force recommendations for continued economic development success in Utah. The task force will discuss and prioritize the recommendations which may include draft legislation for inclusion in the final task force report due to be presented in the November 20, 2013, interim meetings.

November 14, 2013

Final Task Force Recommendations (draft legislation)

The task force will continue its discussion of potential task force recommendations for continued economic development success in Utah. The discussion may include consideration of draft legislation for inclusion in the final task force report due to be presented in the November 20, 2013 in the Economic Development and Workforce Services Interim Committee and the Natural Resources, Agriculture, and Environment Interim Committee. Draft legislation to be considered includes:

- *Clean Air Funds (Arent)*
- *Sustainability Amendments (Arent)*
- *Electric Vehicle Battery Charging Service (Arent)*

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Survey of Economic Development Tools of Cities and States in the United States

Prepared for the
Economic Development Task Force
By the
Office of Legislative Research and General Counsel
July 18, 2013

Survey of Economic Development Tools of Cities and States in the United States

<p><u>Business Attraction</u>2</p> <ul style="list-style-type: none"> Agreement not to Annex Freeport Exemptions *Improving Legislative Environments *One-stop Shop *Private Activity Bond Property Database Revolving Loan Fund Tourism Promotion Area *Targeting to Attract Business <p><u>Coordinate Economic Development</u>2</p> <ul style="list-style-type: none"> Business Improvement District Export Financing Programs Export Promotion Agency Inter-local Agreements Intraregional Coordination State Trade Commission Trade and Export Promotion <p><u>Direct Business Development</u>3</p> <ul style="list-style-type: none"> Agricultural Development Loans Angel Investment Credits Business Incubator Crowd Funding *Funding for Emerging Technology Immigrant Business Enterprises Product Development Fund Rural Microenterprise Development Rural RLF or Grant Program Social Investment Fund Startup Fair Young Farmer Loan Guarantees <p><u>Market Development Incentives</u>5</p> <ul style="list-style-type: none"> Crowd Funding Green Business Incentive Home Buyer Tax Credits Job Creation Tax Credits Mortgage Guarantees Quality Jobs Tax Credit 	<p><u>Infrastructure Investment</u>.5</p> <ul style="list-style-type: none"> Capital Improvement Programs Capital investment Incentives Infrastructure Development Public Facilities District Telecommunications Development <p><u>Land Supply</u>.6</p> <ul style="list-style-type: none"> Brownfield Development Enterprise Zones Land Assembly State-created Business Parks Tax-Increment Financing <p><u>Quality of Life Improvements</u>6</p> <ul style="list-style-type: none"> Community Development Corporations Neighborhood Empowerment Zones Parking & Business Improvement Areas Quality of Life Strategies <p><u>Workforce Education</u>7</p> <ul style="list-style-type: none"> Entrepreneurship Education On-The-Job Training Programs Procurement Assistance Programs Unemployment Modifications Welfare-to-Work Workforce Grants
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*Indicates tools Utah is currently using

Business Attraction and Retention

This category outlines tools that can be used to attract out-of-state businesses into the state. While some examples of tax-incentive strategies are mentioned, this is not intended to be an exhaustive or comprehensive list.

Agreement not to Annex ¹	An agreement for a city not to annex a business property for a set period of time to attract a business into an area. The city gets the benefit of having the business locate in the area and the creation of additional jobs. The business is freed from ad valorem taxation of its property by the city for the designated period of time. Example: Texas
Freeport Exemptions ¹	Property tax reductions or exemptions on goods in transit that are located in the state for only a short period of time. These exemptions enhance the ability of the state to attract warehouse and distribution center facilities by offering special property tax exemptions for the goods they typically handle. Example: Texas
Improving Business Environments ^{2*}	Reducing difficulties imposed by state and local business and licensing laws that create barriers of entry for new businesses. Typical approaches focus on reducing the time it takes to process applications, reducing the costs to businesses, and reducing the complexity of the process.
One-Stop Shop ^{2*}	A central hub for business information in a state. The office works with all other internal branches and offices of the state on behalf of businesses (taxing, inspections, licensing, etc.) The office could include a special phone number for business enquiries. Examples: Michigan, Utah, Virginia
Private Activity Bonds ^{3*}	Bonds that finance land, buildings, or equipment to develop or expand businesses and have a lower interest rate than conventional financing because they are issued by the state or local government. Also known as industrial revenue bonds. Every state engages in Private Activity Bonding on some level.
Property Database ^{2*}	A statewide land plan identifying what lands are unused, which types of sites and premises are available for business use, which sites are readily available, and what further sites or premises are needed to meet business needs. The database is typically publicly available for business use. Examples: Kentucky, Utah
Tourism Promotion Areas (TPA) ^{4*}	Areas established by the state or local government for the purpose of imposing special assessments on lodging businesses to fund convention and tourism promotion. If conducted on a municipal level, interlocal agreements are usually required with each city and community in a proposed TPA. Examples: Utah, Washington
Targeting to Attract Businesses ^{3*}	Marketing strategies that target a type or group of firms the state wants to attract. Usually focused on sectors with growth potential, linkages to existing businesses in the state, and other reasons to be attracted to the particular state. Tactics include brochures, advertising in trade publications, advertising supplements, sending direct mail, participating in industry trade shows, telemarketing, or conducting seminars. Examples: Arkansas, Utah

Coordination of Economic Development

Every state has dozens, if not hundreds of different non-profit, for-profit, and public organizations attempting to spur economic development. These options seek to coordinate these organizations' efforts into a single program or in a single geographical area. Options range from local to regional coordination.

Business Improvement Districts (BID) ⁸	Creating defined areas within which businesses pay an additional tax in order to fund projects within the district's boundaries. Grant funds or other incentives can be made available to recruit new business. BIDs can clean streets, provide security, make capital improvements, and market the area. They can also compile information on properties available for sale and share it with prospective business owners. Examples: New York, Oklahoma, Tennessee
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Creation of an Export-Promotion Agency ^{9*}	Agency that synchronizes the resources available in the state to maximize exports. It coordinates the efforts of other smaller groups that are trying to increase exports and establishes connections between foreign-trade offices and private-sector exporters. These agencies usually focus on finding synergies between state and national export-promotion programs. Examples: Alabama, California, Pennsylvania, Utah
Export Financing Programs ¹⁰	Programs designed to assist small to medium-sized businesses in obtaining financing to begin exporting. Focuses on the financial barriers that prevent businesses from taking the necessary steps required for exporting. Example: Pennsylvania
Inter-Local Agreements ^{1*}	Localized coordination efforts between cities and counties intended to attract and retain business development within their region. They are prevalent in rural areas where communities may not have the funds to do a great deal of individual marketing. They are also popular in more populous areas where a regional approach can maximize the efforts to recruit larger businesses. They can be formalized into a written agreement. Every state and most cities engage in some form of interlocal agreements for economic development.
Intraregional Coordination ^{3*}	Coordination of economic development efforts between states at the broadest level. Efforts focus on avoiding competition among communities within a region. Coordination involves economic development planning, financing, recruitment, and retention functions. States may also pool resources to attract companies to the region. This could occur in an informal setting as well as through a formal organization. Example: Western Governors Association
State Trade and Export Promotion (STEP) ^{11*}	Federally administered program designed to help increase the number of small businesses that are exporting products. It is funded by federal grants and matching state funds. The STEP program also seeks to raise the value of exports for small businesses that are already exporting. All states use this program in some way.
State Trade Commissions ^{10*}	Trade commissions created by states to increase exports. They examine difficulties facing small and medium-sized businesses that do not export, such as trade barriers, language barriers, and networking problems. Provides information and support necessary to begin exporting. Example: Utah

Direct Business Development

This category covers hands-on tools the state can use to spur economic development. While some of these options offer development incentives, most are direct investments from the state. These programs are generally tailored to a target audience and require more overhead and effort to implement.

Agriculture Development Loans ¹	Government loans that seek to promote and protect agricultural business operations. These programs typically offer short-term and long-term financial assistance to businesses and individuals that engaged in agricultural enterprises, as well as to rural political subdivisions engaged in economic development. Examples: Minnesota, Michigan
Angel Investment Credits ¹²	Tax credits to interested firms that make an investment in one of the state's new business ventures. The program offers tax credits to qualifying firms in an amount equal to a predetermined percentage of their direct investment in a qualified business venture. Examples: Connecticut, Georgia, Minnesota
Business Incubator ^{3*}	Low-cost office space and support services provided by the state for start-up businesses in targeted industries. The goal of an incubator is to provide support services to startups that might not be able to afford the basic needs of a new business. Such programs are intended to foster synergy through the communication and proximity of incubator tenants. Examples: Oklahoma, Texas

Crowd Funding ¹³	Efforts to help local businesses raise money through crowd funding sites, such as kickstarter.com, or by tapping local loan and investment clubs. Public resources are used to assist in advertising and marketing the effort. Reciprocally, crowd funding can also be used to finance public projects and reduce government spending. Example: Kansas
Funding for Emerging Technology ^{1*}	State funding designed to help increase the long-term growth of the economy by attracting top research talent to develop new technologies. These technologies will potentially grow existing industries, develop new industries, and expedite development and commercialization. The programs work through partnerships between the state, institutions of higher education, and private industry. Example: Texas, Utah
Immigrant Business Enterprise ⁵	Programs aimed at helping immigrants and minorities increase their economic standing through entrepreneurship. They target disadvantaged citizens through relaxed credit and collateral requirements. Programs concentrate on selecting more economically promising businesses as loan recipients and tailoring capital assistance services to the needs of their clients. Examples: Florida, Maryland
Microenterprise Development Program ⁶	Provides low-income microbusinesses (businesses with five or fewer employees that require no more than \$35,000 in startup capital) with skills, training, and capital. Goal is to help them improve and achieve economic self-sufficiency. Usually targets those at or below 150 percent of the poverty line. Loans through these programs generally carry market interest rates and are short-term. Examples: Washington DC, Vermont, Maine, Nebraska, Oregon
Product Development Fund ^{1*}	Revolving loan program that provides financing for the development, production, and commercialization of new products in the state. Categories within the fund may include inventions, devices, techniques, or processes that have advanced beyond the theoretical stage and are capable of having a commercial application. Example: Texas, Utah
Revolving Loan Fund (RLF) ⁷	Fund providing loans to small business owners at rates and terms more favorable than those offered in commercial markets. These loans are often given to low-income entrepreneurs. When the original capital base is paid back in principal, interest, and fees, the money is then lent back out for further investment into entrepreneurial activity. Examples: Oregon, Ohio, Massachusetts
Rural RLF or Grant Program ^{7*}	Same as a Revolving Loan Fund but used to target rural communities. Examples: Nevada, North Dakota
Social Investment Funds ⁶	Funds or programs that harness the power of private enterprise for social good by supporting benefit corporations. Benefit corporations are impact-driven businesses that seek to fill social voids in communities and are required to maximize social benefits. They have higher standards of corporate purpose, accountability, and transparency. Policymakers examine what barriers may exist for these businesses and provide support and incentives where needed. Examples: Pennsylvania, Maryland
Startup Fair ³	Publicly run event where prospective entrepreneurs can meet with those who have experience launching a business or who can offer other useful support services. An economic development agency places fledgling businesses in contact with low-cost or no-cost mentors (such as retired executives) who can provide advice for small businesses in the area of management, marketing, accounting, and financing. Example: Iowa
Young Farmer Loan Guarantees ¹	Programs providing financial assistance through loan guarantees to young individuals within a specified age range and who are establishing or enhancing their farm, ranch, or other agriculture-related business. Examples: Missouri, Iowa

Market Development Incentives

These options usually spur from policy decisions to focus on a particular problem. Some focus on individual while others focus on industries. All are intended to provide market incentives to provide a broad-based solution to a particular problem.

Green Business Incentives ^{12*}	Creates incentives for industries that are considered “green” by providing grant programs, employee tax credits, or new job tax credits. These incentives could target wind and solar energy production or the development of electric vehicles. Examples: Colorado, Massachusetts, Montana, Utah
Home Buyer Tax Credits ¹²	Tax credits for buyers of existing or previously vacant homes. They are designed to decrease the amount of foreclosed homes on the market, liquidate vacant properties, and increase the overall outlook of the housing market. Example: California
Job Creation Tax Credits ^{12*}	Offers tax credits for creating jobs that meet predetermined qualifications. They usually target a certain demographic or geographical area. Examples include hiring individuals who are unemployed, hiring veterans, hiring previously laid off workers, jobs created in counties with exceptionally high unemployment, manufacturing jobs created, or small businesses who create jobs. Examples: Florida, Alabama
Mortgage Guarantees ¹⁰	Establishes a trust fund for mortgage guarantees in hopes of stimulating the state’s housing market. The fund is to be used to reimburse investors suffering foreclosure losses on loans. Example: Alabama
Quality Jobs Tax Credit ¹⁴	Provides tax credits for employers who create jobs that pay a wage above a predetermined dollar amount. Designed to increase the median income of an area as well as bring qualified jobs to an area in greater numbers. It could also be used to increase demand for education. Example: New Mexico

Infrastructure Investment

These approaches are aimed at improving the infrastructure on which businesses rely, whether directly through publicly funded projects or indirectly by creating market incentives for businesses to develop infrastructure. Each of these approaches involves capital improvement projects intended to strengthen the backbone of the economy.

Capital Improvement Programs (CIP) ^{3*}	Comprehensive five-to-six-year capital improvement project plans designed to support both commercial/industrial and residential growth. Capital improvements typically include major nonrecurring expenditures for projects such as civic centers, libraries, museums, parks, highway construction, sewage and water treatment plants, water and sewer lines, and swimming pools.
Capital Investment Incentives ¹⁰	Provide funds to help offset business’ costs associated with upgrading utility infrastructure, business expansion, or new construction. This can be provided in the form of tax credits or grants for businesses that invest in infrastructure development. Example: New York
Infrastructure Development ¹⁰	Allocating money for infrastructure projects for the purpose of creating jobs. Projects could include highway and bridge development, water treatment, or government facility construction. Examples: Illinois, North Carolina, Ohio, Oregon, Vermont, Virginia
Public Facilities District (PFD) ¹⁵	Municipal corporations created to oversee regional public facilities projects that otherwise may not be feasible. Types of projects include professional sports stadiums, conference or convention centers, regional recreation centers, theaters, or any other public facility. PFDs are usually given independent taxing authority. Example: Washington
Telecommunications Development ^{16*}	Development of telecommunications infrastructure to provide incentives for businesses to move to an area. This can include the perpetuation of internet infrastructure in more rural areas or development of fiber optic networks in more developed areas. Because many cities and counties cannot provide this costly infrastructure, they can provide environments intended to encourage its private development. Examples: Iowa, Washington, Utah

Land Supply

The high costs associated with land development force businesses to carefully consider the land they purchase. The tools below are intended to ensure that businesses have knowledge of and access to the most suitable lands for development.

Brownfield Development ³	Development of an abandoned, idled, or underused property where expansion or redevelopment is complicated by real or perceived environmental contamination. Often this land is located in areas convenient for housing and transportation development. Governments can make infrastructure investments to make the land more attractive for business development. Example: Michigan
Enterprise Zones ^{12*}	Establish geographical areas and offer tax concessions, infrastructure incentives, and reduced regulations to attract private investments into the zones. They are intended to encourage development in blighted neighborhoods. Some states have wrapped all local enterprise zones under one statewide program to place standardized incentives on all the zones. Examples: Arizona, Texas, Utah
Land Assembly ³	When the public sector acquires or uses existing lands and building to assemble a larger property more conducive to economic development. If lands are not already publicly owned, they are acquired on the open market or through eminent domain. Purchase of adjacent land parcels can be used to assemble a larger parcel under a single owner. The land is then made available to public or private developers, usually through a bidding process. Example: Michigan
State-Created Business Parks ^{3*}	Business parks created by the government's use of eminent domain and infrastructure development. They typically meet the specific needs of sought-after industries. Additionally, such programs can focus on public purposes like job creation rather than profit making. Examples: Warren County Virginia, Carlton County Minnesota
Tax-Increment Financing (TIF) ^{3*}	Also known as Redevelopment Agencies or Economic Development Agencies, TIF is a method of financing redevelopment activities. The local government identifies an area as the TIF district and determines property tax revenue collected in that area before redevelopment occurs. It then borrows money to improve the development prospects of the area. Ideally, as private development occurs, tax revenue increases and the excess above the pre-redevelopment property tax revenue pays off the loans and finances further redevelopment. All states engage in TIF at some level.

Quality of Life Improvements

Businesses give important consideration to the quality of life in the areas where they locate. A good quality of life means employees are less likely to voluntarily relocate, thus decreasing company turnover. States have many options available to help improve the quality of life in their jurisdictions, making the state a more attractive place for business.

Community Development Corporations (CDC) ^{17*}	Nonprofit, community-based organizations that secure private and public capital through development of both residential and commercial property. Often created and funded by cities, their activities include developing affordable housing, redeveloping properties, implementing economic development and social programs, and providing property management. All states have CDCs.
Neighborhood Empowerment Zones ¹	Groups set up to increase the economic prospects of particular geographical zones. They function much like improvement districts, except that they also focus on improving the quality of life in their areas. They do this by promoting the creation of affordable housing, increasing economic development, increasing the quality of social services, and providing public safety education. Example: Texas

Parking and Business Improvement Areas¹⁸

Local efforts to improve the public facilities and services available within a defined geographic zone. They are financed through a special assessments imposed on developments located within the improvement areas. The assessments can be used to finance the construction of parking facilities in the area, decorate public areas, promotion of public events, furnishing music in public places, provision of maintenance and security of common public areas, or planning and promotion of the area. Example: Washington

Quality of Life Strategies³

When a city or state tries to influence the factors that contribute to a good living environment. New businesses will be attracted to communities with the most appropriate combination of factors, and existing businesses will expand for the same reason. People also use quality of life indicators to measure neighborhood and community desirability. Examples of common targets include air quality, recreational access, and schools.

Workforce Education

Businesses value an educated and skilled workforce. It is important for states both to educate the upcoming workforce to provide them the best opportunities, as well as to provide additional training and skills for the current workforce to improve their vocational prospects. These tools are intended to directly and indirectly provide this education.

Entrepreneurship Education¹⁹

Teaches would-be business owners about financial institutions, government agencies, and community resources that can support a start-up business. Since many business owners start out with little experience or formal education in business operations, this program can also provide training on basic business functions, including budgeting, management, and marketing. For example, Florida pairs its universities with entrepreneurship education programs.

On-The-Job Training Programs²⁰

Programs encouraging employers to provide job training to employees while they are at work. If employers provide additional training or education to existing employees, they are reimbursed for a predetermined percentage of employees' wages during their training. Another strategy is to reimburse an employer for all or part of the professional costs of training the employee. Example: Louisiana

Procurement Assistance Programs^{19*}

Target small-to-medium-sized businesses by providing them with technical training on government contracting and bidding processes. They include notification of current bidding opportunities. To provide more direct assistance, some states have "set aside" programs where a certain percentage of government contracting is designated for minority firms. Almost all states have procurement Assistance Programs.

Unemployment Modifications¹²

Allows unemployment insurance claimants to gain workforce training by interning at local businesses for a specified number of weeks, while still receiving unemployment benefits. This encourages job seekers to improve their prospects of obtaining a job. Example: Hawaii

Welfare-to-Work^{21*}

Programs that require individuals to meet certain requirements to continue receiving state welfare assistance. Each program has different requirements, but programs commonly make welfare benefits contingent upon gaining additional training or education, continued job applications, internships, vocational training, or enrollment in community college programs. Examples: California, New Jersey, Utah, Wisconsin

Workforce Development Training²¹

Provides companies in the state with funding or customized workforce training. Aims to improve the competitiveness and productivity of the state's workforce and business environment. Example: Louisiana

Workforce Grants²⁰

Provides workforce training grants to businesses and industries that use the money in partnerships with local educational institutions to train their employees. Educational institutions customize training to the businesses' schedule and needs. Example: Louisiana

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Ongoing Long-Term Planning

(State and Regional)

Utah Office of
Legislative Research and General Counsel

House Building, Suite W 210 • Salt Lake City, Utah 84114 • (801) 538-1032



August 2013

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Organizational Summary Table

Organization Name	Organization Type	Focus	Funding	Coverage
American Planning Association	Non-profit	Plan assistance	Member fees	Statewide
Bear River Association of Governments	Association of governments	Multi-issue	Collective	3 counties
Cache Metropolitan Planning Organization	Metropolitan planning organization	Transportation	Federal	1 county
Canyon Country Partnership	Multi-jurisdictional	Natural resources	Unknown	7 counties
Colorado River Compact	Interstate organization	Natural resources	Non-funded	6 states
Community Impact Board Regional Planning Program	State program	Plan assistance	State of Utah	26 counties
Department of Health	State program	Public welfare	State of Utah	Statewide
Department of Natural Resources	State program	Natural resources	State of Utah	Statewide
Dixie Metropolitan Planning Organization	Metropolitan planning organization	Transportation	Federal	1 county
Envision Utah	Non-profit	Multi-issue	Donations	Statewide
Five County Association of Governments	Association of governments	Multi-issue	Collective	5 counties
Governor's Office of Economic Development	State program	Economic dev.	State of Utah	Statewide
Great Salt Lake Advisory Council	Issue-based	Natural resources	Collective	5 counties
Mountainland Association of Governments	Metropolitan planning organization	Transportation/ multi-issue	Federal & collective	1 county
Quality Growth Commission	Multi-jurisdictional	Multi-issue	State of Utah	Statewide
Rocky Mountain Roundtable	Interstate organization	Multi-issue	Non-funded	5 states
Salt Lake Chamber of Commerce	Non-profit	Economic dev.	Member fees	1 county
School and Institutional Trust Lands Administration	State program	Public education	State of Utah	Statewide
Six County Association of Governments	Association of governments	Multi-issue	Collective	6 counties
Southeast Utah Association of Local Governments	Association of governments	Multi-issue	Collective	4 counties
Southwest Utah Planning Advisory Council	Association of governments	Multi-issue	Collective	5 counties
State of Utah Planning and Education Resources	State program	Plan assistance	State of Utah	Statewide
Uinta Basin Association of Governments	Association of governments	Multi-issue	Collective	3 counties
University of Utah Metropolitan Research Center	State program	Plan assistance	State of Utah	Statewide
Utah Department of Transportation	State program	Transportation	State of Utah	Statewide
Utah Intergovernmental Roundtable	Multi-jurisdictional	Multi-issue	State of Utah	Statewide
Utah Lake Commission	Issue-based	Natural resources	Collective	1 county
Utah Population Estimates Committee	State program	Plan assistance	State of Utah	Statewide
Utah Seismic Safety Commission	Issue-based	Emergency Preparedness	State of Utah	Statewide
Utah Transit Authority	State program	Transportation	Sales tax	6 counties
Utah Water Development Commission	State program	Natural resources	State & non-funded	Statewide
Wasatch Canyons Tomorrow Implementation Committee	Issue-Based	Natural resources	Salt Lake County	1 county
Wasatch Front Regional Council	Metropolitan planning organization	Transportation/ multi-issue	Federal & collective	5 counties
Western Governors' Association	Interstate organization	Multi-issue	Donations & Collective	19 states
Western Regional Partnership	Interstate organization	Multi-issue	Collective	5 states
Western States Water Council	Interstate organization	Natural resources	Donations & Collective	18 states

Associations of Government*

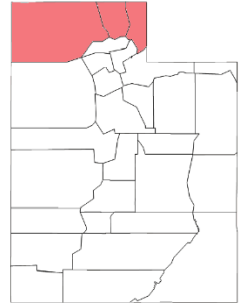
*Some Associations of Government also function as Metropolitan Planning Organizations and are located under that section.

Bear River Association of Governments

The Bear River Association of Governments (BRAG) is a voluntary association of local governments in Northern Utah formed to address common problems in the region. It was created in 1971 by Box Elder, Cache, and Rich Counties to serve as a multi-purpose organization utilizing the county's combined resources for the planning and development of the physical, economic, and human resources of the region. It facilitates intergovernmental cooperation by coordinating federal, state, and local programs.

- Planning focuses: Economic development, human resources, and other issues as needed
- Frequency of plan update: Every four years
- Funding source: Collectively funded by members
- Contact: Roger C. Jones
Executive Director
(435) 752-7242
rogerj@brag.utah.gov

Plan Coverage

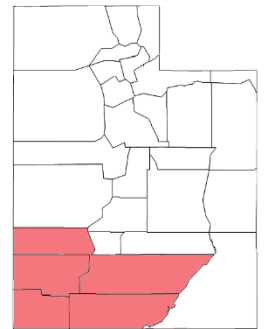


Five County Association of Governments

The Five County Association of Governments is a voluntary association of local governments composed of the five southwestern counties of Utah. It includes Beaver, Garfield, Iron, Kane, and Washington counties. The purpose of the association is to provide a forum to identify, discuss, study, and resolve area-wide planning and development concerns. The Association provides assistance in community and economic development, transportation planning, small business financing, aging programs, human services planning, and job training. The association also serves as an economic development district (EDD). The organization develops a five-year plan to guide its efforts.

- Planning focus: Any issues as needed
- Frequency of plan update: Every five years
- Funding source: Collectively funded by members
- Contact: Bryan Thiriot
Executive Director
(435) 673-3548 ext. #121
bthiriot@fivecounty.utah.gov

Plan Coverage

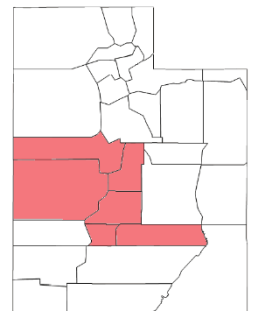


Six County Association of Governments

Through intergovernmental agreements, the Six County Association of Governments (SCAOG) was organized in 1969 to provide services available through state and federal programs to the citizens of Juab, Millard, Piute, Sanpete, Sevier, and Wayne counties. Today, SCAOG's utilizes the combined resources of area governments to provide a broad spectrum of services to the region and to coordinate economic development, community development, and human service efforts.

- Planning focus: Economic and community development and other issues as needed
- Frequency of plan update: Unknown
- Funding source: Collectively funded by members
- Contacts: Russell Cowley Emery Polelonema
Executive Director Regional Planner
(435) 893-0712 (435) 893-0713
rcowley@sixcounty.com polelon@sixcounty.com

Plan Coverage

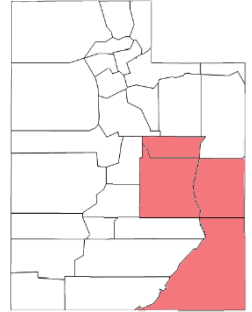


Southeast Utah Association of Local Governments

The Southeast Utah Association of Local Governments (SEUALG) is an association of the governments of Carbon, Emery, Grand, and San Juan counties. Its mission is to coordinate and plan for the needs in the rural areas of southeastern Utah. Since much of the region's economy is based on resource extraction, one of the association's primary functions is to coordinate economic policy and promote the economic wellbeing of the region.

- Planning focus: Economic development and other issues as needed
- Frequency of plan update: Annually
- Funding source: Collectively funded by members
- Contact: Bill Howell
Executive Director
(435) 637-5444
bhowell@seualg.utah.gov

Plan Coverage

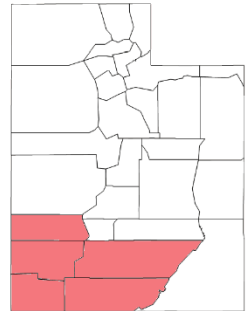


Southwest Utah Planning Advisory Council

The Southwest Utah Planning Advisory Council's (SUPAC) is an association created to coordinate the planning and governance of the southwest region of Utah. Its geographic area of includes Garfield, Beaver, Iron, Kane and Washington counties. SUPAC attempts to minimize the duplication of planning efforts by each of its participants, establish shared goals and strategies for managing resources, enhance intergovernmental cooperation and public participation in the planning process, and serve as a forum for the discussion and resolution of issues and among the participants.

- Planning focus: Resource management and other issues as needed
- Frequency of plan update: On continuing basis
- Funding source: Collectively funded by members
- Contact: Scott Truman
Vice Chairman
(801) 586-7852
truman@suu.edu

Plan Coverage

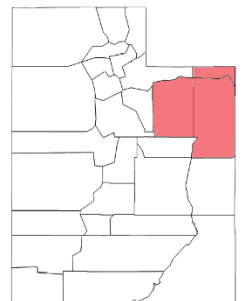


Uinta Basin Association of Governments

The Uintah Basin Association of Governments (UBAG) was created to unify the area of Duchesne, Daggett, and Uintah counties for economic and social development. It represents local governments in the region and utilizes combined resources to enhance the quality of life for the citizenry in the region. UBAG is a multi-purpose organization providing a more effective means to plan and develop the physical, economic, and human resources of the region.

- Planning focus: Economic development, social development, and other issues as needed
- Frequency of plan update: Unknown
- Funding source: Collectively funded by members
- Contact: Laurie Brummond
Executive Director
(435) 722-4518
laurieb@ubaog.org

Plan Coverage



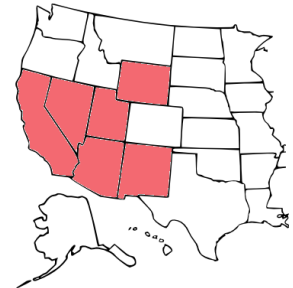
Interstate Organizations

Colorado River Compact

The Colorado River Compact is an agreement among seven states in the Colorado River Basin governing the river's water rights. In 1922, Colorado, Utah, Wyoming, New Mexico, California, Arizona, and Nevada formed the compact. Through the compact, each state is granted a specific water allotment. If a state underuses its allotment, the compact allows other states to use an increased amount as needed. The compact is relatively unchanged since its creation.

- Planning focus: Water rights
- Frequency of plan update: One-time (1922)
- Funding source: Non-funded
- Contact: Kent Jones
Director: Utah Division of Water Rights
(801) 538-7240
kentjones@utah.gov

Plan Coverage

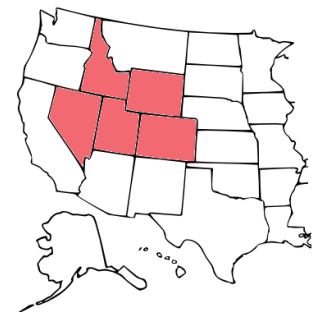


Rocky Mountain Roundtable

The Rocky Mountain Roundtable is an informal summit of governors created to address the common concerns of the states in the intermountain west. Among the issues the roundtable discusses are public lands, relations with the federal government, energy development, environmental protection, water resources, transportation, and unified efforts in lobbying the federal government on these and other issues important to the states. The roundtable discussions involve the governors of Utah, Idaho, Colorado, Nevada, and Wyoming.

- Planning focus: Public lands, federal government, energy, environment, transportation, and other issues as needed
- Frequency of plan update: Informal, as needed
- Funding source: Non-funded
- Contact: Alan Matheson
Senior Environmental Advisor: Governor's Office
(801) 538-1000
Email unknown

Plan Coverage

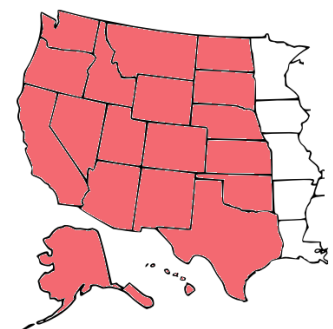


Western Governors' Association

The Western Governors' Association was formed in 1984 and is an independent, non-partisan, informal organization of 19 governors in the Western United States. The association identifies and addresses issues that are common among the states including natural resources, environmental protection, human services, economic development, international relations, transportation, and public management. It coordinates regional policy, serves as a leadership forum, conducts research, and increases regional capacity. The association engages in both immediate and long-term planning depending upon the issue.

- Planning focus: natural resources, environment, economic development, international relations, transportation, and other issues as needed
- Frequency of plan update: Varies by issue
- Funding source: Donations and collective funding from members
- Contact: Holly Propst
Policy Director
(720) 897-4534
hpropst@westgov.org

Plan Coverage

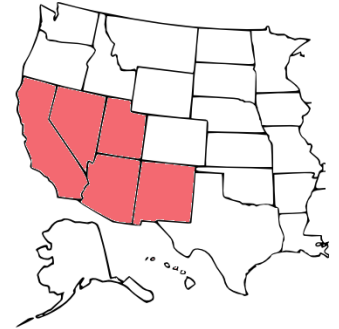


Western Regional Partnership

The Western Regional Partnership (WRP) provides an informal regional framework for federal, state, and tribal leaders to identify and plan for issues important to the states of Arizona, California, Nevada, New Mexico, and Utah. The organization was founded in partnership with the US Department of Defense. It is a comprehensive, multi-issue partnership that facilitates the development of individual state policies that will support WRP partners and protect natural resources while promoting sustainability, homeland security, and military readiness. Other areas of interest to the partnership are energy policy, disaster preparedness, aviation, and tribal relations. Subcommittees on each issue are responsible for developing a strategic plan annually.

- Planning focus: Natural resources, sustainability, homeland security, military readiness, energy, disaster preparedness, and other issues as needed
- Frequency of plan update: Annually
- Funding source: Collectively funded by members
- Contact: Mike Mower
Deputy for Community Outreach: Governor's Office
(801) 538-1924
mikemower@utah.gov

Plan Coverage

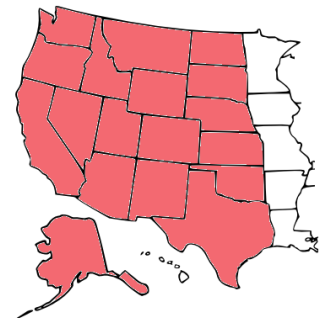


Western States Water Council

The Western States Water Council is an interstate organization created in 1965 to help states cooperate to develop and manage water resources effectively. It consists of representatives appointed by the governors of 18 western states. It provides a forum where states can identify and negotiate on issues important for the needs of each state. The commission is also focused on maintaining states' rights while accommodating legitimate federal interests. The council reports to the Western Governors' Association and works closely with WGA staff to accomplish its objectives.

- Planning focus: Water resources
- Frequency of plan update: Annually
- Funding source: Donations and collective funding from
- Contact: Dennis Strong
Director: Utah Division of Water Resources
(801) 538-7230
dennisstrong@utah.gov

Plan Coverage



Issue-Based Entities

Great Salt Lake Advisory Council

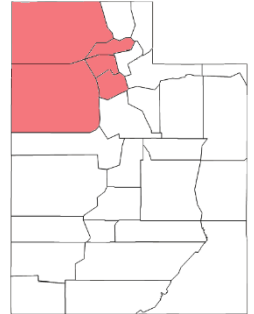
The Great Salt Lake Advisory Council was created in 2010 by the state legislature to advise local governments on the sustainable use, protection, and development of the Great Salt Lake. The council is comprised of political, economic, and environmental stakeholders from the surrounding counties and communities. The council reports to the Department of Natural Resources, the Department of Environmental Quality, and the governor. It is primarily responsible for assisting these agencies in developing long-term plans to use the Great Salt Lake sustainably.

- Planning focus: Protection and development of the Great Salt Lake
- Frequency of plan update: Only assists others in plan development
- Funding source: Collectively funded by members
- Contacts: Jodi Gardberg

Utah Division of Water Quality
(801) 536-4372
jgardberg@utah.gov

Laura Ault
Division of Forestry, Fire, & State Lands
(801) 538-5540
lauraault@utah.gov

Plan Coverage



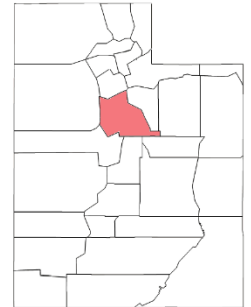
Utah Lake Commission

Through intergovernmental agreements and state legislative action, the Utah Lake Commission was created to study and come to agreement on issues related to water quality, dredging, ecosystem protection, transportation systems, recreation, and property rights in Utah Lake. The commission is comprised of state and local leaders. After its creation in 2008, it created a master plan for the lake, which it completed in 2009. The document also serves as the management plan for the Utah Division of Forestry, Fire, & State Lands, which is responsible for the land on the bed of Utah Lake.

- Planning focus: Protection and development of Utah Lake
- Frequency of plan update: One-time (2009) and as needed
- Funding source: Collectively funded by members
- Contact: Reed S. Price

Executive Director
(801) 851-2900
rprice@utahlakecommission.org

Plan Coverage



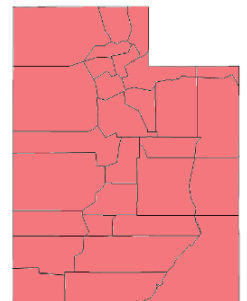
Utah Seismic Safety Commission

The Utah Seismic Safety Commission is an independent organization created by the Legislature in 1994 to reduce the risk earthquakes pose to the state. The commission advises the Legislature, governor, state and local government agencies, and the private sector on issues related to earthquake safety. It also develops plans, recommends legislation, and implements education and awareness campaigns to prepare the state for earthquakes and to prevent economic disruption from the effects of severe seismic activity in Utah. The commission created a strategic plan to accomplish these goals and objectives.

- Planning focus: Emergency preparedness
- Frequency of plan update: Strategic: one time; Short-term: ongoing
- Funding source: State of Utah
- Contact: Christopher DuRoss

Utah Geological Survey
(801) 537-3348
christopherduross@utah.gov

Plan Coverage

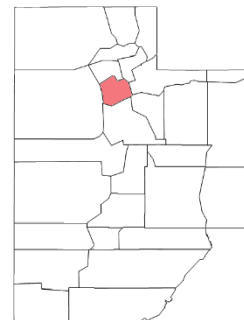


Wasatch Canyons Tomorrow Implementation Committee

The Wasatch Canyons Tomorrow Implementation Committee was a one-time master planning committee created to guide the land use policies that govern the protection and use of the Wasatch Canyons. The effort focused on revising the 1989 Salt Lake County Wasatch Canyons Master Plan for City Creek, Emigration, Red Butte, Parley's, Millcreek, Big Cottonwood, and Little Cottonwood Canyons. The commission prioritized and identified long-term strategies to enhance the value of the canyons for current residents and future generations. The plan primarily addresses natural resource protection. Salt Lake City, Salt Lake County, the US Forest Service, the State of Utah, and Envision Utah participated in the planning effort. The plan is intended to inform, but not supersede existing plans in the study area.

- Planning focus: Watershed, recreation, transportation, and public safety
- Frequency of plan update: One-time
- Funding source: Salt Lake County
- Contact: Tom Pollard
Steering Committee Chair, Mayor of Alta City
(801) 742-3522
tjp@townofalta.com

Plan Coverage



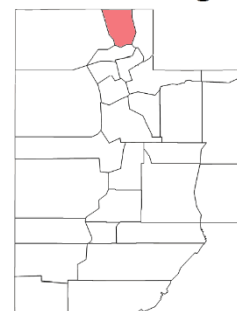
Metropolitan Planning Organizations

Cache Metropolitan Planning Organization

The Cache Metropolitan Planning Organization (CMPO) plans for and coordinates transportation projects in the Cache valley metropolitan area. The CMPO fulfills federal requirements that every city or region with more than 50,000 people have a transportation planning organization to receive federal funds. The organization's comprehensive plan projects the area's transportation needs for the next 20 years. It aims to help shape local, regional, and state strategies for addressing economic growth, safety, congestion, air quality, and public mobility. The CMPO produced a Quality Growth Plan to address air quality, land use, and economic development. UDOT is federally required to include tenets from The CMPO plan in its Statewide Transportation Improvement Plan.

- Planning focus: Transportation, air quality, economic growth, and safety
- Frequency of plan update: Every five years
- Funding source: US Department of Transportation
- Contact: Jeff Gilbert
Transportation Planner
(435) 755-1634
jeff.gilbert@cachecounty.org

Plan Coverage

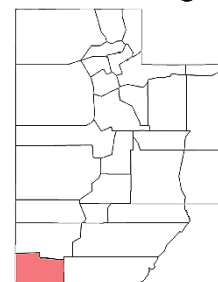


Dixie Metropolitan Planning Organization

The Dixie Metropolitan Planning Organization (DMPO) oversees transportation planning in the urbanized areas of Washington County. DMPO fulfills federal requirements that every city or region with more than 50,000 people have a transportation planning organization to receive federal funds. It sets and administers transportation policy and determines transportation improvement project priority in the region. It develops and maintains a 20 year Transportation Improvement Program (TIP) for the area. In accordance with federal law, UDOT is federally required to include tenets from the TIP in its Statewide Transportation Improvement Plan.

- Planning focus: Transportation
- Frequency of plan update: Annually
- Funding source: US Department of Transportation
- Contact: James Eardley
Chair of the Executive Council, Washington County Commissioner
(435) 634-5700
jim.eardley@washco.utah.gov

Plan Coverage

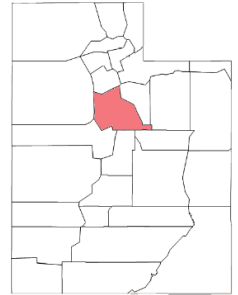


Mountainland Association of Governments

The Mountainland Association of Governments is an association of municipal governments in Utah County. The organization is responsible for coordinating and planning efforts on transportation, transit, air quality, land development, economic development, and social service programs in the urbanized areas of the county. It also serves as the MPO for the region developing and maintaining a 20-year Transportation Improvement Plan (TIP) that it updates every 4 years. It therefore fulfills federal requirements that every city or region with more than 50,000 people have a transportation planning organization to receive federal funds. UDOT is federally required to include tenets from the TIP in its Statewide Transportation Improvement Plan.

- Planning focus: Transportation, air quality, land development, economic development, and social service programs
- Frequency of plan update: Every four years
- Funding source: US Department of Transportation and collective member funding
- Contact: Andrew Jackson
Director of Metropolitan Planning
(801) 229-3836
ajackson@mountainland.org

Plan Coverage

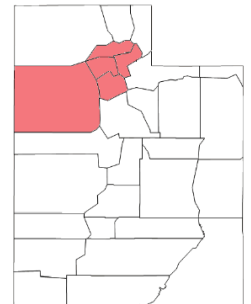


Wasatch Front Regional Council

The Wasatch Front Regional Council (WFRC) is an organization of local governments in Salt Lake, Davis, Weber, Morgan, and Toole counties. It coordinates political, economic, environmental, and social programs for the region. As the designated MPO for the area, it is responsible for coordinating transportation planning in the region. It therefore fulfills federal requirements that every city or region with more than 50,000 people have a transportation planning organization to receive federal funds. Like other MPOs, it has created a quality growth plan for the area. The organization creates two kinds of plans. The first is a six year, Transportation Improvement Plan (TIP) for short-term transportation projects in the area. The second is a long-term, 30-year Regional Transportation Plan. This plan provides comprehensive recommendations on how to manage the growth of the region. As a part of its processes, UDOT is federally required to include tenets from WFRC's TIP in its Statewide Transportation Improvement Plan.

- Planning focus: Transportation, environmental protection, social welfare, and economic development
- Frequency of plan update: Long Range every four years, TIP Annually
- Funding source:
- Contacts: Andrew Gruber Ned Hacker
Executive Director Director of Long-Range Planning
(801) 363-4230 x1103 (801) 363-4230 x1120
agruber@wfrc.org nhacker@wfrc.org

Plan Coverage



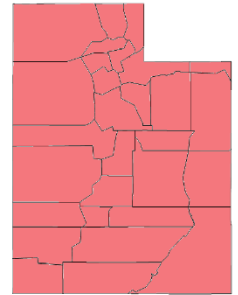
Non-Profit & Community-Based Organizations

American Planning Association (Utah Chapter)

The Utah Chapter of the American Planning Association (APA) was created to assist other organizations in their long-term planning efforts within the State of Utah. It encourages, promotes, and assists physical, economic, and human resource planning in the state. It is comprised of professional planners and planning officials from both the public and private sectors. It also implements the APA's nationwide goals on a localized level, including sharing information with government officials, providing educational forums to teach planning development, and developing programs with institutions of higher education to promote the education and development of professional planners.

- Planning focus: Assist other organizations in economic, human resource, and physical planning
- Frequency of plan update: Only assists others in plan development
- Funding source: Membership fees
- Contact: Aric A. Jensen
President: Utah Chapter
(801) 298-6190
ajensen@bountifulutah.gov

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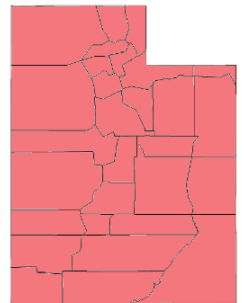


Envision Utah

Envision Utah is a regional grassroots program created to help guide the development of broad and publicly supported “quality growth” strategies. It is aimed to protect Utah's environment, economic strength, and quality of life. It is a public-private partnership between business leaders, civic leaders, and policy-makers, working with the community to plan for the future development of Utah. It is aimed at identifying long-term goals to create prosperous, healthy, and neighborly communities. Its strategic plan focuses on seven core areas: air quality, mobility, critical lands, water, housing, infrastructure, and community.

- Planning focus: Economic development, environmental protection, quality of life, other issues as needed
- Frequency of plan update: On continuing basis
- Funding source: Private and public donations
- Contact: Christie Oostema
Planning Director
(801) 303-1456
christie@envisionutah.org

Plan Coverage

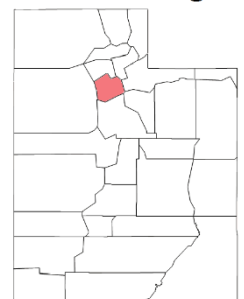


Salt Lake Chamber of Commerce

The Salt Lake Chamber of Commerce is Utah's largest business association. The chamber functions as a leader and coordinator of other chambers of commerce throughout the state. While other local chambers are not accountable to the Salt Lake Chamber, many follow its lead in statewide planning efforts. In addition to its efforts to plan for economic development, air quality, and the quality of life in the state, it has created the Mobility Coalition. The Mobility Coalition is a multi-year campaign to advocate investment and innovation in Utah's transportation system.

- Planning focus: Economic development, air quality, and quality of life
- Frequency of plan update: On continuing basis
- Funding source: Membership fees
- Contact: Robin Riggs
Mobility Coalition Director
(801) 328-5080
rriggs@slchamber.com

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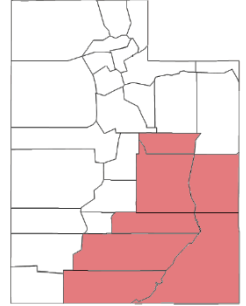
Overlapping Multi-Jurisdictional Partnerships

Canyon Country Partnership

The Canyon Country Partnership (CCP) is a coalition of local, state, and federal administrators that work together to protect the lands and resources of Southeastern Utah so they can be sustainably used by local communities. Established in 1994, the partnership was created under the direction of the Bureau of Land Management to protect the resources of the Colorado Plateau region. The group seeks to share information with overlapping agencies to facilitate good decision making in the area. It also seeks to develop comprehensive land-management policies that will preserve the ecosystem while providing the resources society needs.

- Planning focus: Environmental protection
- Frequency of plan update: Every 5 years
- Funding source: Unknown
- Contact: Joel Tuhy
Colorado Plateau Public Lands Director
(801) 259-4629
utah@tnc.org

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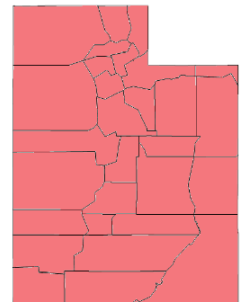


Quality Growth Commission

The Utah Quality Growth Commission was created by the Legislature in 1999 to develop principles by which the state could manage its growth. The commission balances the need for economic development of residential, commercial, and industrial land with the protection of natural resources such as land, air, and water. The commission is composed of a 13 member board composed of state representatives, local government officials, construction industry officials, real estate officials, and farming community representatives. The ultimate responsibility of the commission is to advise the governor and the Legislature on growth issues, assist local governments with quality growth planning, and conserve critical lands.

- Planning focus: Economic development, resource protection, and other issues as needed
- Frequency of plan update: On continuing basis
- Funding source: State of Utah
- Contact: John Bennett
Planner: Governor's Office of Management and Budget
(801) 538-1696
jbennett@utah.gov

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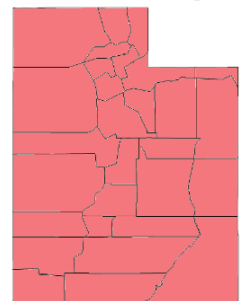


Utah Intergovernmental Roundtable

The Utah Intergovernmental Roundtable (UIR) is a voluntary organization administered by the University of Utah. The organization was created to address public policy issues that affect different levels of government. Its members include representatives of the Legislature, each state department, cities and counties, special districts, and school boards. UIR's mission is to facilitate discussion and promote understanding of intergovernmental issues to enhance the cooperation and interaction of governmental entities. Planning coming from the group is informal and non-binding. The organization is primarily for information sharing and collaboration.

- Planning focus: Information sharing on multiple issues as needed
- Frequency of plan update: Informally updated annually
- Funding source: State of Utah
- Contacts: Jennifer Robinson
Director
(801) 581-3009
robinson@cpga.utah.edu
- Kara Glaubit
Co-Director
(801) 585-7713
kara.glaubit@cpga.utah.edu

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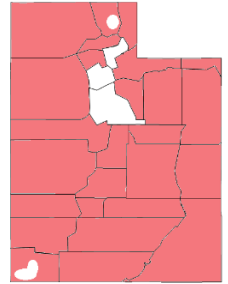
State Programs

Community Impact Board Regional Planning Program

The Community Impact Board (CIB) Regional Planning Program administered by the Department of Workforce Services and is focused on coordinating the efforts of associations of government (AOGs) in rural Utah to accomplish a variety of planning goals. It provides funding for AOGs to hire a full-time planner to work with the CIB. Once in place, the planners focus on mitigating socio-economic impacts resulting from natural resource development in the state. The CIB also provide stability for continuous planning throughout rural Utah. The goal of the CIB is not to manage or oversee AOGs, but rather to facilitate their planning and growth. The CIB assess AOG's planning efforts and needs, assess their ability to accomplish those plans, and provides assistance where needed.

- Planning focus: Plan assistance for Associations of Government
- Frequency of plan update: Every five years
- Funding source: State of Utah
- Contact: Keith J. Burnett
Fund Manager
(801) 526-9465
kjburnett@utah.gov

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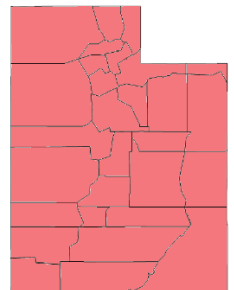


Department of Health

The Utah Department of Health engages in a broad range of activities focused on improving the health of Utahns. To this end, it oversees dozens of state programs ranging from the Bureau of Health Promotion to the Bureau of Child Development. The department is also charged with overseeing the state's Medicaid systems. It has developed a strategic plan focused on data-driven reform of the Medicaid system; increasing access to health care for everyone, including the most vulnerable populations; providing data and information to individual communities to develop best practices; and developing identifiable performance measures.

- Planning focus: Health care and public welfare
- Frequency of plan update: Annually
- Funding source: State of Utah
- Contact: W. David Patton Michael Hales
Executive Director Department Director
(801) 538-6111 (801) 538-6689
dpatton@utah.gov mthales@utah.gov

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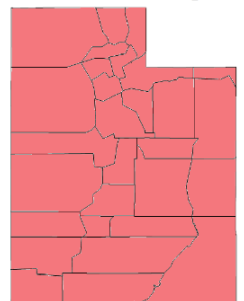


Department of Natural Resources

The Utah Department of Natural Resources was created in 1967 to coordinate several state programs dealing with natural resources management. Its goal is to sustain and enhance the quality of life in Utah by managing the responsible use of natural resources. It is composed of seven different divisions, each focused on developing and managing different aspects of the state's natural resources including: State Parks; Gas and Mining; Wildlife Resources; Water Rights; Water Resources; Forestry, Fire, and State Lands; and the Geological Survey.

- Planning focus: Natural resource protection, state parks, water resources, and mining
- Frequency of plan update: Varies by issue
- Funding source: State of Utah
- Contact: Mike Styler
Executive Director
(801) 538-7200
mikestyler@utah.gov

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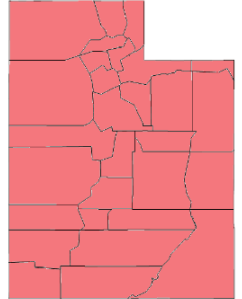


Governor's Office of Economic Development

The Governor's Office of Economic Development (GOED) engages in a broad range of activities to spur economic development the state. It was created to draw new businesses to the state, encourage the development and expansion of home-grown businesses already in the state, increase tourism and film production, and improve the state's workforce education. Within each of these categories, GOED has many programs to accomplish its objectives. Individual programs engage in issue-based planning, while GOED provides the overall vision for these individual plans.

- Planning focus: Economic development, film production, workforce education, and business development
- Frequency of plan update: Varies by issue
- Funding source: State of Utah
- Contact: Sophia DiCaro
Deputy Director
(801) 538-8823
sdicaro@utah.gov

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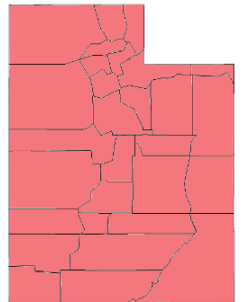


School and Institutional Trust Lands Administration

The School and Institutional Trust Lands Administration (SITLA) is an independent state agency created to oversee the management of lands that Congress granted to the state for the support of schools and other state institutions. Federal law requires that the lands be placed in a trust administered by the state. SITLA is charged with managing the lands and revenues generated from the lands for maximum public benefit. It generates most of its revenue by leasing or selling land. The lands must be allocated among 11 state beneficiaries. Currently 96% of trust lands are owned by the K-12 public education program.

- Planning focus: Public education
- Frequency of plan update: On continuing basis
- Funding source: State of Utah
- Contact: Kevin Carter
Director
(801) 538-5100
kevincarter@utah.gov

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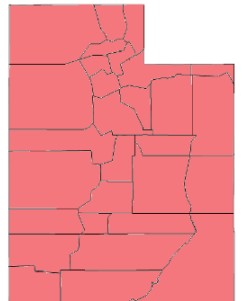


State of Utah Planning and Education Resources

The State of Utah Planning and Education Resources (SUPER) is an effort to collaborate and coordinate the land use planning efforts of many overlapping organizations in the state. It seeks to place planning resources and information into the hands of planners and policy makers in local governments. Its website acts as an open portal for planning tools and resources that can be used by any agency or organization. It is intended to be a one-stop-shop for all land use planning needs in the state, containing maps, computer programs, and information on other organization's plans to assist planners.

- Planning focus: Land-use planning assistance
- Frequency of plan update: Only assists others in plan development
- Funding source: State of Utah
- Contact: Evan Curtis
Project Manager
(801) 538-1427
ecurtis@utah.gov

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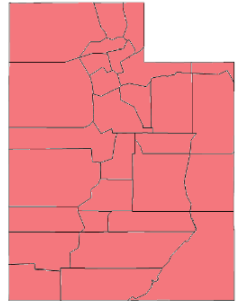
University of Utah Metropolitan Research Center

The University of Utah Metropolitan Research Center conducts research on the key forces shaping metropolitan growth in Utah. State and local governments use this information regularly to inform and change policy. The center's research areas include demographics, environment, technology, design, transportation, arts and culture, and governance. The center provides research and information on population trends, demographics, land use, natural resource consumption, and other related issues in the state. It also engages in independent public outreach to inform the public on important issues facing communities.

- Planning focus: Demographics, environment, technology, transportation, arts and culture, and governance.
- Frequency of plan update: Only assists others in plan development
- Funding source: State of Utah
- Contact: Chris Nelson

Director of Metropolitan Research
University of Utah
(801) 581-7387
christopher.nelson@hsc.utah.edu

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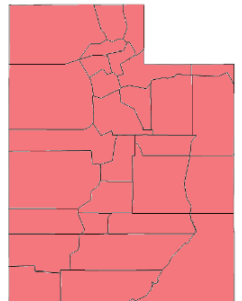


Utah Department of Transportation

The Utah Department of Transportation (UDOT) is charged with the construction and maintenance of the state's highway and road infrastructure. It has responsibility for keeping bridges and pavement in good condition, adding capacity, providing traffic information, and decreasing traffic fatalities. The department constructs two different kinds of plans. The first is the Long-range plan and is developed every four years. It contains a long-term strategic plan of capital improvement projects in the state. The second plan is the Statewide Transportation Improvement Plan (STIP). This plan contains more detailed planning for funded projects over the next four years and proposed funding for projects in the fifth year. These planning efforts are intended to help Utah's economic growth by providing the infrastructure needed for a healthy economy. UDOT makes its plans in conjunction with the Metropolitan Planning Organizations (MPOs) around the state.

- Planning focus: Transportation and air quality
- Frequency of plan update: Comprehensive: every four years; Short-range: annually
- Funding source: State of Utah
- Contact: Carlos Braceras Cory Pope
Executive Director Director of Planning and Project Development
(801) 965-4000 (801) 965-4082
cbraceras@utah.gov corypoppe@utah.gov

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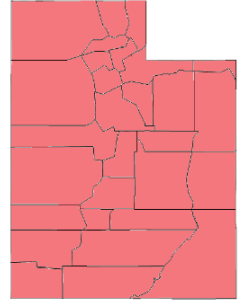


Utah Population Estimates Committee

The Utah Population Estimates Committee is organized by the Governor’s Office of Management and Budget and is responsible for preparing population estimates on the state, counties, and sometimes municipalities. These population estimates assist the Governor’s office in developing policy on a variety of issues including land use, economic development, revenue distribution, transportation, and the environment. The committee produces population estimates at least once a year and additionally as needed.

- Planning focus: Population estimation
- Frequency of plan update: Only assists others in plan development
- Funding source: State of Utah
- Contact: Mike Mower
Committee Chair
(801) 538-1924
mikemower@utah.gov

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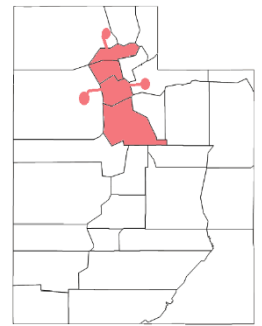


Utah Transit Authority

Utah Transit Authority (UTA) is a public transit district created by political subdivisions of the State of Utah to provide an integrated system of accessible and efficient public transportation services to the Wasatch region. It creates a ten year plan of the region’s transportation needs for busses, light rail, commuter rail, and streetcars. UTAs plan is made with input from the metropolitan planning organizations in the jurisdictions it services, including the Wasatch Front Regional Council and the Mountainlands Association of Governments.

- Planning focus: Transportation and air quality
- Frequency of plan update: Annually
- Funding source: Local option sales tax
- Contact: Matt Sibul
Chief Planning Officer
(801) 236-4731
msibul@rideuta.com

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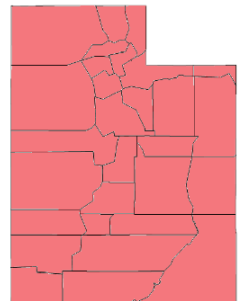


Utah Water Development Commission

The Utah Water Development Commission is a joint gubernatorial and legislative commission created to protect, conserve, and develop the state's water resources. It is comprised of members of the Legislature, representatives of the state's water districts, representatives of executive branch agencies, and representatives of environmental and agricultural interests. The commission considers and makes recommendations to the Legislature and governor on how the water needs of the state's growing municipal and industrial sectors will be met, what the impact of federal regulations and legislation will be on the ability of the state to manage and develop its compacted water rights, how the state will fund water projects, whether the state should become an owner and operator of water projects, how the state will encourage the implementation of water conservation programs, and other statewide water issues.

- Planning focus: Water rights, natural resource protection, water conservation, and municipal development
- Frequency of plan update: On continuing basis
- Funding source: Non-funded, but state provided if needed
- Contact: Margaret Dayton
Commission Chair
(801) 221-0623
mdayton@le.utah.gov

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Reflections on Long-Term Planning in the State of Utah

A Look at the Last Thirty Years

Utah Office of
Legislative Research and General Counsel

House Building, Suite W 210 • Salt Lake City, Utah 84114 • (801) 538-1032



July 2013

Forward Thinking Entities

1982-2012

= considered long-term

Founded In	By	Entity Name	Purpose
1982	.	Special Education Study Task Force	Study methodology used to distribute special education funds. Determine whether the current method provides for an equitable distribution of funds between handicapping conditions, service deliver patterns, and school districts.
1982	.	Legislative Water Development Task Force	Studying water and sewer financing to determine the best funding options for state and local entities. Also considered a handful of specific water development projects.
1982	.	Vocational Education Governance Task Force	Examine various governance methods by which vocational education programs throughout the state can be coordinated to the best advantage of the state's citizenry.
1983	.	Oil and Gas Policy Task Force	Take a comprehensive look at the state's policy on the oil and gas industry. Prompted by large increase in oil and gas mining operations in the state showing that current laws may be inadequate.
1984	SB 97	Flood Control Task Force	Study the problems of flood control and jurisdiction on inter-county waterways. Study the need of state involvement in flood control in the wake of the 1983 floods.
1984	Gov	State Land Law Review	Review the responsibilities of the division and laws which govern the use of land management by the Division of State Lands and Forestry. Tasked with identifying and resolving major resource management issues.
1988	.	Alcoholic Beverage Control Task Force	Examine the state's alcoholic beverage laws and make recommendations for comprehensive changes that reflect the general philosophical premises of existing law.
1989	.	Domestic Violence Task Force	Research the prevalence, prevention, and social costs of domestic violence. Investigate why many instances of domestic violence have not triggered criminal justice consequences in some jurisdictions.
1989	HB 302	Information Practices Task Force	Study issues relating to privacy rights and access to information in the state. Address issues of access to public, private, confidential and protected documents; time limits for response; appeals process; sharing of records; and the rights of individuals on whom data is maintained.
1989	.	Labor Code Recodification Task Force	Recommend possible changes to the labored code including changing the state minimum wage and women's and minors' rights in the workforce.
1988	SB 210	Tort and Insurance Reform Task Force	Study ways to fix tort remedies, procedures, damages, and the insurance system to prevent needless litigation while protecting the rights of individuals.
1989	.	Governance of Social Services Programs Task Force	Study the delivery system for social services between counties and state and recommend changes. Needs arose light of new federal programs providing services where states and counties traditionally operated.
1990	HJR 39	Abortion Task Force	Study options for reducing the amount of abortions in the state in the face of rising abortion numbers in Utah since the Roe v. Wade decision.
1990	HJR 28	Environmental Quality Task Force	Study governor's proposal to create a Department of Environmental Quality, assess the need for a new department and examine potential structure, powers, and division of responsibility between the proposed department and existing departments.

1990	.	Governance of Public Education Task Force	Study the governance structure of the educational system, proposed changes, and make recommendations including how the school board is chosen and operates and at what level key decisions should be made.
1990	HB 234	Utah Tomorrow Strategic Planning Committee	Establish an ongoing and comprehensive strategic planning process to enable all segments of Utah society to focus on and achieve a single goal or set of goals.
1990	HB 308	Transportation Review Task Force	Review transportation studies, recommend implementation and funding mechanisms, and review the relationship of state, county, and municipal governments for highway user fund distribution
1991	HB 131	Task Force on Strategic Planning for Public and Higher Education	Create a short-term and long-range strategic plan to resolve critical public and higher education issues and concerns; study the development of a unified mission and focus for public and higher education; and identify, collect, report, and study management of educational data and statistics.
1991	HB 62	Divorce, Child Custody, & Visitation Task Force	Study the impact of divorce on children as well as child sexual abuse allegations during divorce proceedings, pro se divorce litigants, domestic small claims court, and the enforcement of court orders. Charged to ways to improve divorce, child custody, visitation laws.
1991	HB 15	Public Schools Trust Lands Task Force	Examine the plausibility of establishing a uniform policy regarding the use, management, and disposition of school trust lands throughout the state.
1991	.	Telecommunications Task Force	Study existing state practices in telecommunications and examining the future role of telecommunications in the public and private sectors.
1991	HB 334	Recycling Task Force	Identify and recommend methods for reducing the municipal solid waste stream through recycling of products having potential economic value.
1992	HB 277	Criminal Gang Activity Task Force	Review Utah's laws and investigate legislative options, methods, and procedures for curbing the emerging problem of gang violence.
1992	.	Access to Health Care Task Force	Examine issues relating to access and the cost of health care, including the number of persons who are uninsured, characteristics of the uninsured, and the working status of the uninsured.
1993	HB 53	Indoor Clean Air Task Force	Study issues relating to Environmental Tobacco Smoke (ETS) and smoking in public places. Consider changes to Utah law to curb or ban smoking in indoor public places.
1993	.	Information Technology Task Force	Examine IT problems facing public and private sector and build Utah's "electronic highway". Includes examining emerging technologies and making recommendations to improve Utah's electronic information infrastructure.
1993	.	Legislative Property Tax Task Force	Study reappraisal of property, measurement of assessment quality, factoring and other methods of valuation adjustment, property tax exemptions, and certified rate calculations.
1994	HB 358	Utah Seismic Safety Commission	Review earthquake-related hazards and risks to the state of Utah and its inhabitants, recommend mitigations to these hazards, prepare a strategic seismic plan on how to prepare for and react to seismic hazards.
1994	HB 34	Campaign Finance Reform Task Force	Review Utah's campaign finance laws centered primarily on the voluntary and mandatory limitations on campaign contributions.
1994	Committee	Highway Funding Task Force	Study how to deal with Utah's \$2.5 billion unfunded highway projects the most expansive of which was the expansion of I-15 corridor including light rail.
1994	.	Sex Offenders Treatment Task Force	Determine effectiveness of correction programs requiring mandatory jail time for sex offenders, assess need for change, and make recommendations
1994	.	Weapons Task Force	Study the conflicts between local, state, and federal weapons laws; and which weapons laws should be under state and which under local control.

1995	HB 106	Joint Liaison Applied Technology Education Advisory Committee	Study the creation, expansion, creation, and coordination of all applied technology institutions in the state for a single education program as well as establishing credit-transfer mechanisms between the institutions, including high schools.
1995	.	Child Welfare Legislative Oversight Panel	Provide services and protection to abused, neglected, and dependent children by continually examining and observing the execution of laws governing the state's Child Welfare System.
1995	HB 339	Children and Youth Task Force	Recommend a comprehensive state policy with regard to children, youth, and their families who need services and support due to poverty, dependency, disability, abuse, or neglect.
1995	.	County Revenues Task Force	Study the disadvantages counties have in raising revenue and provide legislative solutions to solve it. Consider taxing authority, nondiscretionary program funding shortages, and ways to enhance revenues.
1995	.	Domestic Violence Task Force	Determine ways to prevent domestic violence; ways to improve the collecting and sharing of information on incidents of domestic violence; the provision of criminal justice and human services to victims and perpetrators and their children; and the effectiveness of existing programs.
1995	SB 55	Land Conservation Task Force	Study strategies to preserve agricultural, scenic, wildlife, and recreational resources which have public benefit or cultural significance.
1995	SB 21	Parental Involvement in Public Education Task Force	Study issues related to increasing parental involvement in their children's education as well as strategies and incentives to achieve increased parental involvement in the education of all children in the state with the aim of significantly improving student educational performance.
1995	.	Child Welfare Legislative Oversight Panel	Study and recommend improvements to Utah's system for preventing and responding to allegations of child abuse and neglect. Panel is to study and recommend proposed changes to laws governing the child welfare system on an ongoing basis.
1996	.	Air Quality, Transportation, and Land-Use Task Force	Study and recommend a comprehensive policy and solutions to problems and conflicts regarding the interrelationship of air quality, transportation, and land-use.
1996	.	Criminal Competency Task Force	Examine the handling and management of the twelve to fifteen percent of the Utah prison population which suffers from mental illness.
1996	.	Municipal Revenues Task Force	Review and make recommendations on the overall revenue structure of municipality revenues. Make recommendations on how they should diversify revenues. Study the capacity of major revenue sources to fund city operations to plan for population growth and decreased federal funds.
1996	HB 501	Public Transit District Task Force	Study the issues related to the governance of UTA including its management structure, the method of appointment to the UTA board, and its responsiveness to public need.
1996	.	Tax Elimination Blue Ribbon Committee	Look into ways to reduce or eliminate reliance on property taxes in Utah by allowing counties other revenue sources including sales tax, corporate taxes, and/or income taxes.
1996	.	Juvenile Justice Task Force	Study and present recommendations on the juvenile justice system's purpose, covering every aspect of the juvenile justice system including sentencing guidelines, resource needs, sentencing authority, jurisdictional age of juveniles, streamlining process, & juvenile sex offender treatment.
1997	SB 124	Regulatory Barriers to Affordable Housing Task Force	Examine state laws and local ordinances which prohibit or discourage development of low-income housing, including exclusionary zoning, building codes, and permit fees.

1997	.	Centennial Charter Schools Task Force	Study the effect of charter schools and make recommendations for their improvement. Develop a basis of elements needed for a comprehensive charter school law in Utah that allows flexibility for Utah's education system to continue to adapt to needed changes.
1997	HB 313	Electrical Deregulation and Customer Choice Task Force	Study and report on whether to restructure the electric utility industry in Utah. Authorized a two-year study of electric industry restructuring and implemented an interim rate freeze on investor-owned utilities. In 2001 changed to "Energy Policy Task Force" (HB 244)
1998	SB 42	Occupational and Professional Licensure Sunrise	Examine the need for a review procedure prior to passage of legislation regulating a profession or occupation and make recommendations as needed.
1998	.	Legislative Child Care Task Force	Study the quality, availability, and regulation of child care and make recommendations. Study areas included child literacy programs, background checks for child care licensing, tax credits, and the creation of a child care commission.
1998	.	Local Airport Funding Task Force	Identify, study, and recommend funding mechanisms for airports since airports without regularly scheduled commercial services have a limited opportunity to collect user fees and must rely primarily on government funding.
1998	HB 410	Traffic Safety Task Force	Review and make recommendations on traffic safety, child pedestrian safety, bicycle safety, public awareness and educational programs, driver education, and coordination efforts in these areas.
1999	HB 144	Task Force on Learning Standards and Accountability in Public Education	Study student performance standards and assessments and review existing public education accountability programs. Study the need and effect of statewide testing standards and accountability mechanisms.
1999	HB 257	Crime Reduction Task Force	Review and make recommendations regarding ways to reduce crime victimization in Utah with focuses on the organizational structure of crime fighting, developing a statewide plan, how to prevent and reduce drug-related crime, and employing the Auditor General's suggestions.
2000	HB 22	Study from Board of Education	Study whether there are optimal class, school, and district sizes for student and parent benefit. Further tasked to make recommendations on how changes can be made to meet the findings.
2000	HB 169	Study from Board of Education	Study districts' current programs to deter school violence and promote school safety. Determine best practices in promoting school safety and give recommendations on the costs and feasibility of implementing a statewide system.
2000	HB 336	Applied Technology Education Task Force	Study applied technology education (ATE) and recommend the role and mission of providers; the governance of ATE; policies regarding standards; funding mechanisms; the development and use of measurable standards; and duplication of ATE programs between education systems.
2000	HB 426	Funding of Public Education Task Force	Take a comprehensive look at the way in which public education is funded in Utah and to make recommendations to the Education Interim Committee as to appropriate changes and additional resources that could provide for enhanced funding of public education within the state.
2001	.	Enhancement of Public Education Task Force	Review and make recommendations on the ability of schools to comply with legislative and Board of Education mandates and the purpose, function, roles, responsibilities, and operational costs of the State Office of Education.
2001	.	Access to Health Care Coverage Task Force	Make recommendations for improving access to health insurance and basic medical services. Study the use of a federal grant by the Department of Health to extend coverage for health care to the uninsured. Monitor the status of Department of Health proposals.

2001	HB 86	Government Revenue and Tax Systems Task Force	Study the tax system of the state and its political subdivisions and identify the short- and long-term impacts of any proposed changes to taxes or fees that future tax policy might dictate.
2002	.	Agricultural Sustainability Task Force	Look at state funding for agricultural research and development, discuss innovative methods to market and promote Utah products, consider strategies for preserving agricultural land, and forecast the future of agriculture over the next 5 to 10 years.
2002	HB 140	Competition in Telecommunications Industry Task Force	Review and make recommendations whether state and federal telecommunications laws have produced results in attracting capital, increasing consumer choices of providers by increasing competition, and updating and installing advanced infrastructure.
2002	.	Funding of State and County Health and Human Services Task Force	Review and make recommendations on the role and responsibility of state and local governments for funding and operating health and human services programs within the state and the allocation of funding for health and human services programs to local governments.
2003	SB 172	Hazardous Waste Regulation and Tax Policy Task Force	Review issues such as economics, fee and tax structure, long-term state policy, protection of public health and the environment, and long-term management and perpetual care as they relate to radioactive waste, hazardous waste, and solid non-hazardous waste.
2003	SB 154	Public Education Legislative Task Force	Study the impacts of federal legislation "No Child Left Behind" and S.B. 154. Further study competency- based education and progress-based assessments.
2003	HB 130	Transportation Planning Task Force	Study the current transportation revenues and their future projections; alternative transportation revenue mechanisms available or currently in use around the country; effects of transportation systems on communities and neighborhoods; and; alternative modes to meet transportation needs.
2004	SB 50	Governor's Rural Partnership Board	Develop and prepare plan to address rural economic development. Address rural planning and development issues on a statewide, coordinated basis.
2004	HB 168	Individual Income Tax and Corporate Franchise and Income Tax Task Force	Study Utah's individual income tax and corporate franchise and income tax systems and to recommend appropriate changes to the Legislature.
2004	.	Water Issues Task Force	Study ground water management, water right enforcement and penalties, title for water rights, administration of ground water and surface water, in stream flow, and water conservation and reuse, including the recycling of treated municipal effluent.
2004	.	School Building Legislative Task Force	Study, school building needs in the state; the school building costs within school districts; methods to minimize the costs of constructing and operating schools, including the use of model plans and practices; and the adequacy of state support for school district building needs.
2005	SB 25	Highway Jurisdictional Task Force	Review and make recommendations on the jurisdictional transfer of highways from the state to counties and municipalities and vice versa. Also, consider need for uniform access management policy and potential need for traffic signal coordination systems.
2005	.	Government Records Access Management Task Force	Study GRAMA's affect and effectiveness since its implementation in 1991. Further study any information and technological advances that may give cause for reform.
2005	SB 61	Privately Owned Health Care Organization Task Force	Study state policies that promote competition in the health care market, including the adequacy of antitrust provisions; business, contracting, and financial practices; the impact of proliferation of medical technology; and any willing provider laws; medical noncompeting provisions.

2005	SB 153	Tax Reform Task Force	Study the individual income tax and the corporate franchise and income taxes. Examine the state's tax policies and the extent to which adjustments to those policies could better help the state meet its goals and challenges in the 21st century.
2005	.	Tourism Task Force	Review & make recommendations on progress towards a unified process cohesive tourism plan between state, counties, and cities; how to expand the tourism plan to a 3, 5, & 7 year plan; the vision and goals for the state related to tourism using techniques that account for the future.
2007	.	Equalization Task Force	Study the disparity between school district's property tax rates in the state and make recommendations on school capital outlay funding equalization.
2007	HB 396	Higher Education Task Force	Directed to review and make recommendations on the missions of the state's higher education institutions, any overlap in missions, and opportunities for partnerships between institutions; transfer of credits between institutions; and higher education preparation, participation, and completion rates.
2007	.	Judicial Retention Election Task Force	Review and make recommendations on judicial selection procedures; the effect of efforts to provide the public with sufficient information to make an accurate assessment of a judge's performance; an evaluation of and changes to the questions on the attorneys' surveys; selection methods of attorney respondents.
2007	SB 41	Local Issues Task Force	Study the changes many municipalities made to their forms of government, why residents were unhappy with the changes, and make recommendations to increase public awareness and involvement in the local governance process.
2008	HB 133	Health System Reform Task Force	Review and make recommendations on specific provisions the state's development and implementation of a strategic plan for health system reform.
2008	.	Utah International Relations and Trade Commission	Commission holds dual purposes of promoting Utah's international trade activity and reviewing international treaty law to ensure the Legislature's constitutional role to domestically regulate is protected.
2008	.	Utah Tax Review Commission	Review and making recommendations on the state's tax policy on an annual basis including considerations for revenues, expenditures, and tax burdens
2012	HB 28	Economic Development Task Force	Review and make recommendations on how economic production can be increased, how more high-paying jobs can be created, how the state can attract more businesses, how regulatory or other barriers can be reduced or eliminated, and how air quality affects economic development in the state.
2012	.	State Water Development Commission	Consider and make recommendations on how the growing water needs of the state will be met; what the impact of federal regulations and legislation will be; how to fund water projects; whether the state should operate of water projects; and how to encourage the implementation of water conservation programs.

Reports and Briefings Published by the Office of Legislative Research and General Counsel 1976-2013

Year	Report or Brief Name
2013	Who Pays Taxes in Utah?
2012	How Utah Water Works: An Overview of Sources, Uses, Funding, and Pricing
2012	Curriculum Standards and Assessments
2012	Student Assessment and School Accountability in Utah
2012	Utah's Population Growth
2011	Utah's General Sales & Use Tax
2010	A History of Property Tax in Utah
2010	Property Taxes and School Funding in Utah
2010	Population Growth Continues Despite Slowing In-migration
2010	What's Happened to Taxpayers Under Utah's New Individual Income Tax?
2009	Utah's Economy: What's Happened and Where Do We Go From Here?
2007	Tax Relief & Reform
2007	Unauthorized Immigrants Briefing Paper
2006	Income Tax Briefing Paper
2006	Gross Taxable Sales Grow Rapidly
2006	Population Briefing Paper
2005	Understanding Medicaid - A Policymaker's Introduction
2004	Utah's Economic and Demographic Trends Affecting Legislative Decision-Making
2003	Demographic Profiles of Legislative Districts
2002	Medicaid Spending: Controlling Costs
2002	Senate Confirmation of Judicial Appointments
2002	The Future of Highway Funding
2001	Energy Policy Issues and Legislative Options
2001	Tax Primer
2001	Energy Policy Issues and Legislative Options
2001	Tax Primer
2001	Redistricting Committee Report
1991	Amax Magnesium Corp. v. Utah State Tax Commission: An Analysis
1988	Acquired Immunodeficiency Syndrome (AIDS) Issues
1988	Initiative Petition Issues: Tax and Spending Limitations, Tax Reductions, Income Tax Credit for Private Education
1988	Local School District Reorganization and Consolidation
1988	Telecommunication Regulatory Issues
1986	Education Issues
1986	Motor Carrier Regulation Issues
1986	Retirement Issues
1986	Utah's Thrift Crisis
1985	Water Development and Flood Mitigation

Year	Report or Brief Name
1984	A Comparison of Utah's Tax Structure
1984	Child Support Enforcement
1984	Flooding: The Counties
1984	Key Questions Constitutional Amendments Judicial, Education, Legislative
1983	Education Issues
1983	Flooding Issues: Great Salt Lake
1983	Retirement Issues
1981	Reapportionment in Utah
1981	Report of the Legislative Committee on Reapportionment
1978	A Family Court for Utah? A report to the 43rd Legislature
1978	EFTS in Utah
1978	Public Pensions in 2nd Legislature
1978	Solid Waste Management in Utah: an Update
1978	Sunset: Application in Utah
1978	Title Insurance in Utah: Issues and Perspectives
1978	Traffic Rules: Utah and the Uniform Motor Vehicle Code, Volume II
1978	Utah State Fair: Problems and Prospects
1977	Child Abuse and Neglect
1976	Administrative Proceedings in Utah
1976	Counter-Productive Effects on Federal Regulations on Social Services Programs in Utah
1976	Digest of Legislation
1976	Earthquake Hazard Reduction in Utah
1976	Rules of the Road: Utah and the Uniform Vehicle Code
1976	Feasibility of a State Operated veterans Nursing Home
1976	Medicinal Malpractice Insurance Problems
1976	Recall: At Issue in Utah
1976	Severance Tax and Impact Trust Funds in Utah
1976	Statutory Sex Discriminating in the Utah Code
1976	The Great Salt Lake
1976	Unemployment insurance problems in Utah
1976	Utah Energy
1976	Utah Schools Capital Outlay Study
1976	Utah's Federal Mineral Lease Revenues: Uses and Potential
Total:	70 Reports or Briefings

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Air Quality Mitigation Efforts and Future Plans of Government Entities

A Summary of Agency Reports from HB 168

Utah Office of
Legislative Research and General Counsel

House Building, Suite W 210 • Salt Lake City, Utah 84114 • (801) 538-1032



September 2013

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Executive Summary

During the 2013 legislative session, the Utah Legislature passed HB 168, “Air Quality Mitigation by Government Entities.” The bill required each state agency to report on its efforts to improve air quality. Reports were to be submitted to the Economic Development Task Force in two parts: current and future efforts. The Office of Legislative Research and General Counsel has received reports on the current efforts of 50 state agencies. It has also received the future plans of 48 agencies. This document is a summary of the reports and plans received.

As defined by HB 168 “mitigation efforts” are “measures taken to reduce emission of air pollutants, including: flexible work schedules to reduce driving during peak times; telecommuting; electronic communication, including teleconferencing; encouraging ride sharing; encouraging use of public or alternative forms of transportation; energy conservation; using alternative energy sources; recycling and using recycled products; using non-aerosol products; reducing idling; low-maintenance landscaping; or other technology that may be used, or measures that may be taken, to reduce emissions of air pollutants.”

Agencies were asked to submit their current and future efforts in these 11 categories. From these categories, most agencies reported they were currently recycling, conserving energy, and communicating electronically, using common tools such as recycling bins, building efficiency upgrades, teleconferencing, and video conferencing.

Agencies’ future plans mirrored their current efforts. They frequently reported plans to increase energy conservation and electronic communication. More specifically, these planned efforts focused primarily on building efficiency upgrades, teleconferencing, and video conferencing.

Of the agencies submitting reports, six agencies also made specific funding requests and ten reported no additional funding needs.

This document provides an overview of the individual and collective efforts reported by state agencies. Because the request for reporting was open-ended, some agencies may be engaging in efforts to improve air quality in addition to what they reported. But this summary is based solely on the reports submitted to the Economic Development Task Force. No attempt has been made to correct, expand, or modify the agency submissions.

UTAH STATE AGENCY EFFORTS AND PLANS TO REDUCE AIR POLLUTION

State Agency	Report Submitted	Current Efforts	Report Submitted	Alternative Energy	Electronic Communication	Energy Conservation	Flexible Work Schedules	Non-Aerosol Products	Public/Alternative Transit	Reduced Idling	Ride Sharing	Telecommuting	Other Air Pollution	Low-Maintenance Landscaping	Recycling	Other Sustainability	Current Effort Totals	Planned Effort Totals
Board of Pardons and Parole	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	10	7
Career Service Review Office	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	2	5
Capitol Preservation Board*	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	11	11
Department of Administrative Services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	11	11
Department of Agriculture and Food	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	6	0
Department of Alcoholic Beverage Control	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	8	8
Department of Commerce	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	9	7
Department of Corrections	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	8	11
Department of Environmental Quality	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	10	2
Department of Financial Institutions	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	9	10
Department of Health	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	10	10
Department of Heritage and Arts	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	9	3
Department of Human Resource Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	5	6
Department of Human Resources	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	10	0
Department of Insurance	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	10	11
Department of Natural Resources	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	10	5
Department of Public Safety	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	10	9
Department of Technology Services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	9	10
Department of Transportation	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	11	10
Department of Veterans' Affairs	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	4	3
Department of Workforce Services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	9	0
Dixie State University	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	7	4
Governor's Office of Economic Development	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	11	10
Governor's Office of Energy Development	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	8	11
Governor's Office of Management & Budget	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	11	0
Judicial Council	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	2	2
Judicial Performance Evaluation Commission	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	7	2
Labor Commission	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	11	10
Legislative Auditor General	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	6	4
Legislative Fiscal Analyst	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	5	4
Legislative Research and General Counsel	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	6	4
National Guard*	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	11	3
Office of the Lieutenant Governor	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	11	0
Public Service Commission	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	9	10
Salt Lake Community College	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	4	7
School and Institutional Trust Lands Administration	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	4	6
Snow College	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	7	5
Southern Utah University	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	10	3
State Board of Education (see school district summary)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	0	0
State Fair Corporation*	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	9	0
Tax Commission	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	9	9
University of Utah	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	13	9
Utah Communications Agency Network*	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	5	0
Utah House of Representatives	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	4	4
Utah Housing Corporation	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	10	7
Utah State Office of Rehabilitation*	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	0	8
Utah State Senate	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	9	6
Utah State Treasurer's Office	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	6	3
Utah State University	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	8	8
Utah Valley University	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	4	1
Weber State University	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	7	9
Current Effort Totals	50	31	44	40	39	30	15	33	17	24	22	13	13	24	44	16	30	7
Planned Effort Totals	48	21	34	29	30	15	33	17	24	22	13	13	13	24	44	16	30	7

X indicates current efforts
 ✓ indicates plans to begin using or expand use
 * Agencies were not required to submit reports but still submitted full or partial reports

UTAH SCHOOL DISTRICT EFFORTS AND PLANS TO REDUCE AIR POLLUTION

School District*	Current Efforts	Report Submitted	Future Efforts	Report Submitted	Alternative Energy	Electronic Communication	Energy Conservation	Schedules	Non-Aerosol Products	Public/Alternative Transit	Reduced Idling	Ride Sharing	Telecommuting	Other Air Pollution	Low-Maintenance Landscaping	Recycling	Other Sustainability	Planned Effort Totals	Current Effort Totals
Alpine	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	10	0
Box Elder	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	6	0
Cache	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	13	0
Canyons	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	12	0
Davis	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	11	0
Duchesne	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	13	0
Granite	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	12	0
Jordan	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	11	0
Juab	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	11	0
Logan	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	8	0
Morgan	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	10	0
Murray	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	7	0
Nebo	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	13	0
North Sanpete	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	8	0
North Summit	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	9	0
Ogden	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	7	0
Provo	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	9	0
Salt Lake	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	10	0
Tintic	X																	0	0
Tooele																		0	0
Uintah	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	12	0
Wasatch	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	5	0
Washington	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	5	0
Weber	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	7	0
Current Effort Totals	23	16	19	21	21	17	15	14	21	19	13	13	15	15	21	21	5	23	16
Planned Effort Totals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

X indicates current efforts
 ✓ indicates future plans
 *HB 168 only required reports from districts located in, or employing commuters from Salt Lake, Davis, Utah, Weber, Box Elder, Cache, Duchesne, and Uinta Counties. Exempted districts were not included in this chart.

Air Quality Mitigation Efforts

Alternative Energy

Alternative fuel or hybrid vehicles

State policies have made it easier for agencies to purchase hybrid or alternative-fuel vehicles. Most agencies that purchased fuel-efficient vehicles reportedly bought hybrids and many others purchased Compressed Natural Gas (CNG) vehicles.

Reported current efforts: Department of Administrative Services, Department of Alcoholic Beverage Control, Department of Corrections, Department of Health, Department of Human Services, Department of Natural Resources, Department of Public Safety, Department of Workforce Services, Governor's Office of Economic Development, Governor's Office of Energy Development, Governor's Office of Management and Budget, Housing Corporation, Judicial Council, Labor Commission, National Guard, School and Institutional Trust Lands Administration, school districts (7), Snow College, Southern Utah University, State Fair Corporation, Tax Commission, Utah Department of Transportation, Utah State Senate, Utah State University, and Weber State University

Reported future use or expansion: Board of Pardons, Department of Commerce, Department of Corrections, Department of Health, Department of Heritage and Arts, Department of Public Safety, Labor Commission, Office of the Courts, Salt Lake Community College, University of Utah, Utah Housing Corporation, and Weber State University

Compressed natural gas station

Weber State University has constructed its own compressed natural gas (CNG) filling station. Agency-owned filling stations can be built in convenient locations and can make it easier for the agency to own CNG vehicles. Filling stations can also be open to the public, making it easier for citizens to choose to purchase alternative fuel vehicles that reduce carbon emissions.

Reported current efforts: School districts (2) and Weber State University

Reported future use or expansion: None

Electric car charging station

The Department of Human Services reported the use of electric car charging stations. Agencies can construct charging stations at their offices to encourage employees to purchase electric vehicles.

Reported current efforts: Department of Human Services

Reported future use or expansion: None

Ground-source heat pumps

Some agencies—especially school districts—use ground-source heat pumps to reduce the energy consumed to heat and cool buildings. Since ground temperatures remains relatively constant and moderate throughout the year, these devices can be inserted to act as a heat source during the winter and a heat sink during the summer.

Reported current efforts: Department of Corrections and school districts (7)

Reported future use or expansion: None

Intermittent energy storage

Alternative energy sources are intermittent because they rely upon natural processes for energy production. They overproduce power some times and under-produce at others. During peak production times, overproduced energy can be stored using fuel cells, compressed air, flywheels, or other emerging technologies. While no agencies are currently using these technologies, one is planning to.

Reported current efforts: None

Reported future use or expansion: University of Utah

Propane fuel use

Propane burns much cleaner than gasoline or diesel fuel and can be used to reduce carbon emissions. Vehicles can be converted to run on propane. Propane can also be used as an alternative heating source. One agency reported the use of propane to power generators in remote locations.

Reported current efforts: Utah Communications Agency Network

Reported future use or expansion: None

Solar power generation

Solar power is becoming a more economically feasible and popular alternative energy source in part, because of federal funding. Solar power decreases an agency's dependence on electricity from coal-fired power plants. Solar power is most commonly integrated into building design, though it is also used to power road signs or outdoor lights.

Reported current efforts: Department of Administrative Services, Department of Health, Dixie State University, National Guard, Salt Lake Community College, school districts (9), Southern Utah University, University of Utah, Utah Communications Agency Network, and the Utah Department of Transportation

Reported future use or expansion: Department of Transportation, Salt Lake Community College, Snow College, University of Utah, and Weber State University

Electronic Communication

Document conversion

Agencies can convert all of their office documents and publications to electronic formats to save paper. Agencies that do this usually create a central repository that the entire office can access, sometimes through an intranet system.

Reported current efforts: Office of the Legislative Auditor General, Office of the Legislative Fiscal Analyst, Office of Legislative Research and General Counsel, and the Utah State Senate

Reported future use or expansion: Career Service Review Office

Online services

State agencies that provide customer-based services can provide online services to reduce customer need to travel to state offices. Those who use this tool have implemented online filing systems, created detailed online information pages, and communicated electronically with employees and customers.

Reported current efforts: Capitol Preservation Board, Department of Administrative Services, Department of Public Safety, and the Utah State Senate

Reported future use or expansion: Department of Public Safety and the Governor's Office of Energy Development

Skyping job interviews

Dixie State University and the Utah State Senate report using Skype for job interviews. Skype allows an agency to narrow a field of job candidates without having candidates travel for formal interviews, reducing unnecessary automobile and airline trips.

Reported current efforts: Dixie State University, and the Utah State Senate

Reported future use or expansion: None

Teleconferencing and video conferencing

Teleconferencing and video conferencing allow employees to attend meetings electronically, saving time, travel, and ultimately reducing emissions. Some agencies provide individual employees with electronic conferencing equipment for their exclusive use. Others provide communal equipment that is made available for office-wide use. One agency constructed a teleconferencing room in its office. State agencies reported using teleconferencing and video conferencing more than any other tool.

Reported current efforts: Board of Pardons and Parole, Capitol Preservation Board, Department of Administrative Services, Department of Agriculture and Food, Department of Alcoholic Beverage Control, Department of Commerce, Department of Corrections, Department of Financial Services, Department of Health, Department of Heritage and Arts, Department of Human Resource Management, Department of Human Services, Department of Technology Services, Department of Veterans Affairs, Department of Workforce Services, Dixie State University, Governor's Office of Economic Development, Governor's Office of Energy Development, House of Representatives, Housing Corporation, Judicial Council, Judicial Performance Evaluation Commission, National Guard, Office of the Legislative Auditor General, Office of the Legislative Fiscal Analyst, Office of Legislative Research and General Counsel, Office of the Lieutenant Governor, Salt Lake Community College, School and Institutional Trust Lands Administration, school districts (16), Snow College, Southern Utah University, University of Utah, Utah Communications Agency Network, and the Utah State Senate

Reported future use or expansion: Career Service Review Office, Department of Administrative Services, Department of Alcoholic Beverage Control, Department of Corrections, Department of Financial Institutions, Department of Health, Department of Human Resource Management, Department of Veterans Affairs, Governor's Office of Energy Development, Labor Commission, Legislative Auditor General, Legislative Fiscal Analyst, Legislative Research and General Counsel, Office of the Courts, and Utah State University

Energy Conservation

Automated occupation sensors

Motion activated lights can be installed to ensure that lights are only on when a room is occupied, helping to conserve energy. Some agencies installed these lights in common areas such as restrooms and break rooms. Others also installed them in offices and personal work spaces. Occupation sensors have been used to power vending machines when a building becomes occupied.

Reported current efforts: Capitol Preservation Board, Department of Corrections, Department of Health, Department of Heritage and Arts, Department of Public Safety, Department of Workforce Services, Governor's Office of Economic Development, Governor's Office of Management and Budget, Office of the Legislative Auditor General, Office of Legislative Research and General Counsel, Office of the Legislative Fiscal Analyst, Salt Lake Community College, school districts (7), Snow College, Tax Commission, Utah Department of Transportation, and the Utah State Senate

Reported future use or expansion: Department of Alcoholic Beverage Control, Department of Commerce, Department of Corrections, Department of Heritage and Arts, Salt Lake Community College, and Snow College

Better Buildings Challenge

The Better Buildings Challenge is a US Department of Energy (DOE) program created to help governments and business build more energy efficient and sustainable buildings. State agencies who take part in this program receive technical assistance from the DOE in building design and construction. The program also helps to match participant organizations with field experts to collaborate on improving building energy efficiency.

Reported current efforts: University of Utah

Reported future use or expansion: None

Blue Sky Program

Rocky Mountain Power created the Blue Sky Program so its customers could purchase energy from renewable energy sources. Agencies who enroll in the program are charged slightly higher rates, which the power company uses to buy electricity from renewable sources that are more expensive. Renewable energy is added to the power grid in proportion to the additional fees.

Reported current efforts: The Public Service Commission and Weber State University

Reported future use or expansion: None

Building energy modeling

Building energy modeling reduces the energy a planned building will consume by predicting its consumption before it is built. Computer models are used to determine which building designs are most energy efficient. The models account for site placement, building configuration, building mechanical systems, exterior wall material, composition, and fenestration. Agencies using this tool usually hire outside consultants to conduct the modeling and analyze the results.

Reported current efforts: Department of Administrative Services

Reported future use or expansion: None

Energy audit

Professional companies can conduct energy-use audits to determine where an agency can reduce its energy consumption. Audits usually analyze things such as employee behavior, building envelope design, and appliance use. No state agency reported using this tool currently, but the Department of Heritage and Arts and the Governor's Office of Energy Development plan to in the future.

Reported current efforts: The Department of Heritage and Arts

Reported future use or expansion: Department of Heritage and Arts and the Governor's Office of Energy Development

Energy efficient building upgrades

A variety of building renovations and upgrades can improve a building's energy efficiency. Heating and cooling systems draw the most energy and are therefore the most common target. Agencies reported other improvements including window replacements, insulation upgrades, and the use of energy efficient appliances.

Reported current efforts: Board of Pardons and Parole, Capitol Preservation Board, Department of Administrative Services, Department of Health, Department of Human Services, Department of Human Services, Department of Public Safety, Department of Technology Services, Department of Veterans Affairs, Dixie State University, Housing Corporation, National Guard, Office of the Lieutenant Governor, Salt Lake Community College, school districts (6), Snow College, Southern Utah University, University of Utah, Utah State University, Utah Department of Transportation, Utah State Senate, Utah Valley University, and Weber State University

Reported future use or expansion: Department of Administrative Services, Department of Corrections, Department of Heritage and Arts, Department of Public Safety, Department of Transportation, Department of Veterans Affairs, Dixie State University, Salt Lake Community College, Snow College, University of Utah, and Weber State University

Flexible Work Schedules

Alternative work schedules

Flex schedules are commonly used to allow employees to work longer days in return for longer weekends. Some agencies allow their employees to work four ten-hour days a week, others allow their employees to work nine-hour days and take every other Friday off, and others allow employees to work twelve-hour days for three days a week. These schedules reduce air pollution as employees take less trips to the office per week.

Reported current efforts: Board of Pardons and Parole, Department of Agriculture and Food, Department of Commerce, Department of Heritage and Arts, Department of Human Services, Housing Corporation, Labor Commission, National Guard, Office of the Legislative Auditor General, Salt Lake Community College, school districts (8), Southern Utah University, and the Utah Communications Agency Network

Reported future use or expansion: Labor Commission, Utah State Treasurer's Office, and Weber State University

Peak hour alternatives

Some agencies allow employees to work flexible hours to help them avoid rush-hour traffic. These alternative work schedules reduce the number of vehicles on the road at peak travel times, improve traffic flow, and help reduce overall motor-vehicle emissions.

Reported current efforts: Department of Alcoholic Beverage Control, Department of Corrections, Department of Health, Office of Legislative Research and General Counsel, Office of the Legislative Fiscal Analyst, Office of the Lieutenant Governor, Public Service Commission, and school districts (2)

Reported future use or expansion: Department of Financial Institutions, Department of Insurance, Governor's Office of Energy Development

Non-aerosol Products

Aerosol capturing devices

When aerosol emitting products must be used, an aerosol capturing device can mitigate their harm. Once an aerosol can has been exhausted, the device punctures the can and captures remaining harmful chemicals. The metal shell can then be recycled. The University of Utah reports the use of these devices.

Reported current efforts: University of Utah

Reported future use or expansion: None

Non-aerosol cleaning products

Most agencies do not use aerosol products extensively, however, many reduce aerosol emissions by purchasing non-aerosol cleaning products. Substitutes generally include pump sprays or wipes.

Reported current efforts: Capitol Preservation Board, Department of Administrative Services, Department of Public Safety, Dixie State University, Governor's Office of Economic Development, Housing Corporation, National Guard, Office of the Lieutenant Governor, school districts (3), Snow College, Southern Utah University, State Fair Corporation, Tax Commission, and the Utah State Senate

Reported future use or expansion: Department of Corrections, and the Governor's Office of Energy Development

Public and Alternative Transportation

Bike share programs

Bike share programs provide temporarily rentable bikes to individuals to use as a part of their trip to work. Bikes are usually rented for a set amount of time and must be returned to the bike rack before the time expires. These programs give people an active transportation option at a discounted rate in convenient locations. Some agencies have created their own bike share programs, while others have provided passes for employees to use outside programs.

Reported current efforts: Department of Workforce Services, Governor's Office of Economic Development, Labor Commission, and Utah State University

Reported future use or expansion: Governor's Office of Energy Development, and Utah State University

Bike facilities

Some individuals may be dissuaded from biking to work or school because they do not have a safe place to store their bike. Agencies can encourage active transportation by installing bike racks or bike storage cages. These provide a safe, protected place for biking commuters to store their bikes during the day. Institutions with larger campuses such as universities have also constructed bike paths and built bike-repair stations.

Reported current efforts: Department of Alcoholic Beverage Control, Department of Health, Department of Human Services, Department of Workforce Services, Labor Commission, and Weber State University

Reported future use or expansion: University of Utah and Weber State University

Inversion shuttle

Agencies can provide a special shuttle that only runs on "red" air-quality days. This helps individuals to change their carbon-emitting behavior on days when air quality is poor. It is also less costly than running a shuttle more regularly. Utah State University reports using inversion shuttles.

Reported current efforts: Utah State University

Reported future use or expansion: None

Limit parking

Weber State University has reduced the number of parking spots available around its campus because it believes that the more difficult it is for people to drive, the more likely they are to choose alternative forms of transportation.

Reported current efforts: None

Reported future use or expansion: Weber State University

Public transit information

Some people may not choose alternative forms of transportation because they do not have adequate information. One school district has distribute bus and train route schedules to its employees to help them know their public-transit options.

Reported current efforts: School districts (1)

Reported future use or expansion: Department of Corrections

Public transit passes

Many state agencies provide free or reduced price public transit passes for their employees. The Utah Transit Authority has three programs for discounted pass purchases: the Eco-Pass, the Ed Pass, and the Co-op Pass. These passes encourage employees to use public transit rather than personal vehicles, thus helping reduce emissions and improve air quality.

Reported current efforts: Department of Administrative Services, Department of Agriculture and Food, Department of Alcoholic Beverage Control, Department of Environmental Quality, Department of Financial Services, Department of Heritage and Arts, Department of Human Resource Management, Department of Human Services, Department of Technology Services, Department of Veterans Affairs, Governor's Office of Economic Development, Governor's Office of Energy Development, Insurance Department, Labor Commission, Office of the Legislative Auditor General, Office of the Legislative Fiscal Analyst, Office of Legislative Research and General Counsel, Office of the Lieutenant Governor, Salt Lake Community College, school districts (1), Tax Commission, School and Institutional Trust Lands Administration, University of Utah, Utah State Senate, Utah State Treasurer's Office, Utah Valley University, and Weber State University

Reported future use or expansion: Department of Administrative Services, Department of Corrections, Department of Transportation, Governor's Office of Economic Development, Governor's Office of Energy Development,

Reduce or waive bicycle parking fees

The Department of Technology Service reported that its employees are charged a bicycle parking fees by another state agency. Reducing or waiving these fees would provide a better incentive for the use of active transportation.

Reported current efforts: Department of Technology Services

Reported future use or expansion: Department of Technology Services

Showers and lockers

Employees might choose to bike to work if they had a place to clean up and change after their commute. One agency has made it easier for these commuters by providing locker rooms with showers for bikers to freshen up once they arrive at work.

Reported current efforts: Labor Commission, National Guard, and school districts (1)

Reported future use or expansion: None

Shuttle services

Shuttle services can provide transportation options for commuters. Shuttles are typically free, but may require a fare. Shuttles reduce the need for personal vehicles, therefore reducing the amount of vehicle emissions. In Utah, shuttles are used exclusively by the higher-education system. Most routes are central to school campuses, although some serve students and employees from more distant locations where public transit options are not available.

Reported current efforts: Salt Lake Community College, University of Utah, and Utah State University

Reported future use or expansion: None

Work-commuting

Work-commute policies allow employees using alternative forms of transportation to use all or part of their commute time as work time. Since public and alternative transportation methods generally take more time than driving, this tool provides a way employees can use alternative transportation without having to extend their work day. Another strategy is to allow employees using active transportation to take discretionary exercise time at the end of the day so they can count their commute as exercise time.

Reported current efforts: None

Reported future use or expansion: Department of Health and the Utah State Treasurer's Office

Reduced Idling

Idle measuring devices

Idling policies can be enforced by equipping agency vehicles with devices that measure idling time. These devices provide information that helps managers identify idling problems and find solutions. Only one agency reported the use of these devices. Others have looked into purchasing them, but found them cost prohibitive.

Reported current efforts: Department of Commerce and school districts (4)

Reported future use or expansion: Department of Administrative Services, Department of Alcoholic Beverage Control, and the Department of Commerce

Idling policy

The most common method agencies use to reduce idling is through idling policies. Policies set clear idling standards for employees who drive company vehicles. They can also set idling standards for non-agency vehicles on agency property. Idling policies may have limited effect without additional enforcement or measurement mechanisms.

Reported current efforts: Department of Alcoholic Beverage Control, Department of Financial Services, Department of Health, Department of Public Safety, Department of Technology Services, Department of Workforce Services, National Guard, Governor's Office of Energy Development, school districts (6), University of Utah, Utah Department of Transportation, and Utah State University

Reported future use or expansion: None

Idling stickers or signs

Two agencies attempt to reduce idling by distributing "no idling" stickers or signs to agency employees. Stickers and signs serve as a reminder of agency policies.

Reported current efforts: Capitol Preservation Board and the Department of Commerce

Reported future use or expansion: Governor's Office of Energy Development

No-idling zones

Agencies can create no-idling zones on their property to prevent motorists from idling. These are most affective in areas where people are being picked up or dropped off. Only one institution reported using no-idling zones.

Reported current efforts: School districts (1)

Reported future use or expansion: None

Warning devices

Agencies can install electronic devices that warn drivers they are idling. These devices use telemetric indicators to tell drivers to shut off the car if they idle over a predetermined amount of time.

Reported current efforts: Department of Environmental Quality

Reported future use or expansion: None

Ride Sharing

Car-share programs

Car-share programs provide temporarily rentable vehicle for people who choose to live without a car. People who rent the cars generally pay an hour-based fee for their use. These programs make it easier for individuals to live without a car, while still providing mobility options. Higher education institutions are the only state entities that reported the use of these programs.

Reported current efforts: Utah Valley University, and Weber State University

Reported future use or expansion: Utah State University and Utah Valley University

Priority parking

Some agencies encourage employees to carpool by offering prime parking spots to those traveling with more than one person in their car. This encourages ride-sharing and helps reduce the number of cars on the road, thus helping to reduce the amount of vehicle emissions.

Reported current efforts: Department of Technology Services, school districts (1), and the University of Utah

Reported future use or expansion: University of Utah

“Red-air” carpooling

“Red-air” carpooling is a more passive ride-sharing tool that encourages employees to carpool on “red” air-quality days. This reduces the amount of vehicles on the road when air quality is poor.

Reported current efforts: Labor Commission

Reported future use or expansion: Department of Commerce and the Department of Financial Institutions

Ride-share posting board

A ride-share posting board allow those who have cars and are willing to provide rides to communicate with those who do not have cars or would like rides. Boards are usually posted in open public spaces that are easy to access. Some agencies have also created ride-sharing forums electronically. Others use a central coordinator that emails ride-share information to interested employees.

Reported current efforts: Department of Administrative Services, Department of Agriculture and Food, National Guard, and Utah State University

Reported future use or expansion: Department of Corrections and the Governor’s Office of Energy Development

UTA vanpools

The Utah Transit Authority provides vans that agencies can use to start a carpool. Interested agencies designate a driver, determine the amount of miles the van will need to travel in a month, and pay a mile-based fare. The fare covers the cost of the van, maintenance, insurance, fuel, and up to 50 personal miles. The van's travel schedule is filed with UTA so others wishing to participate in the vanpool can join. Other rules of the vanpool are determined by the riders. As with carpooling, this program reduces the amount of cars on the road and helps reduce overall vehicle emissions.

Reported current efforts: Department of Environmental Quality and the National Guard
Reported future use or expansion: Department of Corrections, Governor's Office of Energy Development, Labor Commission, and the National Guard

Telecommuting

"Red-air" telecommuting

"Red-air" telecommuting allows employees to work from home on "red" air-quality days. This helps reduce trips to the office on days when air quality is poor.

Reported current efforts: Department of Workforce Services and the Labor Commission
Reported future use or expansion: Department of Administrative Services, Department of Financial

Institutions, Department of Health, Department of Insurance, Labor Commission, and the Public Service Commission

Scheduled telecommuting

This tool gives employees the option to work from home a set amount of days per week or per month. Most agencies who use this option allow their employees to work from home one day per week.

Reported current efforts: Department of Administrative Services, Department of Human Services, Department of Technology Services, Office of the Legislative Fiscal Analyst, Office of the Legislative Auditor General, and the Office of Legislative Research and General Counsel
Reported future use or expansion: None

Other Air Pollutant Reduction

Aerial Surveillance

Agencies responsible for large geographical areas or infrastructure that crosses great distances can use aerial vehicles to monitor and survey their property. These vehicles can be equipped with a special mapping technology called LiDAR that uses lasers to map and identify problems. Thus, employees do not have to take lengthy trips to remote locations. While no state agency is currently using this tool, the Department of Transportation plans to in the future.

Reported current efforts: None

Reported future use or expansion: Department of Transportation

Awareness group

Some agencies have attempted to increase public awareness of air quality efforts by creating public awareness groups. These groups can partner with education institutions and other community groups to encourage the public to help improve air quality.

Reported current efforts: Utah State University and Weber State University

Reported future use or expansion: None

Catalytic oxidation

Catalytic oxidation reduces harmful emissions by oxidizing gases that harm the environment. Oxidizing devices are most often installed on vehicles that have high emission levels. The devices intercept and oxidize exhaust before it is released. At least one state agency reports the use of these devices.

Reported current efforts: Utah Department of Transportation and school districts (3)

Reported future use or expansion: None

Carbon offset fund

Agencies can establish a carbon offset fund to provide a stipend for employees who voluntarily choose to reduce their carbon footprint by using more expensive modes of transportation. For example, an employee who commutes using a hybrid car can be given a monthly bonus. While no state agency currently uses this tool, Utah State University plans to in the future.

Reported current efforts: None

Reported future use or expansion: Utah State University

Emissions testing

Much like an annual state vehicle emissions inspection, a few agencies conduct regular emissions tests on their vehicles to ensure they are running properly and not emitting unacceptable amounts of greenhouse gases.

Reported current efforts: State Fair Corporation and Utah State University

Reported future use or expansion:

Engine warmers

Cold-starting an engine consumes a great deal of energy and produces exceptionally high amounts of greenhouse gases at a time and season when inversions are frequent. Some agencies use small engine heaters to reduce strain on an engine when it is first started in cold weather.

Reported current efforts: School districts (2)

Reported future use or expansion: None

Incentives to reduce emissions

A few agencies offer incentives to motivate employees to reduce their carbon footprint. One throws lunch parties for the division that reduces the most reported trips on their travel-wise plan. Another gives gift cards and other prizes to individuals who reduce trips the most.

Reported current efforts: Department of Alcoholic Beverage Control, Department of Commerce, and the Labor Commission

Reported future use or expansion: Southern Utah University

No-smoking policy

One agency created a no-smoking policy for its entire campus to improve air quality in and around its buildings. While state laws prohibit smoking in buildings, campus-wide policies further prevent the inhalation of second-hand smoke.

Reported current efforts: Department of Health

Reported future use or expansion: None

Planting trees

Trees naturally pull carbon dioxide out of the air and help to reduce greenhouse gases. When planted around buildings, trees can also provide natural shade for buildings, helping to reduce building cooling costs. No state agencies reported currently using this tool, but two plan to in the future.

Reported current efforts: None

Reported future use or expansion: Southern Utah University and Weber State University

Route changes

Agencies that own a large fleet have found it helpful to alter vehicle routes to make sure vehicles are not travelling further than necessary. School districts have used this tool most extensively, but others also plan to use it.

Reported current efforts: School districts (4)

Reported future use or expansion: Department of Transportation, Salt Lake Community College, and the University of Utah

“Red-air” potluck

Agencies can coordinate “potluck” meals to encourage their employees to reduce travel on “red” air-quality days.

Reported current efforts: None

Reported future use or expansion: The Labor Commission

Remote monitoring

Some agencies have facilities in distant parts of the state. Travelling to these facilities regularly would require employees to cross great distances. Electronically monitoring these facilities ensures that only necessary trips are taken, reducing the amount of vehicle-miles travelled.

Reported current efforts: School districts (3) and the Utah Communications Agency Network

Reported future use or expansion: None

Volatile Organic Compound reduction

Volatile Organic Compounds (VOCs) are chemicals that have high evaporation rates that cause them to emit gasses. Certain kinds of paints, cleaning products, and dyes are examples of VOCs. Some agencies reduce their use of VOCs to decrease harmful emissions.

Reported current efforts: Salt Lake Community College, Southern Utah University, and the University of Utah

Reported future use or expansion: None

Other Reported Sustainability Efforts

Low Maintenance Landscaping

Drip watering systems

Drip watering systems conserve water by releasing water into the soil more slowly than traditional sprinkling systems. This method ensures water is conserved by keeping it from running off and preventing excessive ground saturation. Two agencies reported using drip-watering systems.

Reported current efforts: Capitol Preservation Board, Housing Corporation, and the Utah State Senate

Reported future use or expansion: None

Reduce watering

At least one school district has reduced water consumption by reducing the frequency and duration of landscape watering. In the summer when school is not in session, the district stops watering the grass altogether.

Reported current efforts: School districts (1)

Reported future use or expansion: None

Secondary water systems

Secondary water systems use water for landscaping that is not suitable for drinking. This water usually comes from either treated wastewater or untreated natural sources. Secondary water systems usually require additional infrastructure to collect and transfer the water. This water conservation tool is commonly used by municipalities in the state, but is also used by at least one agency.

Reported current efforts: Salt Lake Community College and school districts (1)

Reported future use or expansion: Weber State University

Water sensors

Agencies who still need water-intensive landscaping can install water sensors to ensure they are not overwatering. These sensors can control water flow by shutting off watering systems of the ground becomes too saturated.

Reported current efforts: Capitol Preservation Board

Reported future use or expansion: None

Water-wise plants

Water-wise plants are drought resistant. They require little watering and can help decrease water consumption in landscaping.

Reported current efforts: Department of Administrative Services, Department of Human Services, Housing Corporation, Salt Lake Community College, school districts (4), University of Utah, and Utah State University

Reported future use or expansion: Salt Lake Community College

Xeriscaping

Xeriscaping is landscaping that eliminates the need for supplemental irrigation water. Common methods of xeriscaping include replacing grass with rocks or decorative stones and replacing traditional shrubs with desert plants that do not require watering.

Reported current efforts: Department of Natural Resources, Department of Public Safety, Department of Veterans Affairs, Department of Workforce Services, Dixie State University, National Guard, Salt Lake Community College, school districts (4), Snow College, and Southern Utah University

Reported future use or expansion: Southern Utah University and Weber State University

Recycling

Battery recycling

Batteries contain heavy metals and other chemicals that harm the environment. Some agencies have instituted battery recycling programs to recover these heavy metals for reuse, preventing them from being deposited into landfills.

Reported current efforts: Department of Health, Dixie State University, Salt Lake Community College, Southern Utah University, and the State Fair Corporation

Reported future use or expansion: Department of Environmental Quality

Can crusher

One idea to make recycling easier is to provide can crushers for employees to use. Can crushers can be placed in break rooms where sodas or other canned goods are likely to be consumed.

Reported current efforts: Department of Alcoholic Beverage Control

Reported future use or expansion: None

Composting food waste

State agencies that have a cafeteria are likely to generate high amounts of food waste. Food composting programs reduce the amount of biodegradable waste going into landfills and provide compost for landscaping projects. Composting also saves money by reducing the use of fertilizer.

Reported current efforts: Weber State University

Reported future use or expansion: University of Utah

Computer recycling

Every state agency uses computers and some have created programs to either donate their old computers to charity or to recycle them. Computers contain heavy metals that can be harmful for the environment, as well as rare earth metals that can be reclaimed for further use.

Reported current efforts: Labor Commission, Salt Lake Community College, school districts (1), and Weber State University

Reported future use or expansion: None

Engine oil recycling

One school district recycles used motor oil to ensure it does not damage the environment. This tool is particularly effective for agencies that service a large fleet of vehicles.

Reported current efforts: School districts (1)

Reported future use or expansion: None

Green waste recycling

Green waste is biodegradable waste created from lawn care and landscaping. This waste can be recycled through composting. Composted materials can then be reused as fertilizer for landscaping projects. Another method of recycling green waste is to chip wood from downed trees for ground cover.

Reported current efforts: Southern Utah University, State Fair Corporation, and Weber State University

Reported future use or expansion: University of Utah and Weber State University

Recycling bins

The most commonly reported recycling effort in state offices was the use of recycling bins. Some state agencies provide personal recycling bins for all employees, while others place recycling bins only in common areas.

Reported current efforts: Board of Pardons and Parole, Capitol Preservation Board, Department of Heritage and Arts, Department of Human Resource Management, Department of Technology Services, Department of Workforce Services, Dixie State University, Governor's Office of Economic Development, Governor's Office of Management and Budget, House of Representatives, National Guard, Office of Legislative Research and General Counsel, Office of the Legislative Fiscal Analyst, Office of the Legislative Auditor General, Salt Lake Community College, school districts (7), Tax Commission, University of Utah, Utah Department of Transportation, Utah State Senate, and Weber State University

Reported future use or expansion: Board of Pardons, Department of Human Resource Management, Department of Public Safety, Salt Lake Community College, and Dixie State University

Additional Sustainability Efforts

Deduct meters

Deduct meters encourage agencies to save water by offering reduced sewer rates for reduced water consumption. The meters determine savings by measuring the amount of water a user diverts from the sewer system. For example, water recycled for secondary use in landscaping never makes it to wastewater treatment plants and can be deducted from an agency's sewer bill. In addition to saving money, deduct meters encourage users to find ways to reduce consumption and reuse water. Dixie State University reported using deduct meters.

Reported current efforts: Dixie State University

Reported future use or expansion: None

Low-flow water fixtures

Low-flow water fixtures reduce or eliminate the use of potable water. Examples include waterless urinals, motion-activated faucets, and low-flush toilets.

Reported current efforts: Housing Corporation, Dixie State University, and school districts (2)

Reported future use or expansion: Weber State University

Purchasing practices

Several state agencies engage in purchasing practices that reduce harmful effects on the environment. For example, some agencies purchase products made from recycled or recyclable materials. Others coordinate purchasing schedules to reduce the number of office deliveries.

Reported current efforts: Department of Environmental Quality, Department of Financial Services, Governor's Office of Management and Budget, Salt Lake Community College, school districts (1), State Fair Corporation, and the University of Utah

Reported future use or expansion: Career Service Review Office, Department of Corrections, Department of Financial Institutions, Southern Utah University, and Weber State University

Research

Education agencies are uniquely situated to research what agency methods and practices are best for the environment. Sustainability research provides a basis on which other agencies and communities can change their behavior to improve air quality and the environment.

Reported current efforts: University of Utah

Reported future use or expansion: None

Sustainability management

Some agencies have found it helpful to establish a department sustainability leader. Agencies who have done this have either formed a management group or hired a manager. The groups or managers are tasked with finding ways to reduce the agency's consumption, decrease carbon emissions, and save money.

Reported current efforts: Department of Environmental Quality, Dixie State University, Governor's Office of Economic Development, Governor's Office of Energy Development, National Guard, Office of the Lieutenant Governor, school districts (5), and Utah Valley University

Reported future use or expansion: Dixie State University

Water bottles

Water bottles use water more efficiently than drinking fountains. Because they are reusable, they can also eliminate the use of disposable paper or plastic cups. One state agency distributed water bottles to its employees in its efforts to reduce consumption.

Reported current efforts: Judicial Performance Evaluation Commission

Reported future use or expansion: None

Water bottle refilling stations

Water bottle refilling stations encourage employees to reuse water bottles instead of drinking fountains or disposable cups. This helps reduce waste and consumption of potable water.

Reported current efforts: Salt Lake Community College, Southern Utah University, and Utah State University

Reported future use or expansion: Salt Lake Community College and Southern Utah University

Waterline break prevention

Waterline breaks can dramatically increase an agency's reported water consumption. Preventative maintenance reduces future breaks, saves money, and saves water.

Reported current efforts: Weber State University

Reported future use or expansion: None

Funding Requests

Of the 48 agencies who submitted air quality mitigation plans, six made specific funding requests, ten reported no additional funding needs, and 32 did not comment on funding needs. Below is a list of agencies who made specific comments on funding.

Department of Administrative Services:

- Requests that \$500,000 be moved within the department to the State Facility Energy Efficiency Fund
- **Total request:** \$0

Department of Alcoholic Beverage Control:

- \$3,200 per year for cardboard recycling
- \$64,000 for networking fees for video webinars
- \$2,000 per year for telemetric devices to reduce idling
- **Total requests:** \$69,200

Department of Heritage and Arts:

- \$393,000 for new exterior windows at the Rio Grande Depot
- \$110,000 for new exterior doors at the Rio Grande Depot
- **Total request:** \$503,000

Governor's Office of Economic Development:

- \$34,000 for additional UTA passes
- **Total request:** \$34,000

Utah State Office of Rehabilitation:

- \$18,000 for additional UTA passes
- **Total request:** \$18,000

Department of Corrections:

- Requests unspecified amount for xeriscaping
- Requests unspecified amount for automated occupation sensors
- Requests unspecified amount for LED lighting
- Requests unspecified amount for heating/cooling regulation technologies
- **Total requests:** Unspecified

No additional funding needed:

Board of Pardons and Parole, Department of Financial Institutions, Department of Health, Department of Human Resource Management, Department of Insurance, Department of Workforce Services, Office of Energy Development, Public Service Commission, School and Institutional Trust Lands Administration, and the Tax Commission

UTA Transit Passes

While many state agencies did not comment on specific funding needs, some expressed concerns about rising UTA transit pass prices. A few said it would be difficult or impossible to continue providing UTA passes for their employees if costs continue to rise. To this end, the Department of Administrative Services is currently negotiating with UTA to provide a special discounted statewide transit pass for all state agencies. The cost-per-pass for a statewide pass would likely be lower than current bulk passes and would save money for agencies already providing passes. However, agencies who are not currently providing passes, but who may be required to do so under the negotiated rules, may not have the funds to cover the costs. Some agencies suggested the state provide additional funds to cover the anticipated costs of a statewide pass.

Appendix 1
HB 168

H.B. 168 Enrolled

1

AIR QUALITY MITIGATION BY GOVERNMENT ENTITIES

2

2013 GENERAL SESSION

3

STATE OF UTAH

4

Chief Sponsor: Patrice M. Arent

5

Senate Sponsor: Mark B. Madsen

6

7 **LONG TITLE**

8 **General Description:**

9 This bill requires an agency or school district to report on air quality mitigation efforts
10 and to develop, report on, and implement an air quality mitigation plan.

11 **Highlighted Provisions:**

12 This bill:

13 . subject to certain exceptions, requires an agency or school district to:

14 . report on air quality mitigation efforts currently used by the agency or school
15 district; and

16 . develop and report on a plan that the agency or school district will implement,
17 within one year, to mitigate the emission of air pollutants.

18 **Money Appropriated in this Bill:**

19 None

20 **Other Special Clauses:**

21 None

22 **Utah Code Sections Affected:**

23 ENACTS:

24 **63G-17-101**, Utah Code Annotated 1953

25 **63G-17-102**, Utah Code Annotated 1953

26 **63G-17-201**, Utah Code Annotated 1953

27 **63G-17-202**, Utah Code Annotated 1953

28

29 *Be it enacted by the Legislature of the state of Utah:*

30 Section 1. Section **63G-17-101** is enacted to read:

31

CHAPTER 17. AIR QUALITY MITIGATION

32

Part 1. General Provisions

33 **63G-17-101. Title.**

34 *(1) This chapter is known as "Air Quality Mitigation."*

35 *(2) This part is known as "General Provisions."*

36 Section 2. Section **63G-17-102** is enacted to read:

37 **63G-17-102. Definitions.**

38 *As used in this chapter:*

39 *(1) "Agency" means:*

40 *(a) the House of Representatives;*

41 *(b) the Senate;*

42 *(c) a staff office of the Legislature;*

43 *(d) a department in the executive branch of state government;*

44 *(e) the Judicial Council; or*

45 *(f) a state institution of higher education.*

46 *(2) "Air pollutant" is as defined in 42 U.S.C. Sec. 7602(g).*

47 *(3) "Designated county" means:*

48 *(a) Salt Lake County;*

49 *(b) Davis County;*

50 *(c) Utah County;*

51 *(d) Weber County;*

52 *(e) Box Elder County;*

53 *(f) Cache County;*

54 *(g) Duchesne County; or*

55 *(h) Uintah County.*

56 *(4) "Mitigation efforts" means measures taken to reduce the emission of air pollutants,*

57 *including:*

- 58 (a) flexible work schedules to reduce driving during peak times;
59 (b) telecommuting;
60 (c) electronic communication, including teleconferencing;
61 (d) encouraging ride sharing;
62 (e) encouraging use of public or alternative forms of transportation;
63 (f) energy conservation;
64 (g) using alternative energy sources;
65 (h) recycling and using recycled products;
66 (i) using non-aerosol products;
67 (j) reducing idling;
68 (k) low-maintenance landscaping; or
69 (l) other technology that may be used, or measures that may be taken, to reduce the
70 emission of air pollutants.

71 Section 3. Section **63G-17-201** is enacted to read:

72

Part 2. Air Quality Mitigation by Agencies and School Districts

73 **63G-17-201. Title.**

74 This part is known as "Air Quality Mitigation by Agencies and School Districts."

75 Section 4. Section **63G-17-202** is enacted to read:

76 **63G-17-202. Air quality mitigation report and plan.**

77 (1) Except as provided in Subsection (2), and in accordance with Subsection (3):

78 (a) on or before July 1, 2013, each school district shall submit to the State Board of
79 Education, by email, a report on the mitigation efforts currently being used by the school
80 district;

81 (b) on or before August 1, 2013:

82 (i) the State Board of Education shall submit to the Economic Development Task
83 Force, by email, a summary report of the reports received under Subsection (1)(a); and

84 (ii) each agency shall submit to the Economic Development Task Force, by email, a
85 report on the mitigation efforts currently being used by the agency;

86 (c) on or before August 1, 2013, each school district shall develop and submit to the
87 State Board of Education, by email, a plan that describes the mitigation efforts that the school
88 district will implement, within one year after the day on which the plan is submitted, to:
89 (i) reduce the emission of air pollutants on a regular basis; and
90 (ii) reduce the emission of air pollutants on a day for which the Division of Air Quality
91 issues an air quality action alert; and
92 (d) on or before September 1, 2013:
93 (i) the State Board of Education shall submit to the Economic Development Task
94 Force, by email, a summary of the plans received under Subsection (1)(c); and
95 (ii) each agency shall develop and submit to the Economic Development Task Force,
96 by email, a plan that describes the mitigation efforts that the agency will implement within one
97 year after the day on which the plan is submitted, to:
98 (A) reduce the emission of air pollutants on a regular basis; and
99 (B) reduce the emission of air pollutants on a day for which the Division of Air Quality
100 issues an air quality action alert.
101 (2) (a) A school district is exempt from the provisions of this section if:
102 (i) the school district is not, in whole or in part, within a designated county; and
103 (ii) the school district's employees do not reside within a designated county.
104 (b) A report or plan that an agency is required to submit under this section is not
105 required to contain information in relation to a designated county where an employee of the
106 agency does not reside or work.
107 (3) A plan described in Subsection (1)(c) or (d) shall include information regarding
108 additional funds, if any, that are needed in order to implement all or a portion of the plan.

Appendix 2

Report Request Letters



Utah State Legislature

Senate □ Utah State Capitol Complex □ 320 State Capitol
PO BOX 145115 □ Salt Lake City, Utah 84114-5115
(801) 538-1035 □ fax (801) 538-1414

House of Representatives □ Utah State Capitol Complex □ 350 State Capitol PO BOX
145030 □ Salt Lake City, Utah 84114-5030
(801) 538-1029 □ fax (801) 538-1908

<http://le.utah.gov>

BY EMAIL

June 4, 2013

Dear Colleagues:

We are writing to remind you about your agency's responsibilities under House Bill 168, "Air Quality Mitigation by Government Entities," which passed during the 2013 legislative session. For your convenience, we have attached a copy of the bill. Under H.B. 168, each state agency is required to report on current efforts and future plans to address air quality. Because the definition of "agency" in the bill is broad, we have attached a list of all state entities that should submit the required reporting. (A separate letter will be sent to the State Board of Education.)

While the bill itself is the best resource for reviewing each agency's reporting requirements, in general, the bill requires each state governmental agency to provide:

- a written report on the current mitigation efforts being taken by the agency to reduce the emission of air pollutants (*due on or before August 1, 2013*); and
- a written plan describing mitigation efforts to reduce the emission of air pollutants that the agency will implement within one year after the day on which the plan is submitted (*due on or before September 1, 2013*). The plan should include information regarding additional funds, if any, that are needed to implement the plan.

As part of the required reporting, Section 63G-17-102(4) (lines 56-70 in the enclosed copy of the bill), may provide your agency with useful, non-exclusive, examples and ideas regarding mitigation steps your agency may be currently taking or may choose to implement as part of a future plan.

Both the report and the plan should be sent by email to the Economic Development Task Force in care of Jennifer Christopherson at JChristopherson@le.utah.gov. After reviewing this letter and the enclosed H.B. 168, if you have additional questions regarding the reporting requirements, please contact Jennifer Christopherson or Ben Christensen at the Office of Legislative Research and General Counsel at (801) 538-1032.

Thank you for your attention to these requirements and for all you do on behalf of Utah and its citizens.

Sincerely,

/s/ Stuart C. Reid
Sen. Stuart C. Reid
Senate Chair
Economic Development Task Force

/s/ Brad R. Wilson
Rep. Brad R. Wilson
House Chair
Economic Development Task Force



Utah State Legislature

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(801) 538-1029 □ fax (801) 538-1908

<http://le.utah.gov>

August 9, 2013

Dear Colleagues:

As a follow-up to our June 4, 2013, letter regarding your agency's responsibilities under House Bill 168, "Air Quality Mitigation by Government Entities," which passed during the 2013 legislative session, we wish to thank those agencies that have provided a report by the August 1 deadline. If your agency has not yet provided the report, please submit it as soon as possible. For your convenience, we have attached a copy of our original letter, a copy of the bill, the list of state entities that should submit the required reporting, and a list of agencies that have submitted the first required report.

As you will recall, the bill contains two reporting deadlines for providing information to the Legislature:

- **On or before August 1, 2013**—a written report on current mitigation efforts being taken by the agency to reduce the emission of air pollutants; and
- **On or before September 1, 2013**—a written plan describing mitigations efforts to reduce the emission of air pollutants that the agency will implement within one year after the day on which the plan is submitted. This plan should include information regarding additional money, if needed, required to implement the plan. (In other words, as part of the plan, you may provide cost estimates and suggestions for further mitigation efforts if additional funding was made available.)

As a reminder, the required documents should be sent by email to the Economic Development Task Force in care of Jennifer Christopherson at JChristopherson@le.utah.gov. If you have additional questions regarding the reporting requirements, please contact Jennifer Christopherson or Ben Christensen at the Office of Legislative Research and General Counsel at (801) 538-1032.

Thank you for your timely participation and attention.

Sincerely,

/s/ Stuart C. Reid
Sen. Stuart C. Reid
Senate Chair
Economic Development Task Force

/s/ Brad R. Wilson
Rep. Brad R. Wilson
House Chair
Economic Development Task Force

