



**Unified Economic  
Opportunity Commission**

# UEOC September Meeting

September 28, 2022 – 9:00 AM

Capitol Room 445



# UEOC 2022-23

**March 2022 – Discuss and select new Working Groups.**

**May 2022 – Finalize Working Group membership and deliverables, determine corresponding Interim Committees**

**July (August) 2022 – Working Groups present policy ideas for consideration and discussion.**



**September 2022 – Working Groups present finalized items for UEOC consideration to propose to Interim Committees or Governor’s Budget.**

**November 2022 – Working Groups present on any unresolved or challenging items.**

**January 2023 – Final status reports and Working Groups are disbanded. UEOC staff will work with legislators on commission priorities.**



# Subcommittee & Working Group Presentations



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# Working Group on Water Infrastructure & Environment

Working Group Chair Sen. Scott Sandall



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# Agriculture Water Optimization Grant

Since 2019, this grant has helped reduce agriculture consumptive use. Including the latest application period, this grant is projected to save 200,000 acre feet per year. (For comparison, Sand Hollow Reservoir holds 51,360 acre feet of water.) As long as agriculture providers are willing to participate, this program provides “bang for the buck.”

Request for funding: \$25 million in ongoing funding toward the Agriculture Water Optimization Grant.



# Water Re-Use Grants

- Create a two-pronged approach to water re-use.
- In Northern Utah: Create a grant for lagoon systems, allowing them to routinely discharge into the Great Salt Lake. This would be contingent on them not using the effluent water for the next 10 years
- In Southern Utah: Provide one-time grants encouraging water systems to begin re-use in the area

## Secondary Metering Grant

- After the second round of applications, the grant program has about \$48 million in remaining funds
- Inflation has increased the cost of installing meters, keeping some water providers from installing meters
- Recommendation: authorize the Department of Natural Resources to increase the cap on the Secondary Metering Grant

# Turf Buy-Back Amendments

- Limits the area for turf buy-back if the area has other non-conforming areas
- Bill is drafted and ready for UEOC support

## Coordinated Growth and Conservation

- Encourage regional water planning across the state
- \$130,000 in ongoing funding to the Division of Water Resources and \$130,000 ongoing funding to the Division of Drinking Water. This money would go toward new staff to coordinate planning efforts
- \$500,000 one-time funding to provide water conservation planning
- Bill is drafted and ready for UEOC support

# Big Picture: Create a Dedicated Water Funding Source

As the state grows, the need for new water infrastructure projects and water conservation projects also grows. This group is pursuing the creation of a dedicated water funding source in order to meet ongoing needs.

- Current waste water and drinking water infrastructure needs—at least \$3.2 billion
- The 2021 Agriculture Water Optimization Task Force estimated at least a \$6 billion in needs in order to optimize agricultural water.
- Dams are appropriated \$3.8 million per year; in order to bring Utah's dams to minimum safety standards, an estimated \$250 million is needed.



# Proposed Motion:

*“I move to support the recommendations of the Water Infrastructure & Environment Working Group as stated, and forward them to interim legislative committees.”*

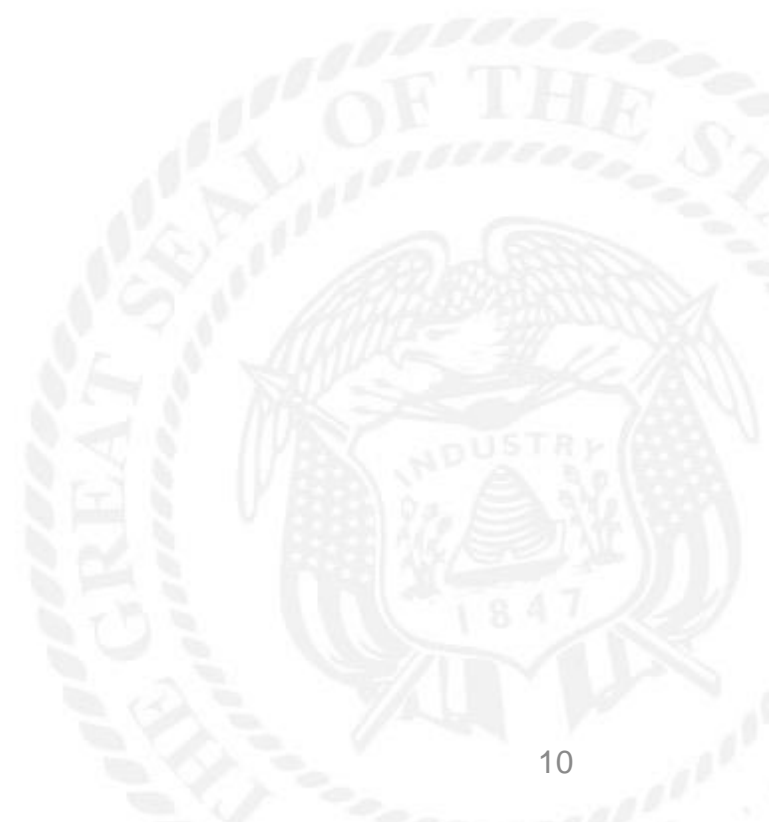


# Subcommittee on Talent, Education, and Industry Alignment

Subcommittee Staff Lead Vic Hockett



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# Utah Return-To-Work Grant

## Industry Workgroup Recommendations

- **DWS Workforce & USHE Data**
- **UEOC Proposal**

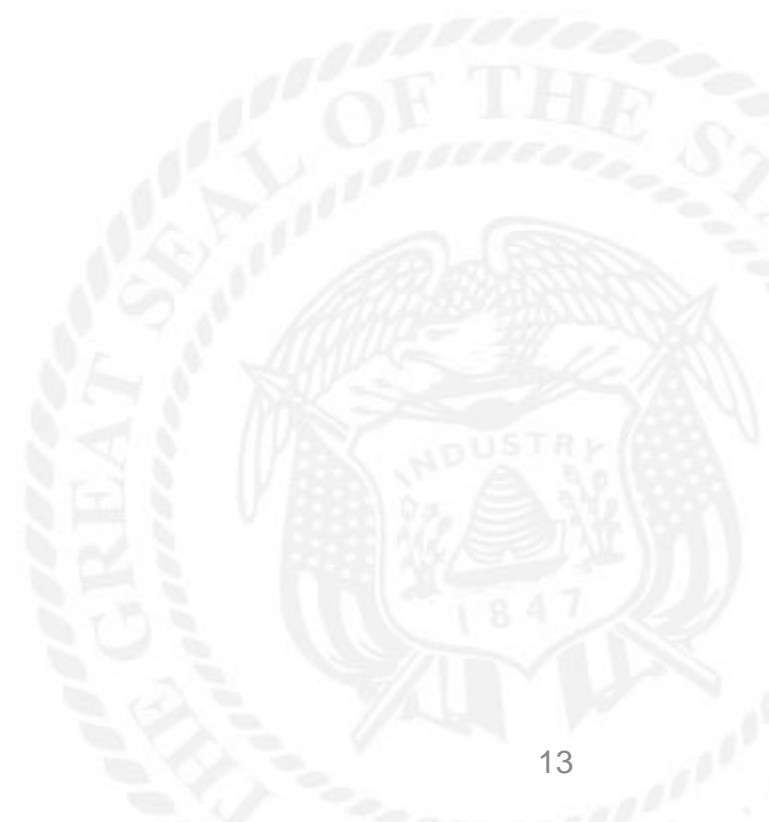
# Return-To-Work Grant (HB333)

## Purpose:

- Industry to develop or expand Return-To-Work programs offering opportunities for adults looking to re-enter the workforce after an extended absence.
- Provide innovative programs that offer experience, training, skills, mentoring, and networking opportunities aligned to a career path

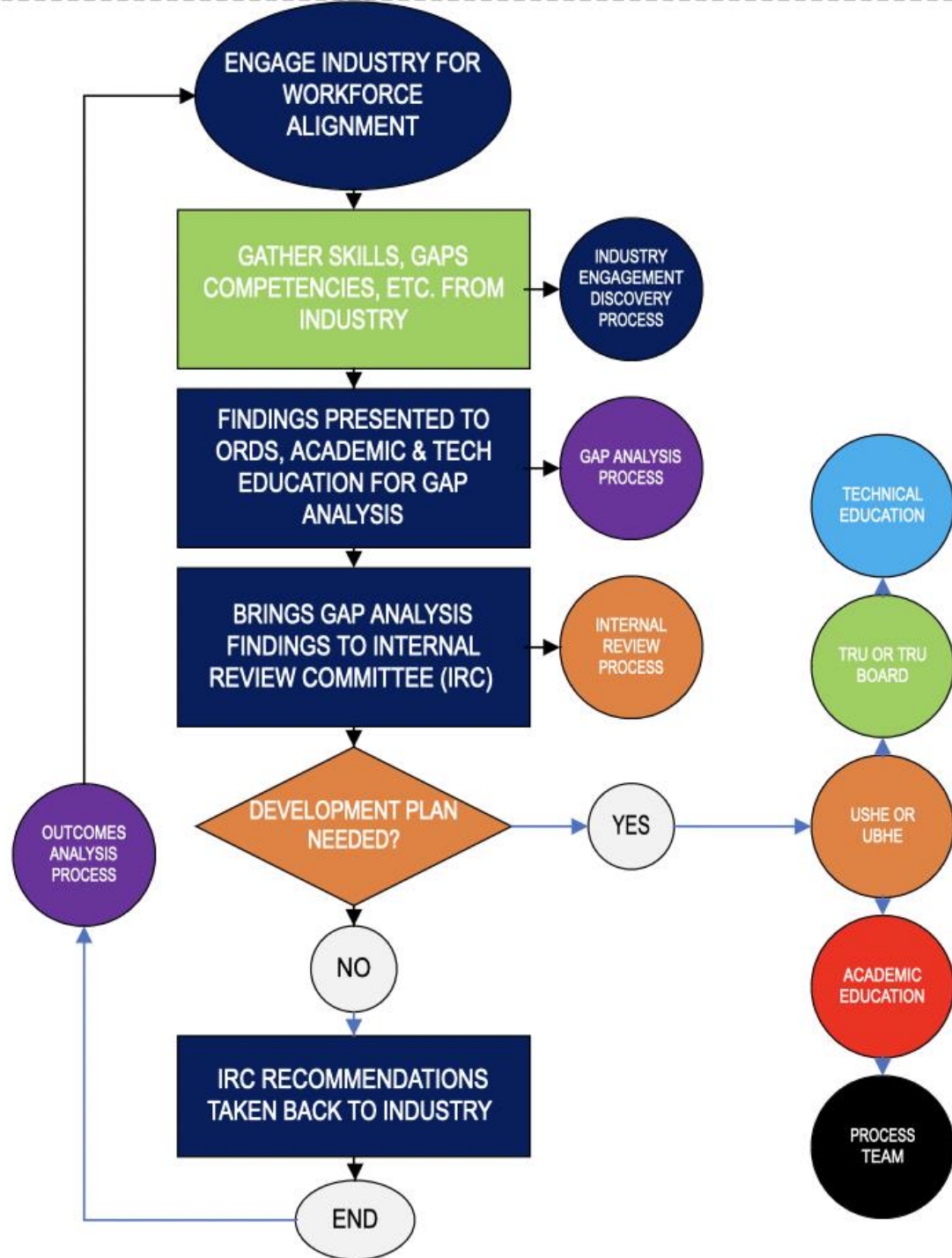
# Industry Subgroups

- **Computer Sciences/Cybersecurity**
- **Advanced Manufacturing**
- **Life Sciences/Healthcare**
- **Aerospace & Defense**
- **Financial Services**
- **Transportation**
- **Construction**



WORKFORCE ALIGNMENT LEGEND

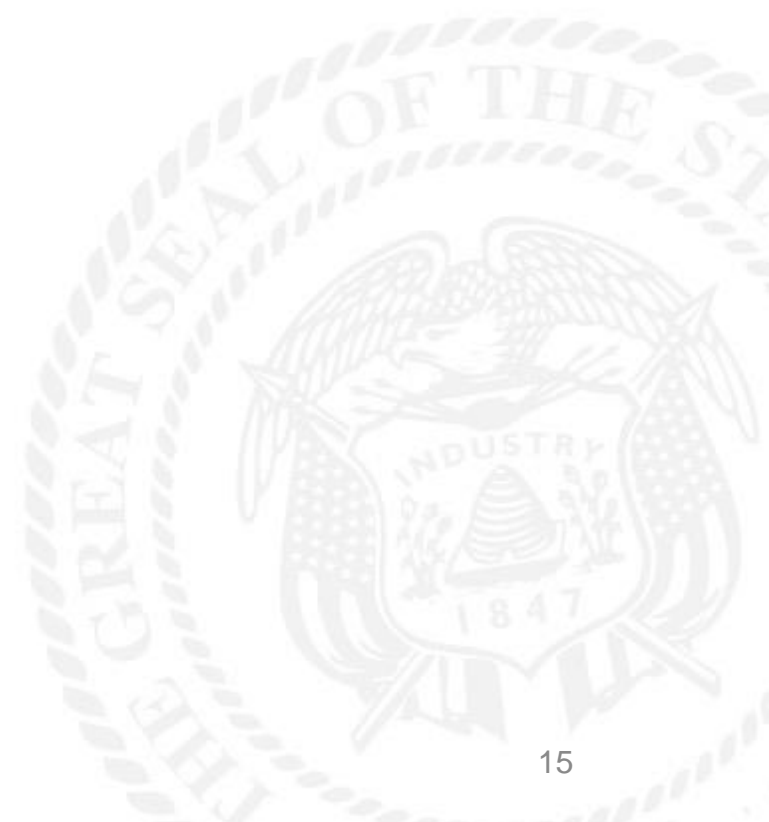
- TRU
- ORDS
- PATHWAYS
- ACADEMIC EDUCATION (AE)
- TECHNICAL EDUCATION (TE)
- PROCESS TEAM (all of the above)
- TRU, INTERNAL & EXTERNAL STAKEHOLDERS
- INTERNAL REVIEW COMMITTEE and/or UBHE





# Industry Subgroups

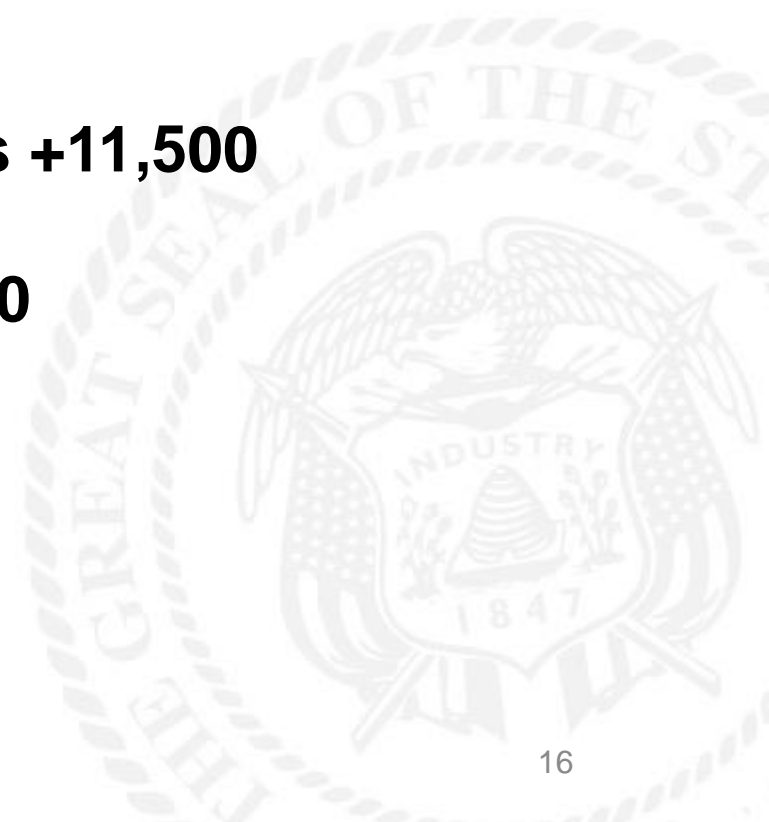
- **Computer Sciences/Cybersecurity**
- **Advanced Manufacturing**
- **Life Sciences/Healthcare**
- **Aerospace & Defense**
- **Financial Services**
- **Transportation**
- **Construction**



# Statewide Workforce Expansion

- **August 2022—2.0% Unemployment; 3.7% Private Sector Job Growth**
- **Industry Expansion—**
  - **TTU +12,200**
  - **Education and Health Services +11,500**
  - **Construction +10,700**
  - **Leisure and Hospitality +10,200**

Source: Department of Workforce Services



# Occupational Projections for Computer Science

- Overall, jobs for computer scientists will grow 41.6% between 2020 and 2030
- Total openings over 10-year window—77,300; Total growth openings 25,000
- Fastest growing occupations:
  - Information Security Analysts (61.4%; \$98,870 median wage; 5-Star)
  - Software Developers and QA Analysts (57.6%; \*\$99,000 median wage; 5-Star)
  - Digital Interface Designers (38.9%; \*\$66,600 median wage; 5-star)
  - Computer and Information Research Scientists (31.9%; \$85,820 median wage; 5-Star)
  - Database Administrators and Architects (31.4%; \*\$91,100 median wage; 5-star)

Source: Department of Workforce Services

# Occupational Projections for Healthcare

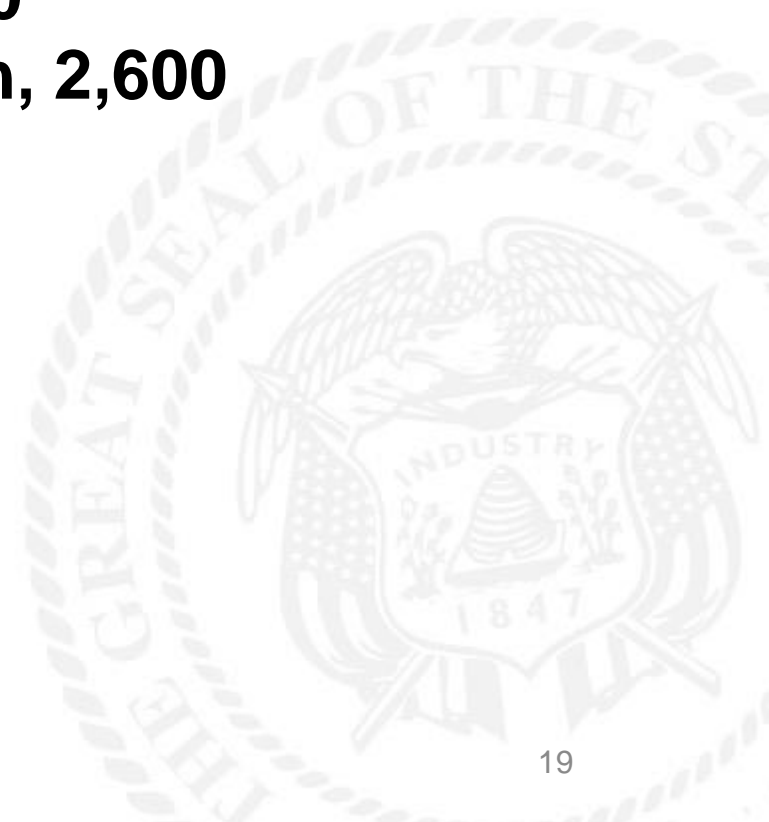
- **Ten-year job growth for healthcare practitioners: 25.1%**
  - **Total openings: 69,000; growth openings: 19,800**
  - **Key positions:**
    - **Respiratory Therapists (33.5%; \$61,650; 4-Star)**
    - **Registered Nurses (20.3%; \$75,000 median wage; 5-Star)**
    - **Licensed Practical Nurses (10.4%; \$47,940; 4-Star)**
    - **Radiology Technologists (21.0%; \$60,600 median wage; 5-Star)**
    - **Surgical Technologists (22.2%; \$47,000; 4-Star)**
    - **Diagnostic Medical Sonographers (32.7%; \$78,600; 5-Star)**

Source: Department of Workforce Services

# Occupational Projections for CDL

- **Heavy and Tractor-Trailer Truck Drivers**
  - **26.7% growth between 2020 and 2030**
  - **3,100 openings per year—560 growth, 2,600 replacements**
  - **3-Star occupation**
  - **Wages at 25<sup>th</sup> percentile: \$39,100**
  - **Wages at 50<sup>th</sup> percentile: \$48,810**

Source: Department of Workforce Services



# Workgroups & Talent Board Recommendation

- **3 Themes – Remote, K12 WBL, H.E. WBL**
- **Funding request to add appropriations to the established Talent Ready Connections (HB68)**
  - **Healthcare**
  - **Computer Sciences**
  - **Transportation - CDL**



## Proposed Motion:

*“I move to support the recommendations of the Talent, Education, & Industry Alignment Subcommittee as stated, including the additional funds to expand targeted workforce efforts through the Talent Ready Connections program, and forward them to interim legislative committees.”*

# Working Group on Growth & Transportation

Working Group Co-Chair Rep. Mike Schultz & Ben Hart



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# Subgroup on Infrastructure Investment Visioning

**Goal: fund and build  
infrastructure *ahead* of growth**

Enhance  
statewide  
mobility

Expand  
local  
system  
capacity

Increase  
supply of  
buildable  
housing  
lots

# Enhance Statewide Mobility

Current condition: Within Utah's Unified Transportation Plan, Utah has \$3.7 billion worth of projects that have been identified as needed in phase 1 (the next 10 years) but, due to financial constraints, will be delayed. Even if all the funds were available, consultant and contractor base is also not sufficient to meet project needs.

Solution: Utilize one time funds when available to build up funding reserve so annual investment can grow from current \$1-\$1.5B a year to \$2B a year over the next decade. If a consistent level of investment growth can be communicated, then capacity of contractor base and project pipeline can grow to meet demand.

# Expand Local System Capacity

Current condition: Local infrastructure often can not keep up with growth demands. Many lots have been approved for development, but do not have regional sewer, water, and other infrastructure solutions in place. Rapidly growing areas would like to provide infrastructure, but cannot always afford to do so with their current tax base.

Solution: Create a loan fund within the State Infrastructure Bank (SIB) that will focus on opening up new areas through system investments to accommodate growth. The fund would be evergreen, repaying itself over time.

# Increase Supply of Buildable Housing Lots

Current condition: Utah is short about 31,000 homes

Solution: Create a new Developer-lead Infrastructure District (DID). These would function similar to Assessment Area Bonds – with security and repayment being the improved land itself and with repayment being a lump sum due at building permit as opposed to an ongoing mil levy as used in most PIDs. These DIDs would not require local government sponsorship and approval. This approach would add another financing tool for the private sector to develop more buildable housing lots, keep risk in the private sector, and relieve much of the political and financial burden from cities associated with existing district tools.



# Regional Growth Alignment Subgroup

A subgroup of the UEOC Growth and Transportation Working Group



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# Subgroup Objective:

Conduct a high-level assessment of ~30 state programs/policies to assess overall alignment toward shared goals for growth to highlight opportunity for coordination among various policy realms.



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# Shared Utah Goals for Growth



**Coordinates  
Across  
Policy  
Realms**



**Fiscal  
Efficiency**



**Reduce  
Disparity**



**Public +  
Private  
Interests**



**Economic  
Opportunity**



**Labor  
Pool  
Access**



**Affordability**



**Mitigate  
Infrastructure  
Demands**



**'Center'  
Focused**



**Conserve  
Water**



**Improve  
Public  
Health**



**Preserve  
Open  
Space**

# Recommendations (transportation + housing):

## A. Reduce required local match for 'active transportation' projects

- 40% local match may limit smaller/rural communities from applying for AT projects.
- ***UDOT and MPOs should further evaluate. Statutory modification required.***

## B. Enhance access to opportunities considerations in Utah's Unified Transportation Plan / TIF Prioritization

- Enhance consideration of mobility and access for communities with low-income, racial or ethnic minorities, elderly, disabled, or other targeted populations
- ***Transportation agencies should evaluate and consider modifying administrative policies***

## C. Enhance consideration of new housing location in the Olene Walker Housing Fund

- Award criteria could consider proximity to high-capacity transportation/transit or focus development in centers with access to services (childcare, grocery, etc.) (while avoiding or covering potential additional costs to ensure number of units developed is not impacted)
- ***DWS should explore impacts between OWHLF, LIHTC, PAB, and further evaluate this proposal in consultation with stakeholders***

# Recommendations (natural resources + growth):

## D. Evaluate and consider increasing resources for local technical assistance programs

- Technical assistance to plan for and accommodate growth exceeds funding available.
- ***MPOs and UDOT should evaluate and report on funding and technical assistance outcomes, and in consultation with GOPB, evaluate future technical assistance funding needs***

## E. Expand open space preservation through the LeRay McAllister Critical Lands Conservation Fund

- Current statute requires that agricultural lands be prioritized. Award criteria could also provide open space preservation and investment for outdoor recreation, while ensuring adequate resources to preserve agricultural lands.
- ***A stable source of funding for land conservation should be considered***
- ***The land conservation board should review award criteria***

## F. Align Drinking Water & Clean Water State Revolving Loan Programs with broader goals for growth

- Existing award criteria focused on economic hardship and existing resources to address conservation. Regionalization, minimizing the need for additional infrastructure, centered development, and other shared goals could be considered.
- ***GOPB should work with UDEQ to determine if and how these shared goals should be incorporated into evaluation criteria***

# Recommendations (economic development):

## G. Broaden Regional Comprehensive Economic Development Strategies (CEDs)

- Housing, public health, and water conservation may often be left out of CEDs
- ***GOPB, AOGs, EDDs should further analyze how these shared goals can be incorporated into regional & statewide CEDs***

## H. Consider updating the EDTIF program award criteria to prioritize projects that mitigate demand for additional infrastructure and consider impacts on housing and transportation

- Go Utah could give greater consideration to projects that utilize existing infrastructure, as provided in HB35(2022)
- ***Go Utah should review and report on the EDTIF criteria and consider modifying administrative policies to further objective***

## I. Encourage centered development and water conservation in the EDCUtah Development Ready Communities Programs

- Additional consideration could be given to how development-ready designations align with or implement a community's general plan - specifically strategies to enhance development within identified centers
- ***EDCU should evaluate the program policies and coordinate with ULCT/UAC to consider possible program refinements***



# General Recommendation:

Growth-related issues - such as housing, transportation, economic development, and water – have impacts on each other. For state investment programs, and for programs in place now or contemplated to be created, the decision-making criteria in one topic area should include an evaluation of impacts (positive or negative) on related topic areas.

***The LFA, GOPB, and State Agencies should include consideration of cross-issue impacts in program design and performance evaluation***

[Link to full subgroup report](#)



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# Transportation Funding Subgroup

A subgroup of the UEOC Growth and Transportation Working Group



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# Subgroup Objectives:

1. Review transportation funding options
2. Provide recommendations that have the potential to narrow the gap between projected funding and transportation needs for the next 30 years



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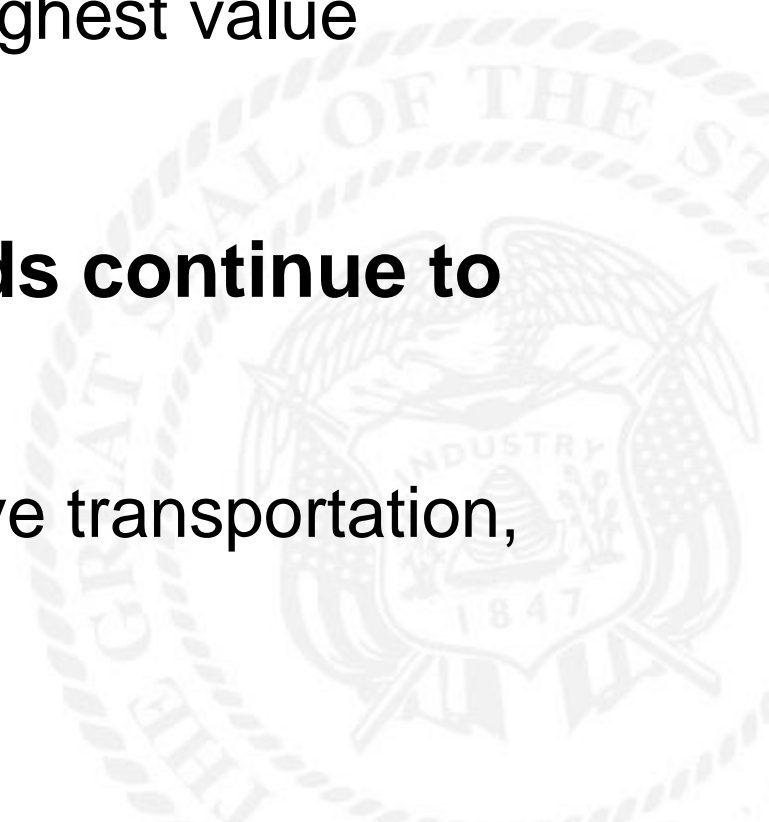
# Primary Findings

## A. Reviewed and reaffirmed funding recommendations of the **2017 Transportation Governance and Funding Task Force**

- Maintain and enhance commitment to transportation funding
- Increase flexibility of transportation funding (highest value projects)
- Research alternative funding mechanisms

## B. For the next 30 years, **transportation needs continue to outpace projected funding**

- Funding gap exists for state roads
- Even larger funding gaps exist for transit, active transportation, and local roads





# Recommendations

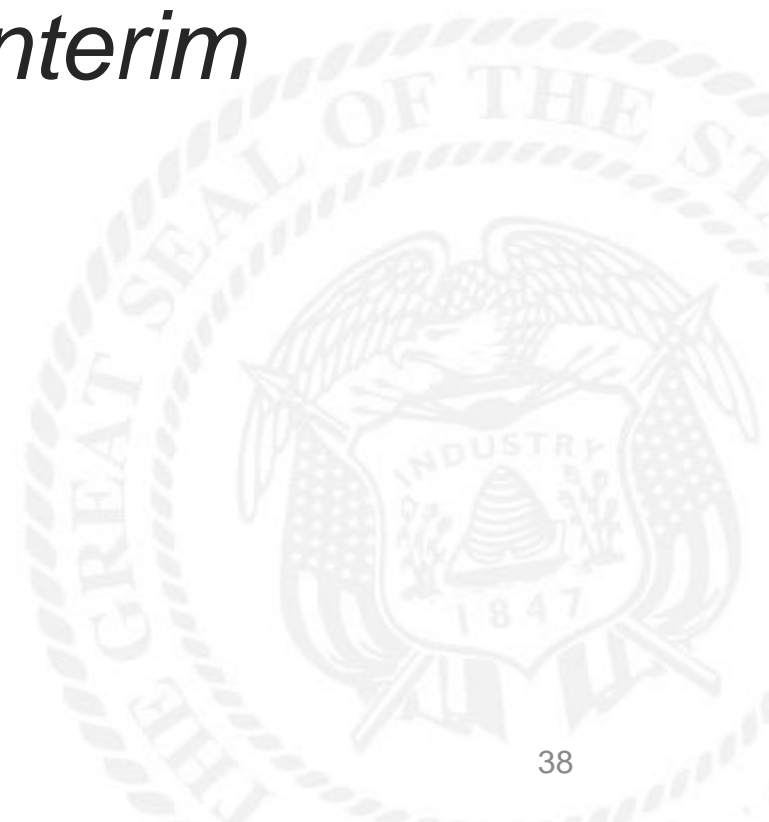
## Consider the following:

- Modifying **county option sales tax for transit** or “Fifth Fifth” to increase utilization by extending the deadline, broadening uses, and changing the rate
- Clarifying in statute if and how a municipality may impose a **transportation utility fee**
- Adopting a **retail delivery fee** to address any increased wear and tear on roads and allow those benefiting from transportation system to pay their fair share
- Adopting **taxes/fees for interstate EV drivers**, including a per kilowatt hour tax on electricity obtained at an electric vehicle charging station
- Adjusting the **gas tax rate cap** to allow the rate to continue tracking CPI further into the future until the gas tax is replaced
- Continuing to evaluate the ridership, revenue, and cost implications of providing **zero-fare transit** (joint study by WFRC-MAG-UTA-UDOT is underway)
- Continuing to cultivate the **Road Usage Charge** program and look at how to share these revenues with local governments (UDOT and ULCT are studying this issue as part of an IIJA grant program)

See full subgroup report [here](#)

# Proposed Motion:

*“I move to support the recommendations of the three subgroups of the Growth & Transportation Working Group and forward them to interim legislative committees.”*

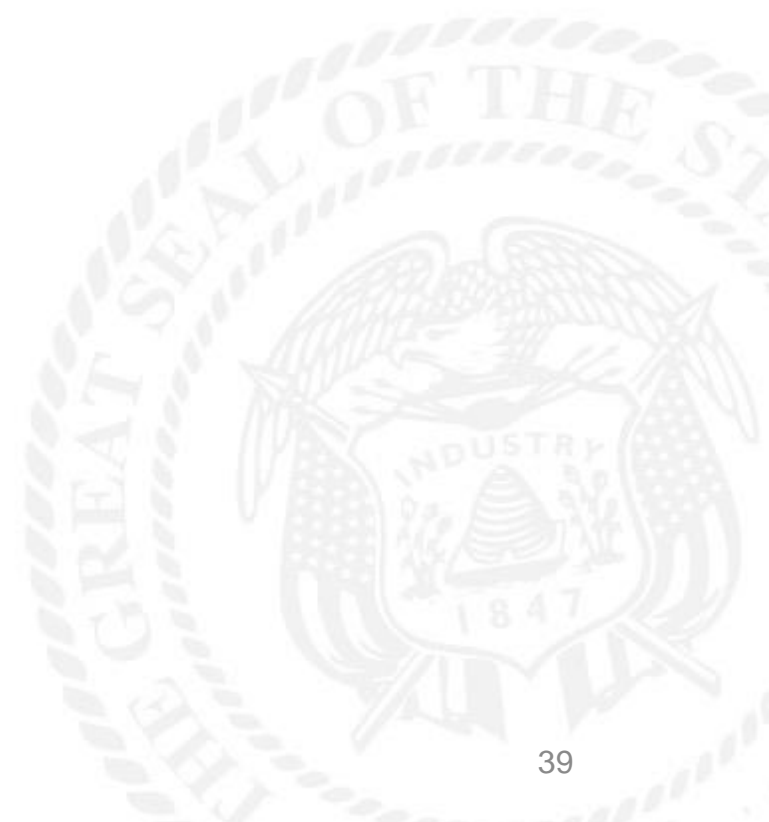


# Working Group on Government Efficiency & Cooperation

Working Group Co-Chair Miles Hansen



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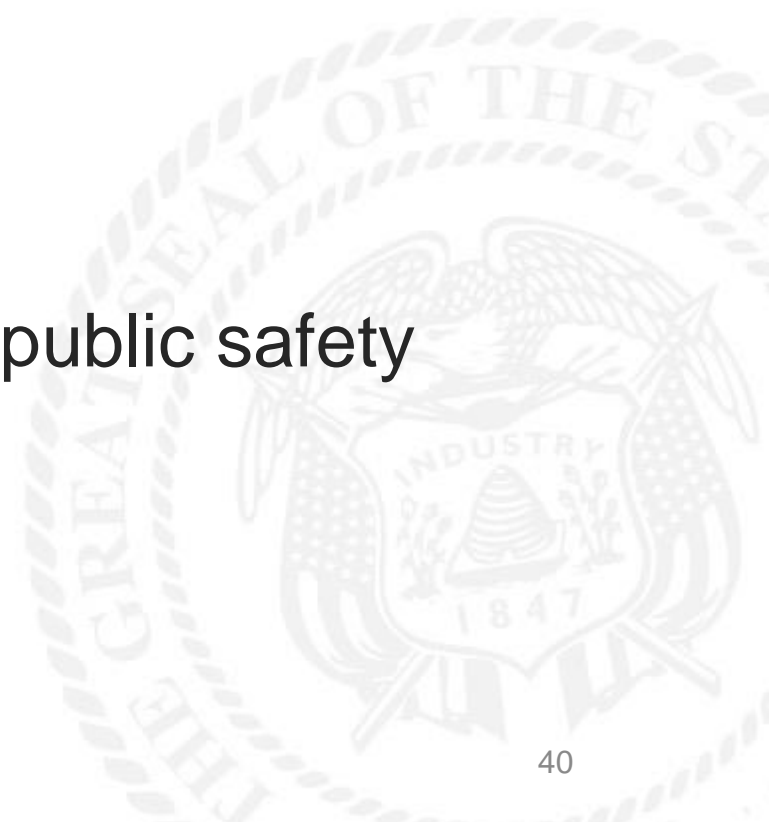




# Employee Retention & Recruitment

## *Jenney Rees*

- Targeted funding by job family
- Investment in wages
  - 5% COLA
  - 2% PFP
- Leave payouts for use it or lose it hours
  - Annual leave over 320 hours
- Increase Tier 2 retirement multiplier to match public safety
- Increase the \$26 401k match
- Double dipping for retired employees
- Paid caregiver leave



# Business Portal

## *Jenney Rees*

- Option to expand beyond current statute to include more agencies, services, or entities.
  - Other states have created steering committees to develop a roadmap
  - Steering committee consisting of state, local government, and business leaders could help broaden the scope

# UEOC Industry Roundtable

## *Corey Astill*

### Purpose

Identify specific areas where govt can improve efficiency

Hear directly from business owners about their experiences interacting with State agencies and complying with regulations

Elevate industry-govt dialogue

### Details

Participants: Handful of business owners (5-6) from different industries

Location: Onsite at the offices of one of the participating businesses OR at the Capitol

Format: Roundtable discussion led by Rep. Moss and Sen. Vickers



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# **Statewide Customer Experience Vision**

***Driving action using resident insights***

Rich Saunders



# Vision

First-in-class customer experience  
with state government



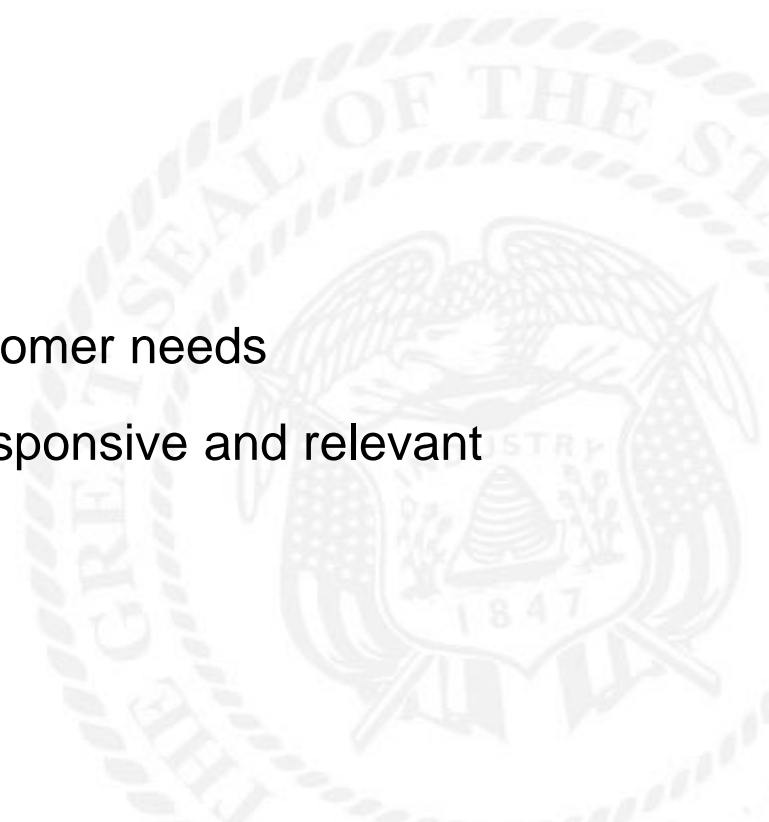
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# Core Problem

**State of Utah employees are dedicated public servants, but lack tools to:**

- **Gather** customer feedback through a broad range of channels
- **Understand** if customer needs are being met
- Effectively **respond** to changing environments and changing customer needs
- **Provide first-in-class customer service** to keep government responsive and relevant



# Customer experience next steps





# Three Essential Questions

1) Effort

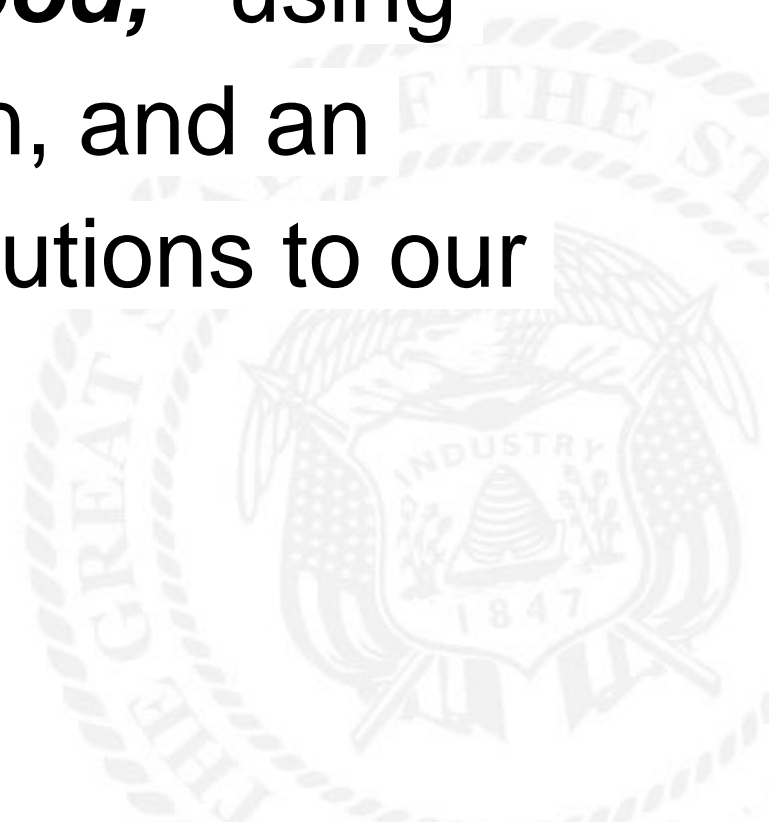
2) Satisfaction

3) Trust

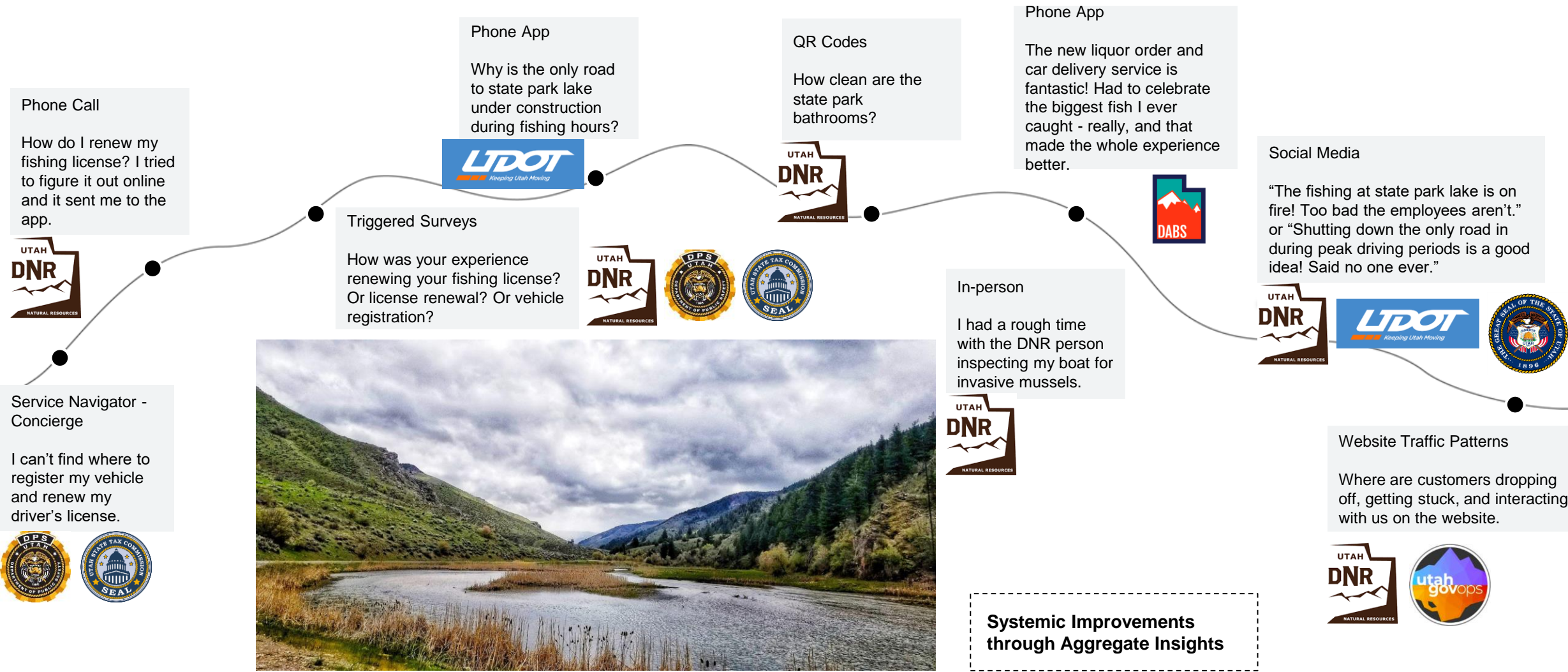


# Culture of Innovation

State of Utah employees at all levels accept Gov. Cox's challenge to "***be recklessly good,***" using entrepreneurial principles, imagination, and an abundance mindset to create bold solutions to our state's toughest challenges.



# Sample customer journey



Phone Call

How do I renew my fishing license? I tried to figure it out online and it sent me to the app.



Service Navigator - Concierge

I can't find where to register my vehicle and renew my driver's license.



Triggered Surveys

How was your experience renewing your fishing license? Or license renewal? Or vehicle registration?



Phone App

Why is the only road to state park lake under construction during fishing hours?



QR Codes

How clean are the state park bathrooms?



In-person

I had a rough time with the DNR person inspecting my boat for invasive mussels.



Phone App

The new liquor order and car delivery service is fantastic! Had to celebrate the biggest fish I ever caught - really, and that made the whole experience better.



Social Media

"The fishing at state park lake is on fire! Too bad the employees aren't." or "Shutting down the only road in during peak driving periods is a good idea! Said no one ever."



Website Traffic Patterns

Where are customers dropping off, getting stuck, and interacting with us on the website.



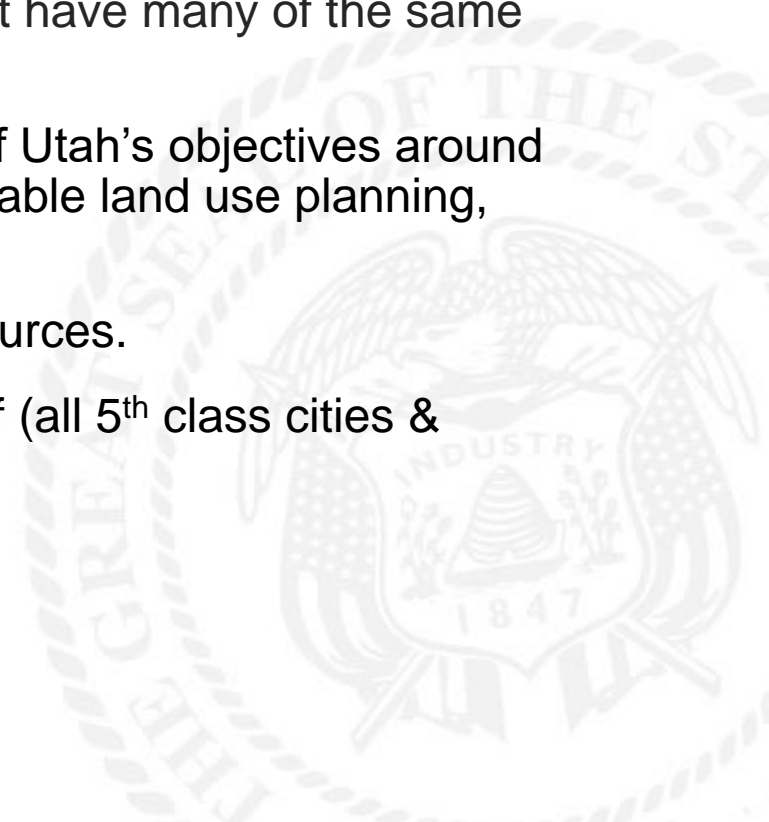
Systemic Improvements through Aggregate Insights

# Shared Local Administrator

**What:** A state-funded program to provide administrative support to small cities and towns lacking administrative staff. This will improve the efficiency and effectiveness of local government. Smaller cities and towns would receive proactive administrative support on a consistent basis.

**Why:** Small cities and towns lack the revenue to hire administrative staff but have many of the same needs and obligations as larger cities.

- They need additional administrative support to fully meet the State of Utah's objectives around transparent and accessible government, water conservation, sustainable land use planning, and the provision of public safety and infrastructure services.
- Administration often falls to officials who lack training, time, and resources.
- Currently, 154 municipalities do not have full-time administrative staff (all 5<sup>th</sup> class cities & towns).



# Shared Local Administrator

**Implementation:** Facilitated by ULCT in coordination with the AOGs.

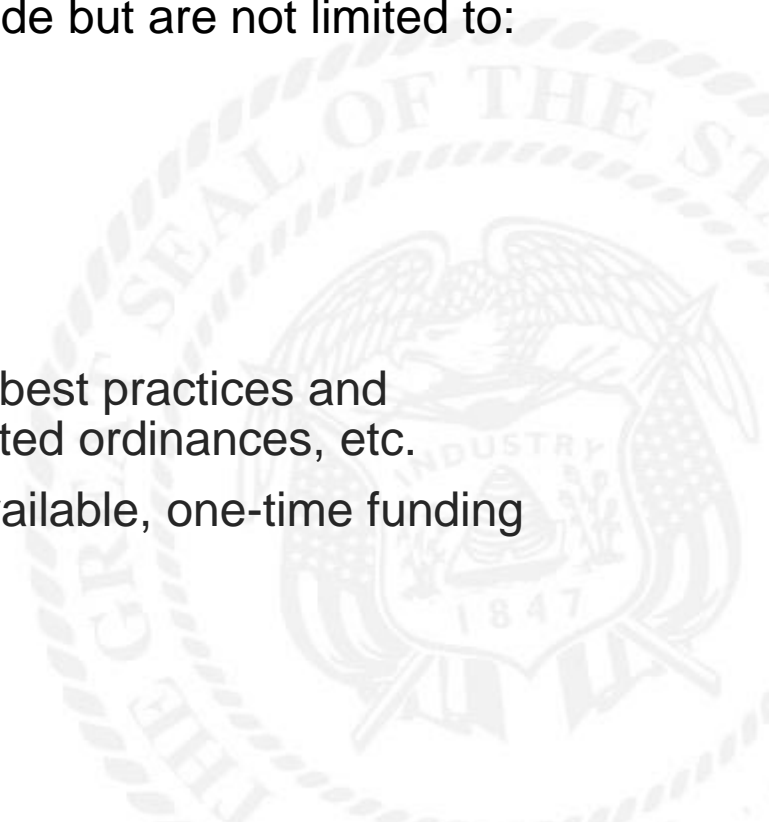
- One administrator will be placed with each AOG (with 2 administrators at Six County AOG which serves 45 cities and towns that do not have a city administrator).
- ULCT will hire an experienced administrator to serve as a program director and one or more administrators who will provide additional support to the regional AOGs.

**Scope of Assistance:** Services that shared administrators could offer include but are not limited to:

- Updating ordinances to align with state code
- Optimizing revenue sources & expenditures
- Promoting best practices
- Creating long-term strategic plans & policies to fulfill them
- & more

**Deliverables:** Benchmark and audit performance to both build a toolbox of best practices and measure impact and success, including water conservation, land use, updated ordinances, etc.

**Cost:** Seeking ongoing funding of \$1.58 million (if ongoing funding is not available, one-time funding of \$7.9 million for a five-year pilot program)



# Proposed Motion:

*“I move to support the recommendations of the Government Efficiency & Cooperation Working Group and forward them to interim legislative committees.”*



# Subcommittee on Housing Affordability

Subcommittee Co-Chairs Sen. Lincoln Fillmore & Rep. Steve Waldrip

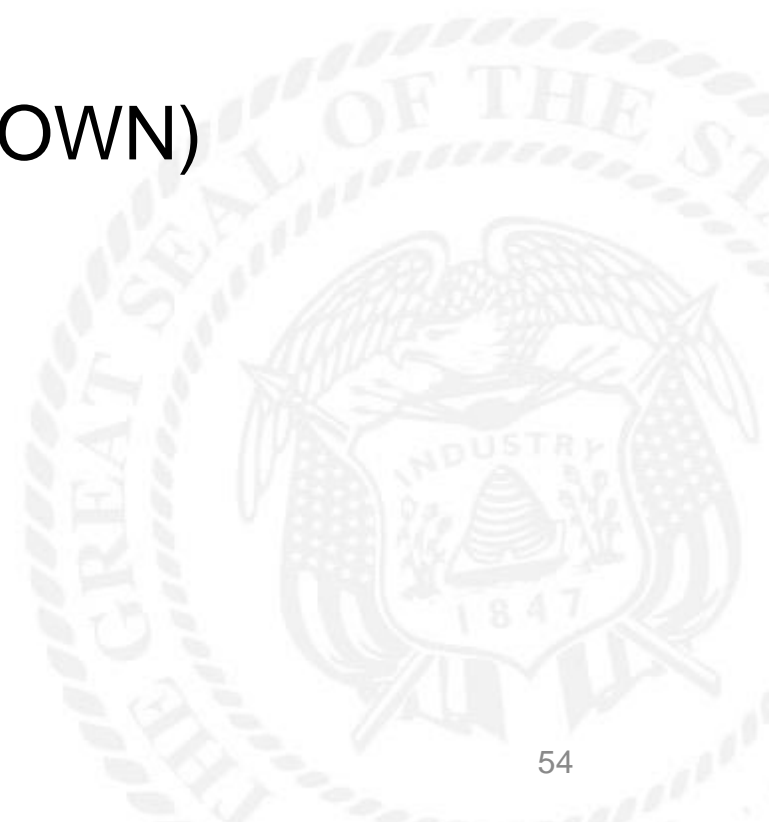


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# Rural Housing Subgroup

- Single-Family Housing Rehabilitation
- USDA Mutual Self-Help
- Utah Housing Corporation Credit to Own (CROWN)
- Short Term Rentals



# Low-Income Housing Subgroup

- Olene Walker GAP Financing
- Rent Supportive Housing Grants
- Deeply Affordable Housing Fund
- State Low Income Housing Tax Credit Program
- Referendum
- Utah Housing Preservation Fund



# Attainable Housing Subgroup

- HB462/Moderate Income Housing Plan Accountability - B&C Road Funds, Attorney's Fees, Injunctive Relief, Etc.
- Review the Role of the General Plan and Zoning
- Development Standards for Infrastructure, starting with Residential
- Align Economic Development Incentives with Workforce Housing
- RDA Housing Funds Spent or Encumbered
- Municipal Incentives for Commercial and Residential Development
- Down Payment Assistance Program Expansion

# Proposed Motion:

*“I move to support the recommendations of the Subcommittee on Housing Affordability and forward them to interim legislative committees.”*



# Approval of Minutes

\*refer to draft minutes\*

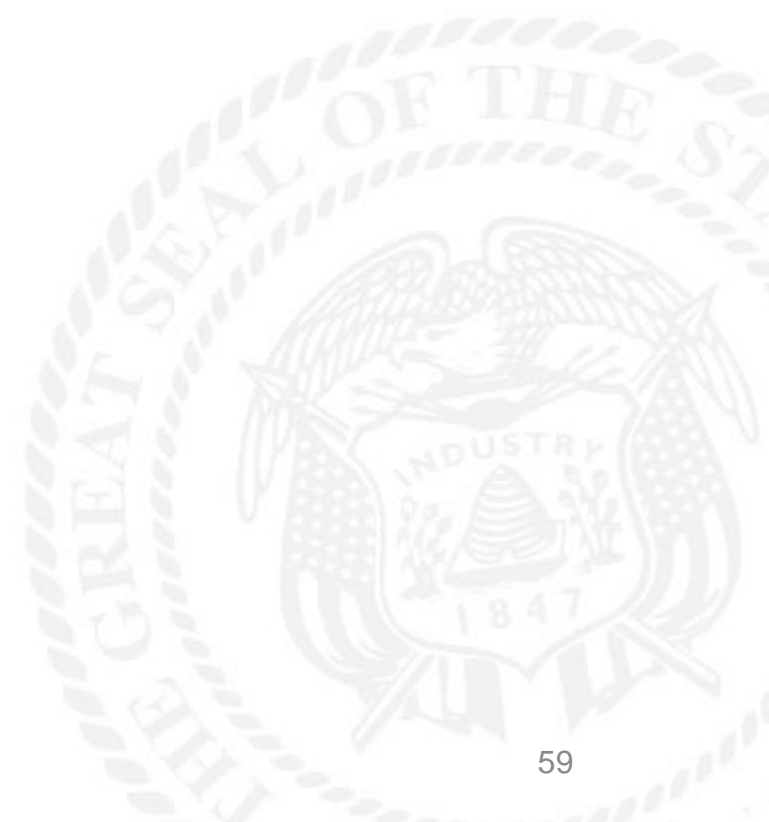


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# Proposed Motion:

*“I move to approve the minutes for the meeting of the Unified Economic Opportunity Commission on August 9, 2022.”*



# Report: UEOC Trade Mission

*Dan Hemmert, Miles Hansen, & Kyle Palmer*



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# Concluding Remarks

Governor Cox, President Adams (Speaker Wilson excused)



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# UEOC September Meeting

September 28, 2022 – 9:00 AM

Capitol Room 445

