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Vision Statement

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

GOED takes a three-pronged approach to realizing Governor Herbert's economic vision:

BUSINESS OUTREACH & INTERNATIONAL TRADE

- Works to identify and leverage specific industries and business “clusters” where Utah has competitive advantages.
- Assists emerging and rural companies with business needs. Encourages development of Utah's physical infrastructure and facilitates networking, access to human capital and financing sources.
- Through the International Trade and Diplomacy Office, conducts activities such as trade missions to encourage expansion of international business opportunities for Utah companies and to attract foreign investment.

CORPORATE RECRUITMENT & BUSINESS SERVICES

- Focuses on retention and expansion of existing Utah companies, and the recruitment and relocation of new companies to the State.
- Works with existing small businesses to generate opportunities by engaging with local PTAC and BRC offices.
- Utilizes incentives to companies, in the form of post-performance grants and tax credits, which are contingent upon the creation of new jobs and the generation of new state tax revenue. Incentives are post-performance, disbursements made only after the company meets contractual performance metrics.
- Incentives for film production have also become a determining factor in building the economic base of the Utah film industry.

Four Objectives

- 1. Strengthen and grow existing Utah businesses, both urban and rural*
- 2. Increase innovation, entrepreneurship and investment*
- 3. Increase national and international business*
- 4. Prioritize education to develop the workforce of the future*

TOURISM, FILM & GLOBAL BRANDING

- Focuses on publicizing Utah to key domestic and international markets through trade shows, sales missions and familiarization tours.
- Promotes Utah to create a positive brand for the State, which attracts new businesses and assists Utah companies as they seek to market new technologies, increase international trade and generate economic activity.
- Creates opportunities for production companies to utilize Utah's scenic backdrop and skilled workforce for film, television, commercial and other uses.

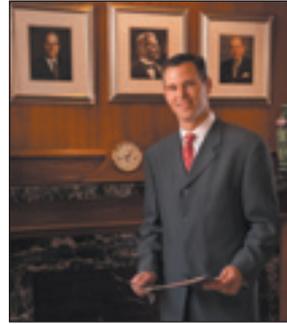


State of Utah
GARY R. HERBERT
Governor

GREG BELL
Lieutenant Governor

Governor's Office
of Economic
Development

SPENCER P. ECCLES
Executive Director



Dear Legislators and Economic Development Partners,

Over the last several years the Governor's Office of Economic Development has executed on Governor Gary R. Herbert's economic development plan. Thanks to his leadership and the partnership with our legislature, local leaders, public and higher education representatives and importantly, the private sector, we have all benefited from the successes in job creation, broadening Utah's economic base and building strong collaborative partnerships.

Through *economic gardening* strategies, we have successfully assisted Utah companies in the expansion of their existing business and the consolidation of their operations around the globe into Utah. Partnering with the education community and the private sector, we continue to work aggressively on improving the skill level of our workforce through programs like the engineering and STEM (Science, Technology, Engineering, Math) initiatives. Additionally, small and mid-sized businesses will benefit from an increased focus on our Business Resource Centers (BRC), and our rural business outreach via the Business Expansion and Retention (BEAR) program.

In the coming year we will:

- Continue to execute on the Governor's vision and four economic development objectives.
- Leverage Utah's many accolades and positive reports by developing and executing on a coordinated global branding and marketing strategy.
- Increase the global mindedness of all Utah Citizens and continue to diversify and grow our export base.
- Focus on the unprecedented partnerships forged over the previous years.

I encourage you to use this report as a resource — it is designed to help guide you through our economic development toolbox. Also, I urge you to explore the many ways that we can partner together to foster growth and success in your areas of influence.

I know that as we work together to execute on our strategic plans, we will continue to be in a position of strength. Utah will continue to capitalize on the mountain of opportunities attracted to our great state.

Thank you,

Spencer P. Eccles



To contact the Executive Director
about GOED visit www.business.utah.gov
or contact **Sue Redington**, Executive Assistant
to Spencer P. Eccles
at sredington@utah.gov or 801-538-8769.



GOED Management Team



Spencer Eccles, *Executive Director*

Spencer Peterson Eccles has strong ties to Utah's urban and rural communities as well as international markets. He is the executive director of the Governor's Office of Economic Development which oversees all business, tourism and film development for the State, including international trade. Formerly affiliated with the Salt Lake City office of Wells Capital Management (Wells Fargo Bank), Eccles has most recently been involved with web-based software and materials technology companies in the U.S. and abroad.

In 1997, the Salt Lake Organizing Committee for the 2002 Olympic Winter Games tapped Eccles to manage the development of its Snow Basin venue and oversee the premier Olympic downhill events as well as all of the alpine Paralympic competitions. Eccles' involvement with Utah's non-profit community includes his former chairmanship of the Salt Lake Chamber's International Committee and continuing service on the chamber's Board of Governors and Executive Committee. Further, he advises with The George S. and Dolores Doré Eccles Foundation. Eccles received his MBA from BYU's Marriott School of Management and his BA in history from the University of Utah.



Sophia DiCaro, *Deputy Director*

Sophia DiCaro is the deputy director of the Governor's Office of Economic Development. Prior to this appointment, DiCaro served as GOED's finance director and oversaw all financial operations throughout the department, managing budgets, funding and distribution of funds. She has overseen all processes with agency contracts and interfaces with the Legislature, and the other agencies in state government. Before joining GOED, DiCaro served as the lead budget and policy analyst in the Governor's Office of Planning and Budget.



Gary Harter, *Managing Director of Business Outreach and International Trade*

Gary Harter is the managing director of business outreach and international trade, which includes the Utah Clusters Initiative, Technology Commercialization and Innovation Program and State Science Advisor. Prior to these duties, Colonel Harter was the Defense and Homeland Security Cluster Director in the office. He is a retired Army Colonel who spent 25 years on active duty. Colonel Harter served his final military assignment/post as the Commander of Dugway Proving Grounds.



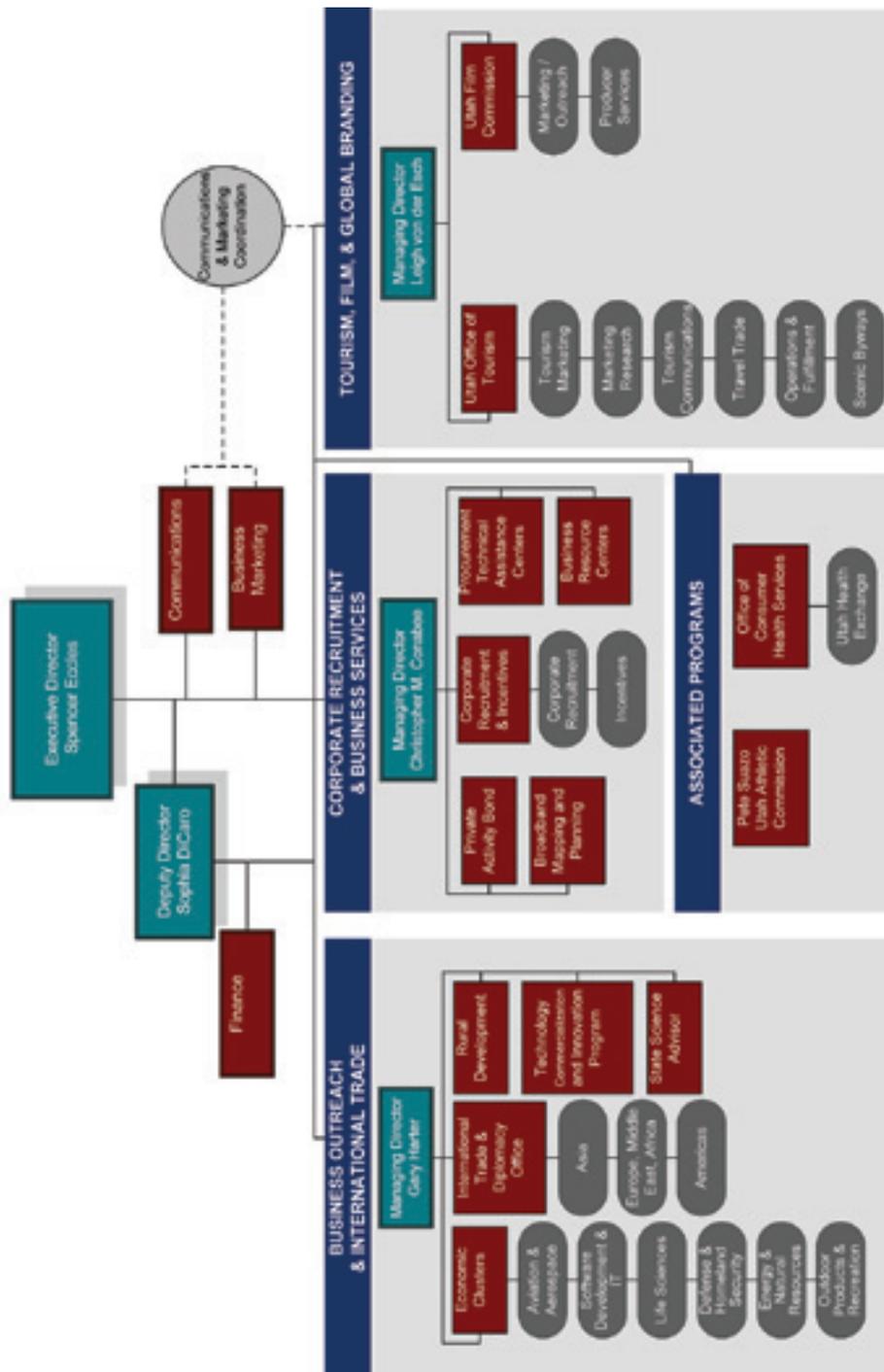
Leigh von der Esch, *Managing Director of Tourism, Film and Global Branding*

Leigh von der Esch is the managing director of tourism, film and global branding. Von der Esch served as Utah film commissioner for 20 years, and as chief administrative officer for the Department of Community and Economic Development (GOED's predecessor). Her prior positions include Business and Post Production Coordinator for a motion picture company, Executive Director of the Salt Lake City Council and Legislative Assistant to a U.S. Congressman.



Christopher M. Conabee, *Managing Director of Corporate Recruitment and Business Services*

Christopher M. Conabee is the managing director of corporate recruitment and business services. As the executive in charge of GOED's business services pillar, Conabee oversees the business development functions of incentives, government contracting, bonding and business resources. Prior to joining GOED, Conabee led the development of Silver Star at Park City, a \$150 million ski-in-ski-out residential community, and served as a vice president in the financial services firm of Paine Webber, controlling over \$1 billion of investor funds.



GOED Board Members



Mel Lavitt
Needham and Company, LLC

Term End: 2013
Park City

Lavitt's career in investment banking has included hundreds of capital market transactions accounting for several billion dollars of equity and debt financing.

Board Assignments:
Chairman and Incentives Committee



Jerry Oldroyd
Ballard Spahr Andrews & Ingersoll

Term End: 2015
Salt Lake City

Oldroyd is a partner in the Business & Finance Department and Communications Group, and a trustee of Utah Technology Council.

Board Assignments:
Incentives Subcommittee Chair



Peter Mouskondis
Nicholas & Company

Term End: 2013
Salt Lake City

Westminster College Foundation Board Member, IFDA Board Member, Independent Marketing Alliance Board Member, and Markon Board Member.

Board Assignments:
Incentives Committee



Jake Boyer
The Boyer Company

Term End: 2013
Salt Lake City

President of The Boyer Company, Boyer managed the Gateway Project, a \$375 million, 2.1-million-square-foot development in Salt Lake City.

Board Assignments:
Incentives Committee and Financial Services



Mike Dowse
Amer Sports

Term End: 2015
Ogden

Dowse is the president of Amer Sports Winter & Outdoor Americas (Ogden). He previously worked for Suunto, Nike and Wilson.

Board Assignments:
Incentives Committee and Outdoor Products



Kate Riggs
Independent Business Advisor

Term End: 2015
Park City

Riggs is an experienced advisor with two decades of strategic communications and government relations experience. Current and past clients include Alaska Airlines, Metroplex, Inc., JMB Realty, Universal Studios Hollywood, British Petroleum, Westfield Group and CBS Outdoor.

Board Assignments: Incentives Committee and IT & Software



Clifford D. White
Capital Consultants

Term End: 2015
Salt Lake City

White is a businessman, investor and financial planner. Active in Utah community service for 42 years.

Board Assignments:
International Trade



Jack Brittain
U of U Tech Venture Development

Term End: 2013
Salt Lake City

Brittain is the U of U's Tech Ventures VP. Tech Ventures commercializes U of U technologies and ranks second to MIT in number of spinoffs per year.

Board Assignments:
TCIP & Life Sciences



Amy Rees Anderson
MediConnect Global

Term End: 2013
Sandy

CEO of MediConnect Global. In 2007, Anderson received the Ernst & Young Entrepreneur of the Year Award and was featured on the cover of Inc. magazine's 2007 Inc. 500 issue.

Board Assignments:
Film



Molonai Hola
Pacific Pure Energy

Term End: 2013
Salt Lake City

Hola is president and CEO of Pacific Pure Energy. He is a graduate of Thunderbird International Business School with a master's degree in International Management.

Board Assignments:
Energy



Rob Adams
Sustainable Power Group

Term End: 2013
Beaver

Adams is Director, Project Management of Sustainable Power Group.

Board Assignments:
Energy



Stefanie Hicks Bevens
Design To Print, Inc. Steamroller Copies, Inc.

Term End: 2015
St. George

Bevens is owner and CEO of both Design To Print, Inc. and Steamroller Copies, Inc., printing graphics for organizations such as the NBA and Olympic committees. Voted Utah's 100 fastest growing companies by Mountain West Venture Group.



Sam Granato
Frank Granato Importing Co.

Term End: 2015
Salt Lake City

A life-long Utahn, Granato is the president and owner of Frank Granato Importing Co. and the Democratic nominee for the U.S. Senate race in 2010.

Board Assignments:
Aerospace & Defense



Brent Brown
Brent Brown Automotive Group

Term End: 2015
Salt Lake City

Brown is the owner of Brent Brown Toyota Scion in Orem. He recently served on Toyota's National Dealer Council, and is a past president of the Utah Auto Dealers Association.

Board Assignment:
Aerospace & Defense



Lorena Riffo Jenson
VOX Creative

Term End: 2015
Salt Lake City

President of VOX Creative, Riffo-Jenson has a decade experience in the public and private sectors. The Chilean native holds a Juris Doctorate from BYU and an MPH from the U of U School of Medicine. Member of the Utah State Bar.

PROGRAMS

#1 *Best Business Climate*
- *Business Facilities*

**The Governor's Office of
Economic Development oversees
the following programs:**

Targeted Economic Clusters

Business Marketing Initiative

Business Resource Centers: Entrepreneurial Development

Corporate Recruitment and Incentives

International Trade and Diplomacy

Office of Consumer Health Services

Pete Suazo Utah Athletic Commission

Procurement Technical Assistance Centers (PTAC)

Rural Development

State Science Advisor

Technology Commercialization and Innovation Program

Utah Broadband Project

Utah Film Commission

Utah Office of Tourism

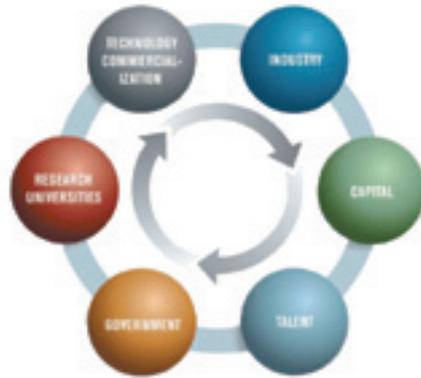
OVERVIEW

Utah's economic clusters include aerospace and defense, energy, financial services, life sciences, outdoor products and software development/information technology. These vibrant sectors leverage on Utah's core compelling competencies in a broad range of industries, innovation and workforce. In 2010, 169,772 Utahns were employed by businesses related to cluster industries, however, in 2011, 173,136 Utahns were employed in these same industries, representing a growth of over 3,300 jobs. We have seen great companies expand their operations in Utah or open new operations here. These companies have found Utah a great place to do business, favorable for their continued growth.

ECONOMIC CLUSTERS

Focused development on emerging Utah industry strengths.

1. Aerospace and Defense
2. Energy
3. Financial Services
4. Life Sciences
5. Outdoor Products & Recreation
6. Software Development & Information Technology



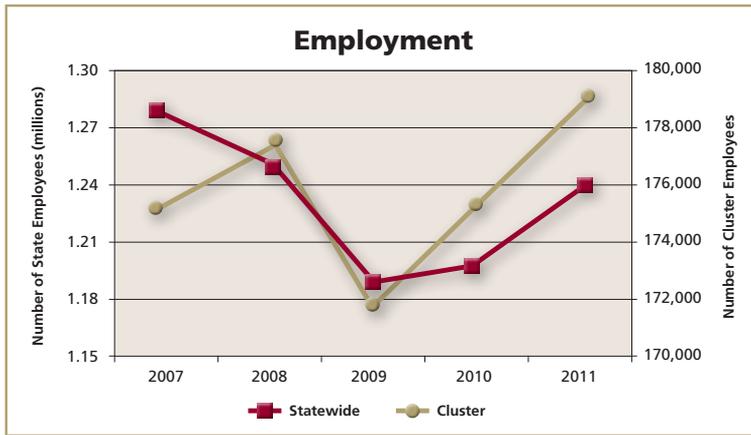
Aerospace & Defense

The Aerospace and Defense Clusters continued growing through 2011, adding almost 800 employees. The sector represents almost 4.5% of all state wages, with average wages about 90% higher than the Utah average wage.

The Aerospace and Defense Utah Cluster Acceleration Partnership (UCAP) process continued. One of the key accomplishments was the establishing of a cooperative program between L-3 Com and Salt Lake Community College to train electronic technicians and assemblers at the college's new Westpointe Campus.

The Army's Rapid Integration and Acceptance Center for Unmanned Aerial Systems at U.S. Army Dugway Proving Ground (DPG) continues to reinforce Utah's position as an unmanned systems Center of Excellence. The Center has attracted a number of companies that support the Army's unmanned programs and constructed new facilities.

Targeted Economic Clusters



SOURCE: GOED/DWS

The National Science Foundation awarded a grant to Brigham Young University and its partner Colorado University to establish a Center for Unmanned Aerial Systems for Research and Development activities.

GOED supported a number of conferences and expositions that explicitly position Utah as a leader in the Unmanned Systems industry. Key was the attendance of Governor Herbert at the Association of Unmanned Systems International exposition where he met industry leaders and discussed the business environment in Utah that supports the growth of that industry sector.

Tooele Army Depot was awarded a significant alternative energy demonstration project for an advanced solar energy technology from Infinia, an Ogden based company, as part of the Department of Energy and the Department of Defense initiative to promote energy self-sufficiency on military installations.

GOED is leading the initiative for an industry, academia and government team to respond to the FAA's effort to select regional sites to evaluate the operation of Unmanned Aerial Systems in the National Air Space.

Northrop Grumman occupied new office space on Falcon Hill, Hill Air Force Base's 550 acre Enhanced Use Lease project, in order to be in closer proximity to the project management office for missile maintenance.

The Boeing Company expanded their operations in Utah focusing on the Boeing 787 Dreamliner cutting edge composite aircraft.

Once again, the State of Utah partnered with advanced composites companies and the Economic Development Corporation of Utah, to participate in the Society for the Advancement of Material and Process Engineering's annual conference focused on the advanced composites industry. Great Utah composites companies such as ATK, ITT-Exelis, Hexcel, The Boeing Company, Advanced Composites Technology and many others, as well as educational institutions such as Salt Lake Community College and Davis Applied Technology College, were part of the

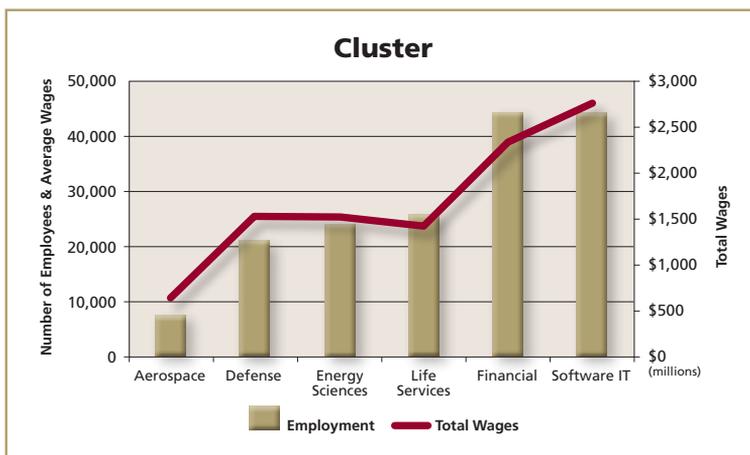
show and continued to demonstrate the breadth and depth of this industry sector in the state.

Energy & Natural Resources

The foundational economic importance of the energy sector was recognized by Governor Gary R. Herbert when he identified energy as one of the Four Cornerstones of Utah's economic recovery. Companies involved in energy development employed 23,128 Utahns in 2011, which represents about 2% of the state's workforce. On average those positions, housed at some 1,139 companies, paid 172% of the state's median wage. In other words, these are excellent jobs, and there is every indication that the sector is growing at a remarkable pace. Indeed, given that already this year Utah has seen the permitting of over 5,000 new natural gas wells in Duchesne and Uintah Counties, it is clear that Utah's future growth will be significantly underpinned by energy development of various kinds.

In the spring of 2011 the Utah Office of Energy Development (OED) was formed in response to Governor Herbert's 10-Year Strategic Energy Plan, and has now been positioned as the primary resource for advancing energy development in Utah. When, in its first year, OED hosted over 1,000 attendees at its first annual Utah Governor's Energy Development Summit, the high levels of attendance and sponsorship demonstrated clearly that the Governor is not alone in anticipating energy's growing importance to the state.

OED works closely with the Governor's Energy Advisor, Cody B. Stewart, to advance energy development within the state, and it regularly convenes an Energy Coordinating Council, with the directors of all energy-relevant state agencies, to discuss pressing energy issues. OED is led by Samantha Mary Julian, and is tasked with advancing responsible energy development through energy policy creation, industry assistance, and energy education and outreach.



SOURCE: GOED/DWS

Targeted Economic Clusters

Life Sciences

- The life science industry employs 25,756 personnel across the state and accounts for 2.1% of all employees in Utah, up from 1.9% in 2005.
- The Life Science cluster is the most resilient of the cluster industries with continued growth even through the recent economic difficulties. The cluster grew at an 11% rate since 2006, adding nearly 800 employees last year; 300 new establishments have been added to the industry since 2006.
- There was a 3% increase in wages for the industry, thus sustaining its trend for continuing to provide wages that are 50% above the state's average wage.

Utah's life science industry was represented by GOED and industry partners at national tradeshows including the 2011 Biotechnology Industry Organization (BIO) International and the Medical Device & Manufacturing conventions. The participation of the State and its industry partners demonstrated to the international biotechnology community that the life sciences are a critical component of Utah's dynamic economic environment.



Utah continues to leverage the \$5 million Workforce Innovation and Regional Economic

Development (WIRED) grant awarded from the U.S. Department of Labor. The WIRED initiative — now known as STEMLink — continues to support workforce development and education for the life science industry with training and education programs that provide both technical and entrepreneurial opportunities.

BioInnovations Gateway (BiG) is a life science workforce development and business incubator. This very unique effort, funded through the STEMLink initiative, is a joint venture between USTAR and the Granite Technical Institute with students getting hands-on experience with life sciences companies. The BiG incubator is operating at full capacity and it partners with Intermountain Healthcare to conduct research and development projects that are already demonstrating commercialization potential. GOED, the Utah System of Higher Education and the Department of Workforce Services, along with the STEMLink partner network and medical device industry partners, have initiated a consortium that

will focus directly on supporting the current and growing need for regulatory and technical talent for this critical industry.

Utah's natural products and dietary supplement industry is recognized as a national leader (25% national market share), with estimates of \$7 billion in annual sales GOED, in partnership with USTAR and the industry's trade organizations, is helping to coordinate activities that will provide a trained workforce that can help to support the industry's growing need for technical and scientific talent.

Information Technology & Software Development

Utah's information technology and software development industries have been vibrant forces for growth in the Utah economy for nearly three decades. This cluster is the largest of the strategic clusters and represents about 4% of all jobs in the State, ending calendar year 2011 with 48,298 in IT/Software companies in Utah, a growth of 6% year-over-year. This growth outpaced overall state job growth over the same period and outpaced national growth in the IT/Software sector during the same period of 4%. As well, there are roughly 3,800 business establishments within the IT/Software industry in Utah in 2011, representing a 3% growth rate over 2010.

The average wage in the IT/Software industry is about 71% higher than the state average wage. Total wages for the IT/Software sector from 2010 to 2011 grew at a rate of 10% compared to the state wage growth of 4% during the same period.

Utah has been home to significant IT and software companies for many years, a legacy that continues to this day. In 1985, two of the three largest software companies in the world, Novell and WordPerfect, were based in Utah — Microsoft was the third. In recent years, Utah has had significant successes such as Omniture going public and later being acquired by Adobe Systems, who has shown continued its commitment to Utah, supported by a state tax incentive, in building their company here with a significant new facility in Utah County. IM Flash, a joint venture between Intel and Micron, which was also supported by a state tax incentive, is one of the most sophisticated semiconductor fabrication plants in the world and produces nearly \$2 billion in exports in the state each year. Fusion-io, a company started in Utah who has one of the fastest solid-state server storage drives in the world, experienced significant growth over the last several years and went public on the New York Stock exchange in 2011.

Several highlights that reflect the strength, success and growth in jobs and companies in the IT/Software industry in the State of Utah over the past year:

- GOED hired a new IT/Software Cluster Director during FY2012 who brought a deep background in finance, strategy, high-tech entrepreneurship and venture capital investing to assist in GOED's economic development efforts.

Targeted Economic Clusters

- Developed a comprehensive economic development strategic plan for the IT/ Software sector in Utah and successfully began execution.
- High technology software companies such as Domo and Qualtrics raised significant venture capital investment rounds in the tens of millions of dollars from top-tier, Silicon Valley venture capitalists reflecting continued strength in venture investment in Utah technology companies. Governor Herbert's trip to Silicon Valley in November 2011 and his meetings there with venture capital firms provided strong leadership in advancing relations between Utah and Bay Area venture capital firms and encouragement for them to invest in Utah.
- GOED continued its support of the Digital Media Utah Cluster Acceleration Partnership (UCAP) convened by Utah Valley University that combines participation and input from several colleges and universities in the state, as well as a broad cross-section of industry professionals, to help drive the digital media sector forward in Utah. Included in this effort, GOED supported the second year of the Push-Button Summit, which this year combined with the Gaming Electronics Expo (GEEEX) to provide a strong duo of conferences on digital media and gaming for the Utah digital media sector. Utah also had a booth at the 2012 Game Developers Conference in San Francisco, raising awareness for Utah's digital media sector at a conference which was composed of attendees from around the nation and around the world.

Outdoor Products & Recreation

- The Outdoor Products and Recreation cluster continues to grow. The list of Utah outdoor companies includes Amer Sports, Rossignol, Voile, Goode, Bluehouse, Black Diamond, Petzl, Lizard Skins, Specialized and Quality Bicycle Products.
- In the past year, Quality Bicycle Products built a new distribution center, Black Diamond expanded and brought in Gregory Packs, and several new ski companies like Bluehouse, Hart and DPS moved to Utah.
- The annual Outdoor Retailer Summer and Outdoor Retailer Winter shows continue to attract vendors and retailers from around the world to Utah, and give us an opportunity to highlight both our industry and Utah as a great place for business.
- Utah Bicycle Industry Group, along with the Tour of Utah bicycle stage race promotes Utah as a destination for bicycle businesses and bicyclists.

- Utah's Own, a successful marketing of agriculture products produced in Utah, has expanded to include the outdoor businesses and products that are owned, operated and manufactured within the State. This will help brand Utah as a good place to do business and as a state that produces quality products.

Economic Clusters Highlights for FY2011

Cluster-related industries employ 172,838 Utahns — that is 16% of the total employment in the State.

The total wages paid out in clusters are close to 30% of the total wages paid out in the State.

- The Life Science and Defense clusters are the most resilient over the last three years. While Life Science showed over 5% growth in employment in 2011, Defense continued to grow at 8.7%.
- Energy sector grew to over 24,000 employees in 2011.
- The Software and IT cluster employs over 48,000, growing 6% in 2011.
- The average wage earned by an employee in a cluster-related industry is 60% higher than the state average monthly salary.

Military Installation Partnerships, U.C.A. 63M-1-1901

In the 2005 General Session, the Utah State Legislature, recognized potential employment opportunities and the economic significance of federal military installations located within the state. Senate Bill 141, signed by Governor Jon Huntsman, March 17, 2005, appropriated \$5,000,000 to the Governor's Office of Economic Development to be dispersed for projects that would:

1. Enhance military value of Utah military installations
2. Preserve existing workload and employment
3. Create new employment opportunities for Utah citizens

To accomplish these goals, GOED partnered with the Utah Defense Alliance (UDA), which in turn worked with Logistics Specialties, Inc., U.S. Air Force's Hill Air Force Base and U.S. Army Dugway Proving Ground. UDA distributed \$4,500,000 to Hill Air Force Base and \$500,000 to Dugway Proving Ground for specific programs. The results, on both installations, have been very successful, and will continue to be so for years to come.

Targeted Economic Clusters

With the completion of the program in 2011, LSI determined an annual payroll increase of \$17,750,000 and economic benefit of \$53,250,000 for the positions created at Hill Air Force Base and an annual payroll increase of \$1,500,000 and economic benefit to Utah of \$4,500,000 for the positions created at Dugway Proving Ground.



While there is much unknown about the future, and the measures taken by the Department of Defense to reduce costs, by all accounts, the workload targeted by the Military Installation Partnerships funding was realized at both Hill Air Force Base and Dugway Proving Ground.



For additional information about Targeted Economic Clusters visit business.utah.gov or contact **Gary Harter**, Managing Director, at gcharter@utah.gov or 801-538-8784

OVERVIEW

The GOED Business Marketing activities are focused on promoting Utah as a premier global business destination.

The marketing activities work to brand the State of Utah and promote it as a business friendly place where companies can grow and prosper. The State also markets Utah as a prime location for company relocation and expansion, particularly in high-growth industry clusters. GOED marketing efforts position the Utah “brand” and build awareness of GOED services for in-state businesses including international market opportunities.

In contrast to states such as New York and Michigan, which have considerably larger business promotion budgets, GOED’s approach is to make targeted marketing investments to support high-growth opportunities.

Business Marketing strives to efficiently and effectively support and promote key GOED efforts, most notably:

- Strategic industry clusters
- In-state business services
- Global branding
- Corporate recruitment
- Governor’s Business Ambassador program

In the **strategic industry cluster** arena, Business Marketing pursues an integrated promotional approach that combines advertising and public relations in industry trade publications, online branding, trade show exhibits, and social media outreach. In FY2013, the majority of this budget targets the vertical markets of Life Sciences, IT/Software, Aerospace/Defense, and Outdoor Products. From full-page ads in *Medical Products Outsourcing* to joint exhibits with the Economic Development Corporation of Utah (EDCUtah) at the Game Developers and Association of Unmanned Vehicles and Systems International conferences, the strategic industry cluster effort seeks to build awareness of Utah’s strengths in these important markets.



Business Marketing Initiative

For **in-state business services** in FY2013, GOED plans to deploy print and online promotional channels to expand awareness of what is available statewide to help existing Utah businesses grow. Business Resources Centers, the Procurement Technical Assistance Center, Technology Commercialization and Innovation Program grants, International Trade and Diplomacy, and other services are among those to be promoted.

A key facet of **Global Branding** is integrating GOED's business efforts with that of the Office of Tourism and the Film Commission whose larger budget to brand the state for tourism provides some excellent opportunities to promote the positive business environment. One example is joint sponsorship of the Sundance Film Festival, which attracts thousands of out-of-state and international visitors to Utah and which provides a platform to promote the state's business and quality of life assets. Another is the planned addition of business-related advertising to the Office of Tourism's campaigns in the Southern California market, an effort that in turn supports the corporate recruitment effort.

In **corporate recruitment**, Business Marketing supports EDCUtah's outreach to the site selector community. Site selectors are consultants who advise large corporations on potential expansions and relocations. To reach these critical contacts, GOED is running ads and online promotions in several site selector-specific publications such as *Business Facilities* and *Site Selection* magazine. Site selectors are also invited to various GOED-sponsored business and tourism events around the country.

Launched in 2011, the **Governor's Business Ambassador Program** is an outreach effort that targets C-level business executives and other influencers around the country and provides them with tools they can use to help promote Utah business advantages to their peers. On a number of the Governor's out-of-state trips, GOED has hosted small private gatherings that provide the Governor a "bully pulpit" to tout Utah's successes, business climate, and potential for business expansion. The program also includes an event tied to the Sundance Film Festival, which in the past has included site selectors, out-of-state private investors, foreign trade representatives, and other key contacts. An ongoing social media campaign to the Business Ambassadors strives to keep awareness of Utah's advantages high.

Connect to GOED's social media channels here: business.utah.gov/GOED/about/socialmedia



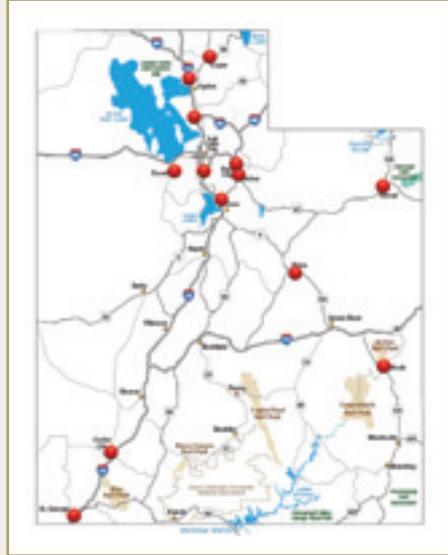
For additional information about the Business Marketing Initiative visit business.utah.gov or contact **Michael O'Malley**, Marketing Director, at momalley@utah.gov or 801-538-8879

OVERVIEW

U.C.A 63M-1-2702

Business Resource Centers (BRCs) consolidate various business service providers in a single location so that business owners have a convenient place to go to get their questions answered. Staff are equipped to answer questions on business planning, tax structure, personnel, training, marketing, locations, contracting, administrative services, mentoring and funding. BRC staff assists in coordinating the services of the local business service provider partners to make the delivery of the counseling and assistance more effective for the business customer, ensuring the business owner and managers receive all the help they need to be successful. The first thing that happens once the business customer comes through the door or makes a phone call is that the center personnel conduct an assessment discussion to understand the business owner's needs and to set up appointments to see the various service providers who can best assist the business customer. BRC personnel then follow up to ensure the customer has seen all needed providers, reach out as necessary across the State for other services and measure the success of the delivery of all services.

BRCs are tailored to the local community they serve and have service providers as partners who are experts in their fields to provide the answers to the business customer. Some of the partners found at the BRCs include the Small Business Development Center which is sponsored by the U.S. Small Business Administration, the Procurement Technical Assistance Center which provides governmental contracting assistance, Manufacturers Extension Partnership, Service Corps of Retired Executives (SCORE), Utah Science Technology and Research Initiative, investors, microloan organizations, business incubators, chambers of commerce, local economic development organizations and resources available at the local educational sponsor.



Business Resources Centers: Entrepreneurial Development

During the 2008 General Session, the Utah State Legislature provided for the establishment and administration of business resource centers. Business Resource Centers (BRC) are entities established by the Governor's Office of Economic Development (GOED) in partnership with state public institutions of higher education to provide private businesses with one-stop technical assistance and access to statewide resources and programs. They are formed at a local level with partners who are federal, state, county, city, public or private business service providers. For fiscal year 2013 the Legislature appropriated \$250,000 to help fund the 14 BRCs.

Over 3,000 unique business customers have visited Utah BRCs, creating or retaining hundreds of jobs and starting over 100 businesses. In addition, over 10,000 business personnel visited all of the business partners operating out of the BRCs.

In June 2010, the Utah State Legislature Auditor General's Office completed an audit titled, "A Limited Review of State-Funded Business Programs and Initiatives," Number 2010-09. The audit found there is little to no duplication among the various state-funded business service providers and attributes much of that to the existing Business Resource Center model. The auditors compared Utah's delivery means to that of other states and found Utah's to be very efficient and effective.

The Utah Business Assistance Advisory Board was established based on the report's recommendation that the BRC Advisory Board be expanded to an overarching board across the various business service providers.

Currently there are 14 Business Resource Centers (BRC) operating across Utah

For BRC contact information, see Resource Section at back of report.

- Cache BRC in Logan
- Box Elder County BRC in Brigham City
- North Front BRC in Kaysville
- Zions BRC in Salt Lake City
- Tooele BRC in Tooele
- Park City BRC in Park City
- Heber Valley BRC in Heber City
- Miller BRC in Sandy
- Utah Valley University BRC in Orem
- Uintah Basin BRC in Vernal
- Castle Country BRC in Price
- Moab BRC in Moab
- Southern Utah University BRC in Cedar City
- Dixie BRC in St. George



For additional information about Business Resource Centers visit business.utah.gov or contact **Riley Cutler**, Director of Outdoor Products, at crcutler@utah.gov or 801-538-8873

OVERVIEW

The mission of Corporate Recruitment and Incentives (CRI) is to “increase the number of quality jobs in Utah by helping existing companies expand and by recruiting new companies to the State.”

Financial incentives are available for business relocation and expansion for select companies that create new, high-paying jobs to help improve the standard of living, increase the tax base, attract and retain top-level management, and diversify the state economy.

Incentives are offered as either tax credits or grants. The incentive amount and duration is decided by the GOED board and executive director based on statutory guidelines and evaluation criteria including the financial strength of the company, the number and salary of jobs created, amount of new state tax revenue, long-term capital investment, competition with other locations and whether the company is a headquarters or in a targeted cluster.

Incentives are based on the following “three pillars of success and sustainability”:

1. **Post-performance** — Incentives are disbursed after the company has met contractual performance benchmarks, such as job creation and payment of new state taxes.
2. **Single Taxpayer** — Incentive amounts are based on new state taxes generated by the project.
3. **Competition** — Incentives must make Utah competitive with other locations.

Economic Development Tax Increment Financing (EDTIF), U.C.A. 63M-1-2406, 2407

A post-performance refundable tax credit up to 30% of new state revenues (state corporate/partnership income, sales and withholding taxes) over the life of the project (up to 20 years).

Renewable Energy Development Incentive (REDI), U.C.A. 63M-1-2800

A post-performance refundable tax credit for up to 100% of new state revenues (state corporate/partnership income, sales and withholding taxes) over the life



Corporate Recruitment and Incentives

of the project (up to 20 years) for renewable/alternative energy generation and related manufacturing.

Private Activity Bond Authority U.C.A 63M-1-3001

The Private Activity Bond Authority Review Board is charged with managing the State’s volume cap for the following programs: Private Activity Bond Authority Program (PAB), and the Qualified Energy Conservation Bond Program (QECB). PAB is Utah’s tax-exempt bonding authority for creating a lower-cost, long-term source of capital under the Federal Tax Act of 1986. QECBs are taxable bonds issued for “qualified conservation purposes.”

Approved Projects for CY2012

Note: PAB operates on a calendar year. Figures reflect 2012 allocation amounts, but 2011 job creation figures. Project and dollar figures reflect projects state-wide.

Approved Funding Categories	Volume Cap Allocation Amount	Number of Projects	Number of Loans	Number of Permanent Jobs Created	Number of Construction Jobs Created
Multi-Family Housing	\$39,630,000	3	N/AP	N/AP	N/AV
Manufacturing	\$0				
Single Family Homes	\$119,515,200	N/AP	1,796	N/AP	290*
Student Loans	\$93,904,800	N/AP	140,000	N/AP	N/AP
Qualified Redevelopment Projects	\$0				
Qualified Energy Conservation Bonds	\$0				

N/AP – Not Applicable; N/AV – Not Available

* Direct, Indirect and Induced Jobs.

Utah Recycling Market Development Zones, U.C.A. 63M-1-1103

Businesses within a Recycling Zone can claim state income tax credits of 5% on the investment in eligible equipment for the handling and/or consumption of recycled materials. Currently recycling zones are located in 20 of the 29 counties. Fifty companies within these zones have invested over \$320 million in machinery and equipment since 1997. To date in 2011 nineteen companies have invested over \$24 million dollars and during 2010 sixteen companies invested \$21.2 million and 2009 had \$31million invested. Most reporting companies have had no gain in employment with a few adding employees back from previous furloughs. Total to date employment gain in 2011 is 45 employees.

IAF/EDTIF Performance
Utah Code Ann. §63M-1-901, 909, 2406 and 2407

Project	County	Incentive Type	Incentive Amount EDTIF	Incentive Amount IAF	Term	# of Jobs	New State Revenue	Withholding	Corporate	Sales	Capital Investment	New State Wages
Morgan Stanley Smith Barney	Salt Lake	EDTIF	\$ 89,000		5	80	\$ 446,900	\$ 430,455	\$ 16,445	\$ -	\$ 2,800,000	\$ 11,478,802
eBay	Salt Lake	EDTIF	\$ 38,156,092		20	2,200	\$ 127,086,975	\$ 102,854,075	\$ 1,518,137	\$ 23,014,793	\$ 80,000,000	\$ 2,737,441,997
Fiberspar	Salt Lake	EDTIF	\$ 1,474,900		10	276	\$ 7,374,613	\$ 3,016,966	\$ 3,535,688	\$ 821,959	\$ 23,600,000	\$ 80,452,430
SAIC	Salt Lake/Utah/Davis	EDTIF	\$ 2,192,288		10	294	\$ 8,769,153	\$ 4,788,249	\$ 3,765,153	\$ 225,760	\$ 10,000,000	\$ 127,886,410
Home Depot	Weber	EDTIF	\$ 521,887		10	691	\$ 2,609,339	\$ 2,526,216	-	\$ 83,118	\$ 12,000,000	\$ 67,365,753
Lifetime Products	Davis	EDTIF	\$ 3,193,591		20	482	\$ 12,774,353	\$ 8,292,632	\$ 4,351,775	\$ 129,855	\$ 46,000,000	\$ 221,138,866
Incomm	Salt Lake County	EDTIF	\$ 340,775		5	101	\$ 1,703,877	\$ 816,413	\$ 877,509	\$ 10,156	-	\$ 21,771,000
Piggendige Farm	Cache County	EDTIF	\$ 481,685		10	54	\$ 2,115,978	\$ 437,532	\$ 1,020,445	\$ 698,000	\$ 45,000,000	\$ 11,687,527
L-3	Salt Lake County	EDTIF	\$ 5,526,682		10	500	\$ 22,106,729	\$ 14,616,847	\$ 7,078,293	\$ 41,879	\$ 6,109,000	\$ 389,782,590
Hexcel Corporation	Salt Lake County	EDTIF	\$ 7,787,981		10	616	\$ 31,071,844	\$ 13,690,716	\$ 15,977,406	\$ 2,063,723	\$ 690,000,000	\$ 348,019,091
Futura	Davis County	EDTIF	\$ 1,694,798		10	143	\$ 11,992,206	\$ 2,170,753	\$ 7,205,781	\$ 2,605,672	\$ 23,155,000	\$ 57,898,740
Workday	Salt Lake	EDTIF	\$ 2,763,151		10	250	\$ 13,615,759	\$ 5,885,710	\$ 7,848,946	\$ 80,103	-	\$ 156,978,504
Visit Salt Lake	Salt Lake	IAF	\$ -	\$ 482,510	1	557	\$ 2,612,159	\$ 513,769	\$ 685,024	\$ 1,413,388	-	\$ 13,700,473
Family Dollar	Washington	EDTIF/IAF	\$ 3,764,578	\$ 500,000	20	450	\$ 15,056,314	\$ 11,154,935	\$ 25,000	\$ 3,877,779	\$ 90,000,000	\$ 297,464,933
Sciff Nutrition	Salt Lake	EDTIF/IAF	\$ 398,188	\$ 300,000	6	400	\$ 1,540,932	\$ 692,228	\$ 787,500	\$ 91,205	\$ 1,500,000	\$ 17,659,408
Xactware	Utah County	EDTIF	\$ 32,262,990		20	859	\$ 129,051,058	\$ 28,381,677	\$ 98,588,952	\$ 2,081,329	\$ 130,000,000	\$ 756,844,710
FLSmith	Salt Lake	EDTIF	\$ 2,933,645		10	124	\$ 11,734,578	\$ 3,355,648	\$ 3,065,674	\$ 5,413,256	\$ 16,000,000	\$ 86,817,275
Pretebil	Salt Lake	EDTIF	\$ 518,138		5	145	\$ 2,990,691	\$ 1,676,182	\$ 784,109	\$ 190,400	\$ 3,475,000	\$ 43,806,015
EMC Corporation	Salt Lake	EDTIF	\$ 5,173,987		12	750	\$ 20,695,868	\$ 17,816,623	\$ 1,788,845	\$ 1,069,400	\$ 4,000,000	\$ 475,109,038
Rock West Composites	Salt Lake	EDTIF	\$ 175,142		5	93	\$ 975,711	\$ 585,188	\$ 254,649	\$ 35,883	\$ 700,000	\$ 15,865,000
FY 2012 Subtotal			18 \$ 109,339,424	\$ 1,282,510		9,065	\$ 426,117,941	\$ 222,733,804	\$ 159,145,632	\$ 44,238,508	\$ 1,144,330,000	\$ 5,938,475,882

Corporate Recruitment and Incentives

Life Science and Technology Tax Credits, U.C.A. 63M-1-2910

Life science and technology companies generating new state revenues are eligible for a post-performance refundable tax credit of up to the amount of new state revenues generated over three years. Investors are eligible for a non-refundable, post-performance tax credit of up to 35% of their investment, paid over three years.

During 2011, GOED awarded four companies a total of \$1M in tax credits to be distributed over three years. 2012 was the first year to measure economic impact; the new projects associated with the tax credits resulted in the creation of 24 jobs during 2012.

Motion Picture Incentive Program (MPIP), U.C.A. 63M-1-1800, 1805

A post-performance incentive of up to 25% of total dollars spent in the state in the form of a cash grant or refundable tax credit.

Funds for employee training may be available

Funds are administered through state colleges and state applied technology centers.

Total EDTIF Commitments (balances of contractually obligated incentive payments):

- Cash rebates \$97,711,038 representing 4 companies
- Tax credits \$416,699,267 representing 63 companies

Actual Partial Rebates for 2012:

- 4 projects with actual payouts totaling \$6,217,421

Actual Tax Credits for 2012:

- 30 projects with actual tax credits totaling \$9,310,348

Total IAF Commitments (balances of contractually obligated incentive payments):

- Standard IAF \$8,682,100 representing 23 companies
- Rural Fast Track Program commitments \$1,400,343 representing 46 organizations
- Economic Opportunity \$832,510 representing 3 companies



For additional information on these incentive programs, visit business.utah.gov or contact **Christopher M. Conabee**, Managing Director of Corporate Recruitment and Business Services at cconabee@utah.gov or 801-538-8850.

OVERVIEW

The mission of the International Trade and Diplomacy Office (ITDO) is to increase exports, foreign direct investment and international trade-related jobs in Utah.

Business Mentoring and Training

The ITDO regional directors help Utah companies do business internationally and expand existing markets. This assistance is provided in one-on-one mentoring, region-specific training seminars and trade missions. Additionally, ITDO holds numerous networking events. In FY2012, ITDO assisted more than 750 companies through individual meetings and trained over 1,700 individuals on international trade issues through 59 training events (20 more events and over twice the amount of companies than in FY2011). A schedule of upcoming events can be found at <http://business.utah.gov/international-trade/International/>.



Diplomacy

ITDO represents the State of Utah and the Governor on all diplomatic and trade matters, including hosting foreign dignitaries and delegations. Because of the strong relationships between Utah and numerous foreign countries, ITDO is able to connect Utah companies to diplomats and business leaders around the world.

Export Growth

ITDO works closely with a number of internationally focused partners, including the

Figures at a Glance

Overall export growth ('06-'11)	179.9%
Utah GDP growth ('06-'11)	24.2%
Export growth by key country ('08-'11)	
• Greater China	261.6%
• India	13.9%
• United Kingdom	87.3%
• Mexico	113%
Utah Jobs supported by International	
Trade (2011)	96,086
Trade delegation visits	46
Diplomatic visits	66
Companies assisted	769
Educational seminars	59
Seminar attendees	1,773
Trade missions	6

Source: WISERTrade

International Trade and Diplomacy

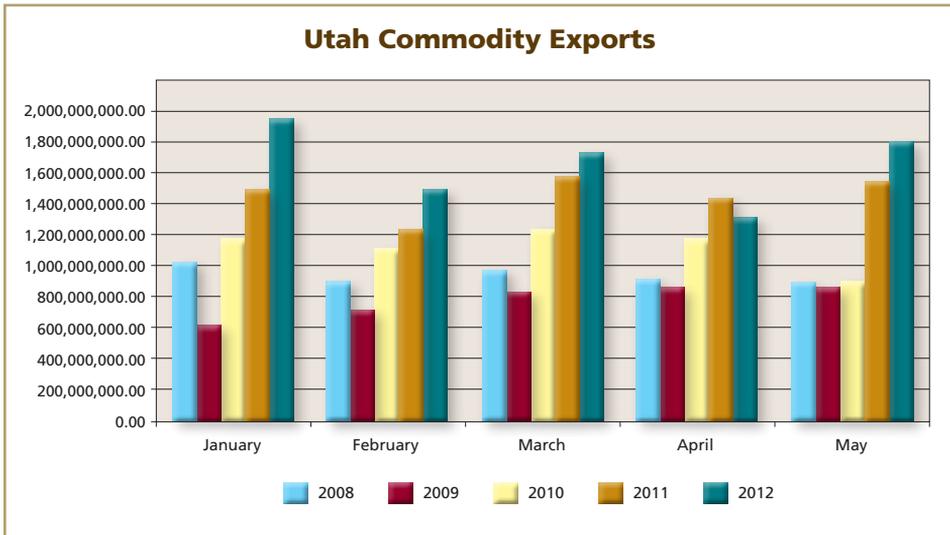
U.S. Commercial Service, World Trade Center Utah and World Trade Association of Utah to promote export growth in the State. Utah has experienced strong economic growth related to international trade. From 2006 to 2011, Utah's exports grew by 179.9% (compared to the national average of 44.3%). In fact, Utah was the only U.S. state to double exports over the last five years. These exports help fuel job creation in Utah, especially for small and medium-sized businesses.

Utah Commodity Exports – 2011

Precious Metals	\$12,240
Electronics	\$1,736
Medical Equipment	\$752
Industrial Machinery	\$596
Ores	\$422
Auto Parts	\$407
Edible Preparation	\$363
Aerospace Equipment	\$234
Cosmetics	\$205
Explosives and Alloys	\$191
TOTAL ALL COMMODITIES	\$19,033

Figures are in millions

Source: WISERTrade



Source: WISERTrade



For additional information about International Trade and Diplomacy visit business.utah.gov or contact **Aaron Neuenschwander**, Trade and Diplomacy Coordinator, at aneuenschwander@utah.gov or 801-538-8778

OVERVIEW

U.C.A 63M-1-2504

The Utah Health Exchange is part of Utah’s overall health system reform effort that is aimed at increasing the number of Utahns with health insurance. It is designed as a market-driven solution to create a competitive environment while providing multiple medical plan options for consumers. The Exchange brings the consumer back into the equation by promoting employee engagement to choose health coverage for themselves and eligible family members.



The Utah approach to reform is based on enhancing consumer choice and the ability of the private sector to meet consumer needs. Individuals are able to find coverage by using a “farmers market” approach, which gives consumers three on-line options to shop for and buy a policy. Currently, there are five private online shopping services, five insurers and thousands of agents available through the Exchange.

Small businesses are able to leverage group rating rules — just like in the wider traditional market — but with an increased focus on choice and value. The Exchange’s defined contribution model gives employee’s control over health care costs and lets employees choose the policy that works best for them. Three participating carriers currently offer more than 140 plans ranging from high-deductible options to comprehensive coverage.

Small Businesses and Defined Contribution

The Exchange’s primary market is small businesses with 2-50 employees. We have found that focusing on small businesses lets us help the greatest number of Utahns with the highest degree of efficiency. This is because approximately 98 percent of the state’s business community is made up of small businesses — and those small businesses employ roughly half of all Utahns. In addition, we have found much success in the small business market, thanks to our innovative “defined contribution market,” which benefits employers and employees alike.

The defined contribution model lets employers offer an extensive array of benefits and provider networks, from which employees make selections ranging from very rich plans to high-deductible plans, all with a pre-tax advantage. At the same time, employers pay a flat dollar amount toward employee benefits, helping them remain within a predictable budget.

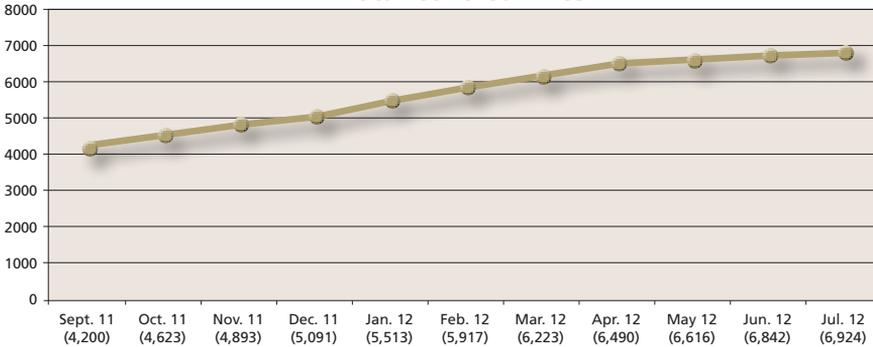
As in the traditional market, groups on the Exchange pool risk for employees in the company, which results in the potential for overall lower rates. When join-

Employee Enrollment Counts

Total number of enrollees in FY2012 (including August 1st effective date groups):

- Covered lives: 6,924
- Covered employees: 2,462
- Covered dependents: 4,606

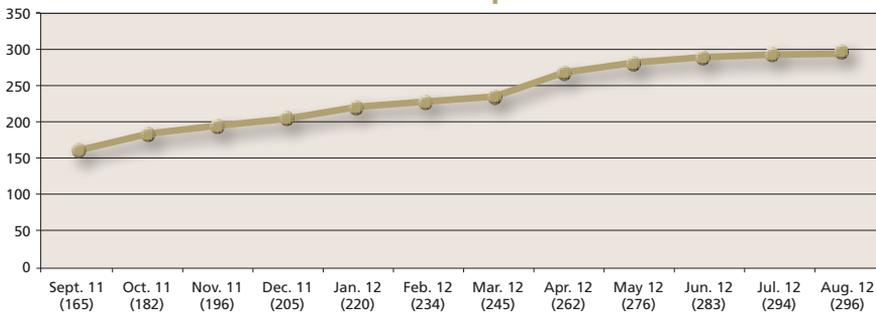
Total Covered Lives



Participation Continues to Grow

- 296 employer groups currently participate on the Utah Health Exchange
- 93.6% of groups re-enrolled for 2012

Total Groups



ing the Exchange, employees are able to choose from more than 140 benefit plans across three insurance carriers to meet personal budget and family needs. The Exchange works with insurance producers that specialize in small group policies to help them educate employers about the potential benefits of using a defined contribution approach and to facilitate the use of the Exchange as their enrollment mechanism.

FY2012: Year In Review

Participation continues to grow each year. At the end of FY2010, its “beta testing” phase, the Utah Health Exchange had 11 small business groups offering health benefits and health savings accounts (HSAs) to their employees. By the end of FY2011, its first full year of operation, the Exchange had grown to encompass 157 small business groups. Reporting FY2012 results, there are now 6,924 members covered which comprises 296 small businesses offering health benefits and HSAs to their 2,462 participating employees – a year over year increase of 88.5 percent.

It has also become apparent that the vast majority of groups that join the Exchange choose to continue coverage upon reaching their annual renewal date. Existing small employer groups participating on the Exchange began to renew in January 2012 and the administration of renewals has continued each month thereafter. In FY2012, 93 percent of groups renewed with the Exchange during their re-enrollment cycle. This is a significant percentage, considering that in the traditional market fewer than 30 percent of companies tend to renew with the same plan from year to year.

The Exchange introduced a new call center methodology during FY2012 to provide efficiencies through a series of call tree prompts that directed consumers to the applicable source for answering their questions. The customer service line answers nearly 400 calls per month. More than 95 percent of calls come from health insurance producers supporting their customers on the Utah Health Exchange.

Administration of the enrollment and underwriting process received a lot of attention this past year. An additional technical partner was added to improve the online employer and employee application workflow. This brought efficiencies in processing and decreased the underwriting timeline significantly. Existing Exchange technical partners also implemented a series of enhancements to improve existing plan comparison and shopping tools for consumers.

The Exchange also initiated a marketing campaign and rebranding effort with a local communications firm. The project began in May and was in the initial stages of development by the end of June. The campaign will encompass a new name for the Exchange, as well as materials to be used for advertising and marketing across the state. We expect that this effort will have a strong impact on Exchange operations and effectiveness in coming years.

Work in Progress

The Exchange’s Advisory and Steering Board was established in 2010 and is composed of health care providers, insurance agents, state agencies and com-

munity groups. Members advise Exchange staff regarding topics including operations, consumer ease of use and transparency. Action items this year have included a change in the underwriting process for carriers, marketing and outreach activities, assessment and discussion regarding the Affordable Care Act (ACA), feedback on the Exchange's forward-looking technical blueprint, and coordination with Legislative workgroups.

The Exchange relies heavily on health insurance producers to educate small business employers regarding insurance needs for their customers and the value of the Utah Health Exchange. The Office of Consumer Health Services (OCHS) offers instructional courses, taught throughout the state, to the producer community. Curriculum includes information about Utah's Exchange model, processes, roles and responsibilities, in addition to timeline requirements. OCHS also produces a monthly producer newsletter that highlights the latest Exchange initiatives, gives additional instruction and offers tips and tricks.

“The Right Approach to Health Care Reform”

In June 2012, the United States Supreme Court upheld the constitutionality of the ACA. This act mandates that all Americans have health insurance, and levies penalties on those who do not. ACA also stipulates that companies with more than 50 employees must offer group insurance or pay a fine. Individuals or those without group insurance will qualify for tax credits that may be used to secure health coverage. We anticipate that these new requirements will increase interest and business on the Exchange when the ACA goes fully into effect on January 1, 2014.

While Utah is still working to understand the details of how the Exchange will need to adjust to meet the requirements of the federal reform, it is very likely that the core features of the defined contribution market and the technology to facilitate consumer choice will be a part of Utah's plan for the foreseeable future.



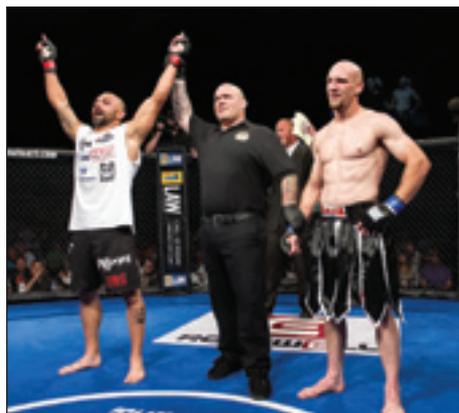
For additional information about the Office of Consumer Health Services visit www.business.utah.gov or contact Director **Patty Conner** at pconner@utah.gov or 801-538-8715

OVERVIEW

U.C.A 63C-11-101

The Pete Suazo Utah Athletic Commission (PSUAC) was established when the Utah Professional Athletic Commission Act became law in July 2001. The five-member commission, which is appointed by the Governor and Legislature, regulates professional boxing and other amateur and professional unarmed combat sports, including boxing, kickboxing and mixed martial arts (MMA). Promoters, managers, contestants, seconds, referees and judges are licensed under the Act and subsequent statute revisions and rules. Fees are intended to cover the cost of protecting the health and welfare of contestants and regulating events within the state.

The commission is named after the late Utah State Senator Eliud “Pete” Suazo. Pete Suazo was an advocate for youth and minorities in the state and a boxing enthusiast. More information about Senator Suazo’s life can be found in the article *La Voz de los Otros: An Overview of the Life and Career of Eliud “Pete” Suazo, Utah’s First Hispanic State Senator, 1951-2001*, written by Jorge Iber and published in the Spring 2008 *Utah Historical Quarterly*.



The Infinity Machine, Photos by Rob Norbutt, Courtesy of Showdown Fights

The PSUAC regulates and oversees nearly 60 unarmed combat events per year. Attendance at these events varies from about 300 spectators to over 3,000 spectators attending large events.

During the last year, we saw several Utah MMA athletes successfully compete in the Ultimate Fighting Championship (UFC), Ultimate Fighter and other nationally acclaimed promotions.



For additional information about the Pete Suazo Utah Athletic Commission, visit www.business.utah.gov or contact **Bill Colbert**, Commission Director, at bcolbert@utah.gov or 801-538-8876.

UTAH TOP TEN

For the second year in a row....

1 **#1 Best State for Business and Careers**
-Forbes Magazine

2 **#1 Pro-Business State for 2012**
-Pollina Corporate Real Estate

Five years in a row

3 **#1 Expected Economic Recovery and Economic Outlook**
-American Legislative Exchange Council

4 **#1 Best Business Climate**
-Business Facilities

5 **#1 Economic Dynamism**
-Kauffman Foundation

6 **#1 America's Top States for Business 2012**
-CNBC

7 **#2 The Next Boom States**
-U.S. Chamber of Commerce

8 Salt Lake City among **"15 Best New Cities for Business"** worldwide
-Fortune Magazine

9 **#1 "Best States to Live"**
-Gallup Healthways

10 **#1 "Best Managed State"**
-Governing Magazine



Utah Governor's Office of
Economic Development
BUSINESS • TOURISM • FILM

UTAH
LIFE ELEVATED

OVERVIEW

Helping Utah companies secure military and government contracts

Procurement Technical Assistance Centers (PTAC) provides assistance to small and mid-sized Utah companies in obtaining government contracts — be they federal, state or local. Results for state FY2012 indicate that PTAC helped Utah small businesses obtain more than \$477 million in contracts, creating or retaining an estimated 9,500 jobs. PTAC's budget is provided by matching funds from the Department of Defense and the State of Utah.

PTAC counselors provide one-on-one and group instruction that helps clients identify contracting opportunities, which can create growth of market share and revenues for them. The government is an excellent customer because it generally purchases in large quantities and pays its bills on time.

PTAC is an important part of GOED with seven offices throughout the state from Logan to St. George.



There are specific services available from PTAC offices as follows:

- Bid match software to find bid opportunities
- One-on-one counseling
- Workshops and conferences
- Registration assistance (ARC, Duns, SAM)
- Networking facilitation through “Outreach Events”
- Contracting partnerships
 - Prime / Sub
 - Mentor / Protégé
 - Teaming Agreements
 - 8(a) / Hub Zone Opportunities
- Bid proposals (response to an RFP)
- Product specifications / Standards
- Procurement histories / Pricing data
- GSA assistance

Procurement Technical Assistance Centers (PTAC)

Outreach Events

PTAC hosted groups representing a range of 35 to 150 companies per event. The purpose of outreach by PTAC is to facilitate briefings by large prime contractors and government agencies looking for subcontractors or J.V. Partners. These events are for contract work already awarded, or for RFP submittals for new projects companies will be bidding on.

Utah prime contractors and government agencies include: Hill Air Force Base, Dugway Proving Grounds, Utah National Guard, Utah Department of Transportation, The Boeing Company, National Park Service, Bureau of Land Management, General Dynamics, Wyle Labs, Lockheed Martin, US Army Corps of Engineers, National Security Agency, Department of Defense, other government agencies, colleges and universities in Utah and others.

Procurement Symposium

The 7th Annual Procurement Symposium, will be held on October 23, 2012 at the South Towne Expo Center in Sandy where 500-700 people can network with more than 60 companies. The attendees will meet to learn how to sell to the government and military. Attendees will be able to hear two featured speakers, Spencer P. Eccles, executive director of the Governor's Office of Economic Development and Brig. Gen. Brent Baker, Sr., new Commander of the Ogden Air Logistics Complex at Hill Air Force Base.

The reverse Trade show is expected to have 50-60 large prime contractors and government agencies in booths—to facilitate networking opportunities for Utah companies statewide.

Finally, attendees will be able to select three of nine breakout sessions—with speakers and panels focused on helping small Utah companies improve their skills and knowledge as they attend sessions ranging from financial resources to Hill Air Force Base contracting opportunities.



For additional information about PTAC visit business.utah.gov/PTAC or contact **Fred Lange**, Director, at fglange@utah.gov or 801-538-8773

OVERVIEW

The Rural Development program's mission is to unite and support Utah's rural communities in economic development through coalitions, entrepreneurship, business expansion and infrastructure development. This overview is for information purposes only. The Office of Rural Development formal report, pursuant to U.C.A. 63M-1-1606, will be provided directly to the legislature, according to statute.

Rural Development Office

The Rural Development office staff supports the Governor's Rural Partnership Board (GRPB). This volunteer board has representation from business, industry and local government and its mission is to raise awareness about rural development needs and define economic barriers. With the input from the GRPB, the rural office provides a detailed verbal and written report on rural issues to the Governor, the Workforce Services and Economic Development Legislative Interim Committee and other state and federal agencies.

GOED's Rural Development team supports local economic development professionals, rural communities and organizations such as the Center for Rural Life.

GOED has partnered with the Utah State University Extension on seminars, workshops and coordinated programs. Topics have included manufacturing, the Utah's Own program, federal stimulus funds, congressional delegation updates and renewable energy.

In addition to the programs listed below, Rural Development facilitates assistance through numerous other programs, such as local revolving loan funds, Small Business Development Centers, SBA business programs, the Utah Science Technology and Research initiative, certified development companies, Custom Fit training and the Manufacturing Extension Partnership.

Business and Economic Development Assistance

- **Rural Development Grants**

Matching funds of up to \$10,000 are available to communities to facilitate economic development projects. Grants are awarded as they are received, based on the quality of the project and available funding.

- **Enterprise Zones (U.C.A. 63M-1-403)**

Businesses within an Enterprise Zone can claim state income tax credits for investing in plant and depreciable machinery and equipment, creating new, above average wage jobs, and the rehabilitation of older facilities. In 2008, over \$6.4 million in tax credits were awarded, estimated to equal over \$70 million of

Rural Development

business investment in rural Utah. In 2009 \$7.6 million credits were given. Total numbers for 2010 are not available from tax commission.

- **Targeted Business Tax Credits**

Companies can receive refundable state income tax credits for non-retail businesses in qualifying enterprise zones. Each year, GOED awards a maximum of \$300,000 to companies based on projected investment and payroll. If projections are reached, the companies awarded the targeted business tax credits will receive tax credits in each of the next three years.

- **Rural Disadvantaged Communities (U.C.A. 63M-1-2006)**

This Act was to provide a tool for economically disadvantaged rural counties and communities to accomplish economic development projects. Passed in 2005 which funded the first year. Since that time the legislature has not appropriated any funding, therefore no report can be issued.

- **Rural Fast Track (RFT) (U.C.A. 63M-1-904)**

A portion of the Industrial Assistance Fund is designated for non-retail companies in rural Utah (counties with a population less than 30,000 and average household income less than \$60,000) for business expansion and the creation of new high-paying jobs.

Rural Fast Track Program Grant Offers FY 2012		
County	State Incentive	Private Investment
Carbon	\$248,000	\$1,127,338
Duchesne	\$100,000	\$206,724
Emery	\$191,374	\$491,707
Millard	\$78,000	\$4,997,965
San Juan	\$50,000	\$100,000
Sanpete	\$59,000	\$260,250
Sevier	\$50,000	\$650,000
Grand Total	\$776,374	\$7,833,984

SOURCE: GOED



For additional information about Rural Development visit www.business.utah.gov or contact **Beverly Evans**, Director, at bevans@utah.gov or 801-538-8638, or contact **Les Prall** at lprall@utah.gov or 801-538-8804.

OVERVIEW

The State Science Advisor (SSA), appointed by the Governor, provides advice and counsel on science and technology issues to the Governor, state Legislature and other state agencies. The Science Advisor serves on a broad range of boards and commissions pursuant to the oversight of key scientific initiatives, research efforts, federal and state mandates and ongoing programs devoted to science and technology issues. The Science Advisor has specific responsibility to supervise or participate in the following key areas:

Advisory Council on Science and Technology (SAC)

The SSA and SAC review significant advances in science and technology and advise and make recommendations to the Governor, state Legislature and governmental agencies on the use of science and technology to foster scientific literacy and to strengthen the state's economy, educational system and quality of life. The SSA serves as an ex-officio member of the SAC and provides staff support for all SAC activities and initiatives. This year, the SAC solicited and reviewed 32 nominations for the Governor's Medal for Science and Technology. The dinner was held at the Discovery Gateway with nearly 200 attendees. The presentation was hosted by Dr. Greg Jones, a prominent member of the Utah science and technology community and the keynote presentation was given by Dr. Dan Fairbanks at Utah Valley University. Governor Herbert presented the awards to the 11 awardees. The Governor's Medal is a symbol of recognition for those individuals who have provided distinguished service in the fields of science and technology. It recognizes outstanding achievement in the following areas: academia, industry, government and education.

STEMLink Initiative

- The STEMLink initiative continues to support the growth of the talent “pipeline” for Utah's science and technology companies. STEMLink includes partners from higher and public education, government, community/philanthropy and industry who will work together to create outreach and recruitment activities, as well as education and training programs that support the life science industry in Utah. STEMLink is now being transformed into Utah State-level STEM Education and Workforce Initiative which will expand the role of the initiative to serve a large Utah student and educator community.
- The Utah Valley University four-year Biotechnology Program continues to grow with over 200 students enrolled and a new science building to accommodate future growth in the popular program.



State Science Advisor

- The life science training and business incubator, BioInnovations Gateway (a collaboration between USTAR and the Granite School District) is at capacity.
- BioInnovations Gateway created BioInnovate, an innovative partnership with Intermountain Healthcare (IHC), which allows IHC employees to bring ideas to BioInnovations Gateway students and faculty members to develop prototypes for new medical devices. An analytical testing lab is the newest addition to BioInnovations Gateway that will allow students to conduct analytical safety testing on raw materials submitted by dietary supplement companies.
- The high school Biotechnology Symposium featured nearly 60 research project posters from high school students. The event's keynote speaker was Dr. Greg Jones, Professor at the Scientific Computing and Imaging Institute at the University of Utah.

Science, Technology and Innovation Plan (STIP)

The STIP is a comprehensive, state-level strategic plan to support the growth of Utah's science and technology community. It is a partnership between GOED, the Department of Workforce Services, the Utah System of Higher Education and the State's Experimental Program to Stimulate Competitive Research (EPSCoR) program. The STIP has been conducted and completed by Battelle and will be submitted to EPSCoR at the National Science Foundation.

- A partnership between GOED, the Utah System of Higher Education and the Utah Department of Workforce Services has resulted in the Utah Cluster Acceleration Project report for the Life Science industry. This report provides industry recommendations to support greater alignment of education and training programs in Utah's universities and colleges with the talent demands of Utah companies.
- A Medical Device Workforce Consortium has been established to address and meet the growing needs of the Utah medical device industry. The consortium identified several critical areas gaps in talent including injection molding and regulatory and quality control.



For additional information about the State Science Advisor visit business.utah.gov or contact **Dr. Tami Goetz**, at tgoetz@utah.gov or 801-538-8871

OVERVIEW

U.C.A 63M-1-704

The last fiscal year highlights the successes of the changed Technology Commercialization and Innovation Program (TCIP). TCIP supports the acceleration and commercialization of promising technologies from universities and colleges in the state, leveraging in particular the investments made by USTAR and the hundreds of millions of dollars of federal research grants to the State's colleges and universities each year. The Program offers grants to college and university teams and principal investigators seeking to commercialize their research, as well as to companies who have licensed technology from Utah's colleges and universities. The primary goal of TCIP is to accelerate commercialization of university-based research and innovation in order to drive economic development and job creation in the State of Utah, which supports the Governor's challenge to Utah businesses to accelerate the creation of 100,000 jobs in 1,000 days.

The program supports a wide range of technology commercialization projects at critical funding points. The application process is competitive, with multiple selection cycles per year. Grants of up to \$40,000 are awarded on a first application and up to an additional \$40,000 in a second round, for a maximum of \$80,000 per applicant for a single technology and require matching funds from federal or private sources to augment the State's investments in these teams and technologies. The projects to be funded are recommended by a panel of private sector industry and investment experts and projects can hail from any industry sector, including IT/Software, biotechnology, medical devices, energy and cleantech.

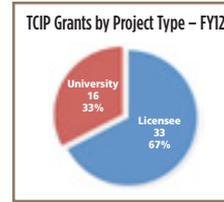
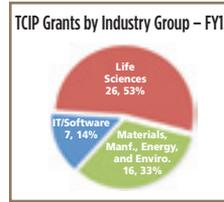
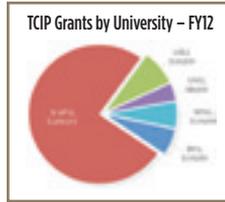
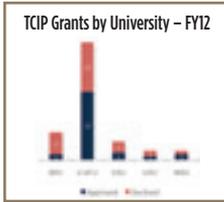
2012 Grant Solicitation Report:

The TCIP executed three grant solicitation cycles in FY 2012. The program received 99 grant applications totaling over \$3.9 million in funding requests; \$2.0 million in grants were awarded to 49 different applicants. The charts below provide a summary of significant TCIP-related statistics from FY 2012.

Additional TCIP Program Highlights and Achievements

Utah is ranked the top states for business and careers by Forbes and others in part because of the state government's commitment to efficiency and effectiveness. Consistent with that goal, TCIP strives to execute a highly effective, efficient and responsive program as we drive toward achieving the important goals for the program.

Technology Commercialization & Innovation Program



Some of the important highlights from FY2012 include:

- A review of TCIP grant recipients from FY 2011 and the first two rounds of FY 2012 found that of 31 respondents, 22 had received some degree of follow-on funding which totaled to nearly \$24 million.
- The program implemented greater publicity efforts, including press releases before and after grant solicitation rounds, broader distribution through social networks, etc. of grant announcements and so forth which helped grant applications increase 14% from FY11. The number of grants awarded also increased 14% of FY 2011.
- The full application process, including project evaluations and contract and invoice submissions, moved from a Microsoft Excel based process to online, increasing the ability to archive and track program data and helping overall administrative efficiency.
- The program significantly increased the specificity and uniformity of its project scoring and evaluating criteria to achieve a better framework for review and decision-making, including by the prescreening institutions who review projects on behalf of TCIP, including the University of Utah and Brigham Young University.
- The private sector review panel secured several new reviewers with significant industry expertise in IT/Software and biotechnology, as well as depth in entrepreneurship and venture capital investing.
- Significant due diligence was performed to research possible entrepreneurial training programs that could be an adjunct to the program to support TCIP grant recipients.
- Greater potential for collaboration between the TCIP program and grant recipients was enhanced through periodic webinars and an online social network via a LinkedIn Group.



For more information about the Technology Commercialization and Innovation Program, contact Program Director **David Bradford** at 801-502-1931 or dbradford@utah.gov

OVERVIEW

The Utah Broadband Project is a joint effort between the Governor’s Office of Economic Development (GOED), the Public Service Commission (PSC) and the Department of Technology Services’ Utah Automated Geographic Reference Center (AGRC), that is responsible for mapping broadband service availability and developing a plan to increase broadband adoption and deployment in the State. The project works with stakeholders to identify critical unserved or underserved areas and populations.

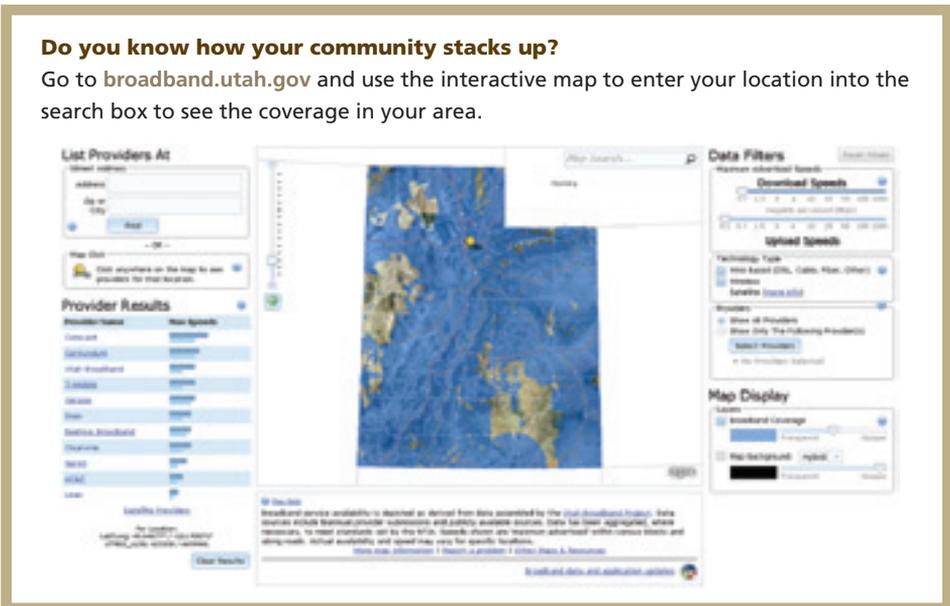


Like electricity a century ago, high-speed Internet access, or “broadband” is now a driver for economic growth, job creation, global competitiveness and a better way of life. It provides the capability for people to interact in new ways, resulting in the creation of new industries, and is unlocking vast new opportunities for existing ones. It is changing how we educate children; deliver health care; manage energy; ensure public safety; engage government; and access, organize and disseminate knowledge.

The official project website broadband.utah.gov features the Utah Broadband Map, a broadband connection speed test, current project information and continual news updates.

Do you know how your community stacks up?

Go to broadband.utah.gov and use the interactive map to enter your location into the search box to see the coverage in your area.



The Utah Broadband Advisory Council

The Utah Broadband Advisory Council was formed in June 2011, and meets regularly to examine the condition of broadband adoption and deployment in the State of Utah and will provide the Governor and Legislature with recommendations and policy guidance. Members of the Council represent a diverse group of interests including legislators, economic development, state and local government, healthcare, education, libraries, public safety and tribal entities.

The Advisory Council released their inaugural report in June 2012. The Report details the programs and organizations that have made Utah a leader in broadband adoption and deployment and highlights the recommendations made by the Council to continue coordinating efforts to expand broadband access and use. Going forward, the Council will engage in targeted approaches to aggregated demand for broadband deployment and extend resources to improve broadband use and accessibility across the State.



For additional information about the Utah Broadband Project, visit broadband.utah.gov or contact Project Manager **Tara Thue** at tthue@utah.gov or 801-538-8742.



Students in all parts of the State benefit from the broadband connections provided through the Utah Education Network.



Small businesses got websites and learned more about managing their online presence at a recent "Utah: Get Your Business Online" event hosted by Google.



Doctors in rural areas of the State can attend training seminars using the Utah Telehealth Network.



OVERVIEW

U.C.A 63M-1-1802

The Utah Film Commission markets the entire state as a location for film, television and commercial production by promoting the use of local professionals, support services and Utah locations. The film commission is a client-driven program that serves international, out-of-state and in-state production companies, along with Utah support services and crew.

Motion Picture Incentive Program

The purpose of the Motion Picture Incentive Program (MPIP) is to encourage the use of Utah as a destination for the production of motion pictures, television series and made-for-television movies. The State of Utah provides financial incentives to the film industry so that the State is capable of competing successfully with other states and countries that offer film production incentives. The MPIP allows Utah to foster a strong local motion picture industry that will contribute substantially to improving the State’s economy. The MPIP functions as a tax credit or cash rebate for approved productions and operates on a post-performance basis on expenditures that are made in the state.

State Approved Rebate Percentages

- Tax Credit: 20% – 25% on dollars left in the State with no per-project cap
- Cash Rebate: 20% – 25% on dollars left in the State up to \$500,000 per project
- Cash Rebate: 15% on dollars left in the State up to \$999,999 per project

The base incentive of 20% is available for productions with a minimum of \$1,000,000 spend in the State of Utah. To be awarded a 25% film incentive, a production must meet the definition of “significant percentage of cast and crew (hired) from Utah” which is 85% for productions that spend at least \$1,000,000 in the state or 70% if the production spends a minimum \$7,500,000 in the state.

FISCAL YEAR 2012 TOTALS*

Features: Studio/Independent/Cable

Total Projects: **20****
 Total Production Days: **539**
 Economic Impact: **\$34,348,411**

Television

Total Projects: **20**
 Total Production Days: **451**
 Economic Impact: **\$6,405,073**

Commercials/Photo/Industrial/Documentary/Misc.

Total Projects: **43**
 Total Production Days: **102**
 Economic Impact: **\$6,536,500**

Other Related Film Activities

Sundance Film Festival: **\$80,000,000**
 Total Days: **10**

Overview

Total Projects: **84**
 Total Production Days: **1,102**
 Total Economic Impact: **\$127,289,984**

*Projected
 ** 2 projects did not utilize MPIP

Fiscal Year 2012 Motion Picture Incentive Program (MPIP) Report

For FY 2012 the MPIP operated with both a 20% tax credit or cash rebate and a 15% cash rebate.

TITLE	UTAH JOBS	DAYS	INCENTIVE AMOUNT	ECONOMIC IMPACT
12 DOGS OF CHRISTMAS II (25% Cash)	165	22	\$500,000	\$2,036,775
3 DAYS IN VEGAS (25% Cash)	75	22	\$500,000	\$2,058,157
AFTER EARTH (20% Tax Credit)	90	10	\$959,339	\$4,796,694
AMERICAN RIDE Seasons 1-4 (15%)	28	40	\$214,350	\$2,239,000
AUSTENTATIOUS (15% Cash)	35	40	\$97,300	\$648,045
BREAKING POINTE	12	33	\$147,000	\$980,000
DOORWAY TO HEAVEN (15% Cash)	61	17	\$51,072	\$340,508
DR. FUBALOUS (15% Cash)	66	13	\$32,112	\$214,080
DRAGON WARRIORS: CURSE OF THE DOLVARNOEG (15% Cash)	53	26	\$64,500	\$431,238
K9 CHRISTMAS (15% Cash)	15	60	\$135,000	\$1,306,016
THE LONE RANGER (25% Tax Credit)	112	15	\$2,284,499	\$9,137,997
MISTLETONES (25% Tax Credit)	95	20	\$922,790	\$3,691,195
THE MULE (20% Cash)	78	35	\$288,906	\$1,155,625
NIGHT LIGHT (15% Cash)	58	25	\$142,500	\$950,000
OSOMBIE: THE AXIS OF EVIL DEAD / ORCS! 2 (15% Cash)	23	32	\$51,867	\$390,100
THE RANCH (15% Cash)	26	21	\$35,600	\$252,953
THRILLBILLIES Season 4 (25% Tax Credit)	14	225	\$325,000	\$1,300,000
TURNING POINT Season 3 (25% Tax Credit)	20	42	\$287,632	\$1,150,528
18 Projects	1,026	698	\$7,039,467	\$33,078,911

*Projected
 (TC) = Tax Credit
 (CASH) = Cash rebate

Sony Pictures

In June of 2012 the production of AFTER EARTH was filmed in the Moab area. The film tells the story of a father and son that have crash landed on a planet that was evacuated by humans 1,000 years earlier.

Overall, the Sony Pictures film will have a projected spend of nearly \$2.3 million in the state. According to executive producer E. Bennett Walsh, the production hired 130 locals and spent at least \$400,000 in local accommodations and food during the ten days of filming.

AFTER EARTH directed by M. Night Shyamalan, starring Will Smith and Jaden Smith, will be released in theaters July of 2013.

Disney/ABC Family

Disney filmed two major productions in Utah. First was the ABC Family (a division of Disney) production of THE MISTLETONES, which filmed in the greater Salt Lake City area during February and March of 2012. This cable fea-

ture tells the story of two rival musical singing groups that challenge each other during the holiday season. **THE MISTLETONES** which stars Tori Spelling and Tia Mowry, had expenditures reaching over \$3.6 million for the State of Utah. The cable feature will air on the ABC Family channel in November of 2012.

Walt Disney Pictures returned to the Moab area to film a portion of their new major tent-pole franchise, **THE LONE RANGER**. The film is the retelling of the Lone Ranger, how lawman John Reid was transformed into to the legend as told by the Native American spirit warrior Tonto. Directed by Gore Verbinski, starring Johnny Depp and Armie Hammer, **THE LONE RANGER** has a projected expenditure of \$9 million in the State of Utah. The movie will be released in theaters in July of 2013.

Sustainable Competition

The Utah Film Commission continues to be competitive in the western states region when it comes to film production. The MPIP offering up to 25% fully refundable tax credit along with inherent incentives such as industry infrastructure, crew, talent, proximity to Los Angeles and diverse locations will continue to sustain the motion picture and television industry in the State of Utah.

Pictures

THE MISTLETONES:
ABC Family, **THE MISTLETONES**, Salt Lake City

THE LONE RANGER:
Walt Disney Pictures, **THE LONE RANGER**,
Johnny Depp (Tonto),
Armie Hammer (The Lone Ranger)

THE NEW TESTAMENT
LDS Motion Picture Studios,
THE NEW TESTAMENT, Goshen

AFTER EARTH
Sony Pictures, **AFTER EARTH**, Moab



THE MISTLETONES is a made for TV Movie filmed in February and March of 2012.



Walt Disney Pictures returned to Moab area to film THE LONE RANGER.



The set of the New Testament in Goshen, UT, LDS Motion Picture Studios.



Sony Pictures films AFTER EARTH in the Moab area.

Film, Television and Commercial Projects for Fiscal Year 2012

*Projects that utilized the incentive

FILMS

- 12 DOGS OF CHRISTMAS II (Sony Pictures)*
- 3 DAYS IN VEGAS (Red Tie Films)*
- AFTER EARTH (Paramount Pictures)*
- BLACK JACKS (Rogue Satellite Productions)
- CHRISTMAS ORANGES (Mainstay)
- DANGEROUS WORDS FROM THE FEARLESS (55 Degree Films)
- DARKNESS (Stranger Than Productions)
- DOORWAY TO HEAVEN*
- DR. FUBALOUS (Hip Hop Doc)*
- DRAGON WARRIORS: CURSE OF THE DOLVARNOEG (Camera 40)*
- ELECTRICK CHILDREN
- HOT BOT
- K9 CHRISTMAS*
- THE MISTLETONES (ABC Family)*
- THE NEW TESTAMENT (LDS Church)
- NIGHT LIGHT*
- OSOMBIE: THE AXIS OF EVIL DEAD / ORCS! 2 (Camera 40)*
- THE LONE RANGER (Walt Disney Pictures)
- THE MULE (Domain Entertainment)*
- THE RANCH*

TELEVISION

- 10 THINGS YOU DIDN'T KNOW ABOUT... MORMONS
- AMERICAN RIDE Seasons 1-4 (BYU)*
- AUSTENTATIOUS*
- USU LOGAN PROJECT (BBC)
- BREAKING POINTE (CW)*
- CODE BREAKERS
- DAD, I'M DATING A MORMON
- Days Of 47 BROADCAST (KSL)
- DOLLY & DEAN
- FLIP MEN (Spike)
- NATIONAL GEOGRAPHIC
- PARANORMAL WITNESS (SyFy)
- LOGAN PROJECT – Relativity Real Productions
- SO YOU THINK YOU CAN DANCE Season 8 (Fox)
- TABOO
- THRILLBILLEYS SEASON 4 (Fuel TV)*
- TIA & TAMERA
- TURNING POINT (BYU)*
- WHAT WOULD YOU DO? (ABC)
- YOUNG AND MARRIED - (MTV)

COMMERCIALS/ PHOTO/ INDUSTRIAL/DOCUMENTARY/ MISC.

- AIRPORT STILL AND VIDEO SHOOT
- ALTRA SHOES
- AMWAY KOREA COMMERCIAL
- WRANGLER
- BREITLING
- BROOKE LUDI
- ATV
- CANON CAMERAS
- CAPOERIA BRAZILIAN DANCE
- CASIO
- CHEVY
- CITY CREEK
- CODE BREAKER
- DIABETES AWARENESS
- ESPN TV
- FOUNDATION FOR A BETTER LIFE
- FRANLIN COVEY
- GOAL ZERO
- GUNG HO
- NISSAN
- INTERMOUNTAIN HEALTH CARE
- JAY BIRD HEADPHONES
- JEEP
- KAWASAKI
- KBYU
- MIC CHECK LIVE – SUNDANCE 2012
- PENNY DREADFUL
- PROPER MANNERS
- QUIKSILVER / ROXY
- RATTLING STICK - HUAWAI - SHOOT BSF
- PROVOCRAFT
- SCHEELS
- SELECT HEALTH
- BONNEVILLE
- SUBARU
- TRAVELERS INSURANCE
- UTA
- UTA – TRAX SAFETY
- UTAH OFFICE OF HIGHWAY SAFETY
- UTE CONFERENCE YOUTH FOOTBALL
- VERISIGN
- XANGO
- YOUTUBE



For additional information about the Utah Film Commission visit film.utah.gov or contact

Marshall Moore, Director, at

mdmoore@utah.gov or 801-538-8740, 800-453-8824



OVERVIEW

U.C.A 63M-1-1404

Visits to Utah’s national parks, state parks and national monuments were up last year despite an unsettled economy. Transient room tax revenue increased to \$33.5 million in 2011 from \$31.0 million in 2010.

The Utah Office of Tourism (UOT) brands and increases the awareness of Utah and demonstrates our quality of life. Since the State launched the Utah Life Elevated® brand in April 2006, visitation to Utah has increased as awareness has gone up. An estimated 20.2 million visitors were attracted to Utah’s five national parks, 43 state parks, 14 world-class ski resorts, recreation areas, historical sites and other major attractions.

Utah lawmakers appropriated \$7 million dollars for FY 2012 for out-of-state advertising and cooperative marketing. UOT implemented a winter ad campaign, a non-winter ad campaign and marketing to promote Utah and non-stop Delta flight from Paris to Salt Lake City. Television spot markets, online and print ads were utilized for the campaigns.

UOT partnered with Ski Utah for winter advertising, which included print and online ads to promote skiing. In addition, UOT worked with a New York City-based domestic PR firm to help generate articles about the state throughout the nation. A regional cable campaign was launched to promote winter skiing, and television commercials aired in five regional markets for the spring/summer campaign. International tourism plays a key role in Utah’s economy. Some local tourism offices in southern Utah estimate that 70% of their transient room tax collections come from international visitors.



Mesa Arch, Canyonlands National Park

Tourism Marketing and Performance Fund (TMPF)

FY 2012 • Original Appropriation \$7.0 million

• Co-Op Marketing	\$1,400,000
• Sports Commission	\$700,000
• Total Advertising	\$4,900,000
– Non-Winter	\$3,185,000
– Winter	\$1,715,000
– Special Ops	\$0

Advertising Campaigns

Non-Winter 2011

Economic Impact	\$132 million
Tax Revenue	\$6.2 million
State ROI	\$2.5
Local ROI	\$2

Winter 2011-12

Economic Impact	\$89.9 million
Tax Revenue	\$4.2 million
State ROI	\$3.23
Local ROI	\$2.23

Highlights

- Total spending by travelers in Utah was \$6.869 billion in 2011 according to D.K. Shifflet & Associates.
- Total state and local taxes generated by traveler spending in 2010 were \$842 million, an increase of 4.4% compared to 2009.
- In 2010, 20.2 million international and domestic travelers visited Utah, up 4.2% from 19.4 million in 2009.
- Tax relief per household was \$1,012.27, up from \$948.41 in 2009.
- Utah experienced 6,304,838 million national park recreation visits in 2011, a 4 % boost from 2010 (6,064,500). Total state park visits jumped 2.1% in 2010 to 4.8 million visits.
- Hotel/motel occupancy rates went up to 62.7% in 2011, a 5 % increase from 2010 (59.7%).



Sundial Peak, Big Cottonwood Canyon

- The Cooperative Marketing program has funded 291 applications for a total of \$13.065 million, leveraging the total to \$26.13 million with partner matching funds in out-of-state marketing, not including in-kind and additional partner spending. Funding has gone to partners in 27 counties. The program has enabled both large and small tourism partners to promote their specific destinations and events to potential visitors.
- A redesigned website, VisitUtah.com, and a new Utah Travel Guide was published for the launch of the spring/summer Utah Life Elevated® campaign. The new guide includes new regional experience planners and links to the website. It is also posted online.
- Staff attended travel trade shows last year in London, Berlin, Beijing, and San Francisco, as well as conducted sales missions to France and Canada.
- New domestic and international public relations programs were created to promote Utah's destinations and events. Topics have included Utah's new luxury properties, museums, City Creek Center, St. George Airport, ski resort improve-

Utah Office of Tourism

ments, spas, culinary tourism, outdoor adventure, family travel, festivals, filmed in Utah, Olympic legacy, scenic byways, and vacation packages and deals.

- The Utah Office of Tourism conducted more than 90 trade and media familiarization tours in 2011-2012.
- Five international radio and television programs in 14 languages/117 countries were facilitated.
- More than \$26 million generated in international media value last year.
- Advertising value for 130 domestic news stories generated last year was \$10,790,644, a 90:1 ROI. Impressions were 335,090,254 million. That more than doubled last year's ad value of \$4,694,753. Impressions the previous year for 100 stories were 298,879,269.



Delicate Arch, Arches National Park

- International travel guides have been printed in Chinese, French, German, Italian, Japanese, Korean, Portuguese, Spanish, and Queen's English.
- The Utah Scenic Calendar, now in its 40th year, is recognized annually for design and photography by the National and World Calendar Awards competition hosted by the Calendar Marketing Association. The 2011 edition was honored with 13 awards in the National and World Calendar Awards competition, including a Gold Award for Best Graphic Design.
- Utah received \$1,547,672 in three National Scenic Byway awards for projects in rural areas of the state, including Moab's Lions Park along the Colorado River, Nebo Loop in the heart of the state, and Scenic Byway 12 Utah's only All-American Road.
- Utah was ranked the hottest new luxury destination in the U.S. for 2011 by Luxury Travel Magazine for properties such as the St. Regis and Waldorf Astoria in Park City, Montage Deer Valley, as well as Amangiri (Aman Resorts) near Lake Powell.

- Southern Utah was chosen as the #1 destination in Lonely Planet’s “Top 10 Places to Go in the US in 2011” by the publication’s writers.
- Deer Valley Resort in Park City was named the #1 ski resort in North America for the 2011/2012 season by the readers of SKI Magazine for the unprecedented FIFTH year in a row.
- Salt Lake City is tied with Israel as the most attractive destination for faith-based travel, according to a survey of 1,600 tour operators conducted by the National Tour Association’s monthly trade publication “Courier.” The ranking was in the January 2012 edition of the magazine.

Cooperative Marketing Program

The mission of the Utah Cooperative Marketing Program is to leverage state and partner funding to attract out-of-state visitors and increase tourism expenditures. Using a 50/50 match of public and private marketing monies, tourism partners are able to double out-of-state marketing efforts. Destination marketing organizations and non-profit entities in existence for one year or more are eligible to apply.



FY 2012

Members of the Utah Board of Tourism Development have approved 36 of 44 Cooperative Marketing applications from non-profit tourism entities totaling nearly \$1.9 million to promote the state to out-of-state visitors.

Travel Trade Program

The Travel Trade Program’s objectives include growing/enhancing domestic and international published Utah travel products and branding Utah to worldwide audiences as an exciting year-round travel destination. Program components include media/trade FAM tours, collateral development, press releases, trade shows, sales missions and promotional events. Currently, UOT has international contracts with offices in the UK, France, Germany and Japan.

Media and Trade FAM Tours

FY 2012

- 93 International Media and Trade FAMs
- 263 FAM Participants
- 507 Articles Generated and TV/Radio (TV/radio programs in France, Germany and Japan)
- Total Media Value: \$20,769,747
- UOT coordinated the State’s representation at the following international and domestic travel trade shows: Go West Summit – International (Las Vegas); ITB (Berlin); World Travel Market (London); NTA (Las Vegas); Pow Wow – International (Los Angeles); Swiss Visit USA Seminar; ITB (Asia); Japanese Workshop, Los Angeles; LA Times Travel Show; and Sunset Celebration Weekend (Menlo Park).

Tourism by the Numbers	
• County Transient Room Tax Revenue (TRT)	\$31,038,780
• National Park Visits (CY 2011)	6.3 million
• National Monument Visits (CY 2011).	5 million
• State Park Visits (CY 2011)	4.8 million
• Skier Days 2011/2012 Season	3.8 million
• Passengers Landing at Salt Lake International Airport	20 million
• VisitUtah.com Visits	229,772
• Welcome Center Visits.	413,196
• Travel Guides	
Online	46,749
Requests.	19,532
Total	66,281

Source: Utah State Tax Commission, National Parks Statistics, Utah Parks Statistics



For additional information about the Utah Office of Tourism visit visitutah.com or contact **Leigh von der Esch**, Managing Director, at lvondere@utah.gov or 801-538-1370



PARTNERS

#1 *Economic Dynamism*
- Kauffman Foundation

OVERVIEW

U.C.A 63M-1-1304

The Governor's Economic Council (GEC) is a public-private partnership that works at coordinating the economic development activities that take place every day throughout the State. Council membership is based on each appointee's leadership at economic development organizations throughout Utah. GEC members focus on forging and maintaining unprecedented partnerships between business and government to coordinate public and private efforts and further develop Utah's growing economy.

Council Members

Spencer P. Eccles, Chair
Executive Director, GOED

Mel Lavitt, Needham & Co.
Board Chair, GOED Business and Economic Development Board

Dinesh Patel, Signal Peak Ventures
Board Chair, USTAR Governing Authority

Spencer Cox, CentraCom Interactive
Co-Chair, Governor's Rural Partnership Board

Will West, Control4
Board Chair, Utah Capital Investment Corporation

Richard Walje, Rocky Mt. Power
Board Chair, EDCUtah

Scott Anderson, Zions Bank
Board Chair, World Trade Center Utah

At Large

Randy Shumway
President, Cicero Group

Pat Richards
Board Chair, Utah Symphony

Rob Behunin
Utah State University VP of Commercialization & Regional Dev.

Natalie Gochnour
Salt Lake Chamber of Commerce Chief Economist and Exec. VP

OVERVIEW

Economic Development Corporation



of Utah (EDCUtah) is an investor-based public/private partnership that works with government and private industry as a catalyst to bring quality job growth and increased capital investment to Utah. EDCUtah assists in-state companies with their growth while recruiting out-of-state companies to expand and/or relocate in Utah. EDCUtah accomplishes its mission by being the comprehensive source for Utah economic data, providing key public and private contacts and assisting companies through the expansion or relocation process.

EDCUtah has partnered with GOED to handle the state’s business recruitment efforts. This strong partnership has provided great success in recruiting businesses to Utah and links state government with local government and the private sector in a unified approach to business recruitment. Businesses that visit Utah report that they are impressed with the level of collaboration they experience as they work with the state and local economic development organizations.

A New Record for Jobs Created and Retained

During FY2012, 29 companies announced decisions to either relocate or expand in Utah. These companies will add 8,747 jobs to the state’s economy, retain another 2,763 jobs, and will make capital investments in Utah totaling more than \$1.2 billion. Here’s a breakdown:

Jobs Created:	8,747
Jobs Retained:	2,763
Capital Investment:	\$1.2 billion
Square-footage:	3.6 million
Headquarters relocations:	6

“Counting jobs created and retained we are over 11,000 jobs for the fiscal year just ended – that is a new record for us,” says EDCUtah President & CEO Jeff Edwards. “Success breeds success. Utah’s business climate has attracted a lot of attention in recent years, and we are finding now that businesses have moved beyond the question of ‘What’s going on in Utah?’ to making their decisions to locate or expand here.”

Economic Development Corporation of Utah

More than half of the jobs created and retained are within Gov. Gary Herbert's economic cluster areas. Here's a breakdown:

Cluster	Jobs Created	Jobs Retained
Aerospace:	709	557
Competitive Accelerators:	276	
Energy & Natural Resources:	124	
Finance & Insurance	80	
Homeland Security & Defense:	294	120
Life Sciences:	550	65
Software & IT:	4,160	1,030
Non-cluster:	2,554	986

eBay Inc.'s expansion project in Draper led all projects, with 2,200 jobs created and 1,000 jobs retained. eBay will also make an \$80 million capital investment, adding 370,000 square feet to its Utah operations. Xactware was next in jobs creation. The company will add 859 jobs in Utah County and make a \$130 million capital investment. Hexcel followed Xactware, creating 616 jobs and retaining 550 with its \$650 million expansion in West Valley City.

EDCUtah closed the year with 100 site visits, which is also a record. Further, EDCUtah has a record 301 open projects. Its certified sites database, SURE Sites, has grown to 290 properties. Some 61 of those SURE Sites were visited as part of project development work.



ebay



Hexcel

Fiscal Year 2012 Wins

Morgan Stanley
Leigh Fibers
Myers Industries, Inc.
Xlear
eBay, Inc.
Fiberspar LinePipe, LLC
SAIC
Home Depot
Incomm
Campbell Soup Company
WCP Solutions
Sutter Health
Cookietree Bakeries
CSG-West L3
Hexcel
Futura Industries
Lifetime Products
Cedar Bear Naturales, Inc.
Gorilla Brake & Components, Inc.
HCA
Global Value Commerce
Workday
Family Dollar
FL Smidth
Schiff Nutrition
Peterbilt
Xactware
Rockwest Composites
EMC Corporation

Edwards says Utah is enjoying a significant increase in its national credibility, thanks largely to the state's strong economy, great workforce, business climate and quality of life. "Utah is an island of stability, with sound government and fiscal policies, one of the lowest tax burdens and a business-friendly regulatory environment," he adds.

Notoriety from media outlets like Forbes, which ranked the Provo-Orem metro area as #1 for business and careers, and CNN's ranking of Utah as #2 for business have certainly helped to increase the state's credibility.

A True Partnership

Edwards believes the strong results are part of a great team effort between EDCUtah, the Governor's Office of Economic Development and EDCUtah's partners. For example, of the 28 project wins, seven projects began as referrals from GOED, while another five projects began as referrals from EDCUtah's public and private partners. Six projects began as leads generated by site consultants.

Economic Development Corporation of Utah

“Economic development is a team sport,” says Edwards. “It works in Utah because we have a significant level of trust between our communities, government and business leaders.”

Looking forward, EDCUtah is in a strong position to continue its record-setting pace.



Lifetime Products



For additional information about the Economic Development Corporation of Utah visit business.utah.gov or contact **Jeff Edwards**, President & CEO, at jedwards@edcutah.org or 801-328-8824

OVERVIEW

The Manufacturing Extension Partnership of Utah (MEP) provides companies with services and access to public and private resources that enhance profitability and growth, improve productivity and develop companies into sustainable enterprises. The MEP focuses on five critical areas:

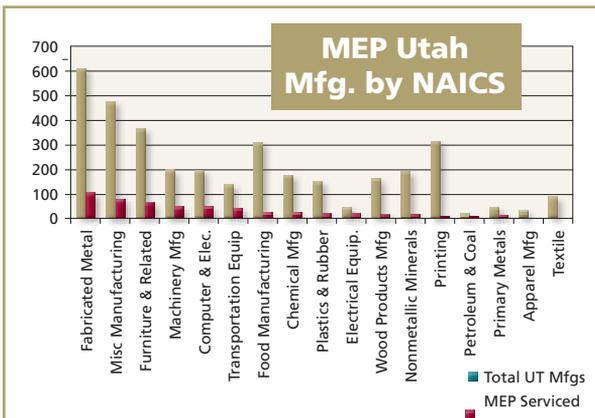
- Continuous Improvement
- Sustainability (green)
- Technology Acceleration
- Workforce Development
- Supplier Development



MEP’s mission is to provide small and mid-sized manufacturers with access to a wealth of tools, techniques and other resources boosting their skills to create more profit within their businesses. MEP defines this as developing and increasing a businesses’ “profit-ability.”

Using a focused 5-P Strategy, MEP targets key areas; People, Product, Process, Planet, and Profit; to apply resources, assets and training that empower manufacturers to “Get to the Next Level.”

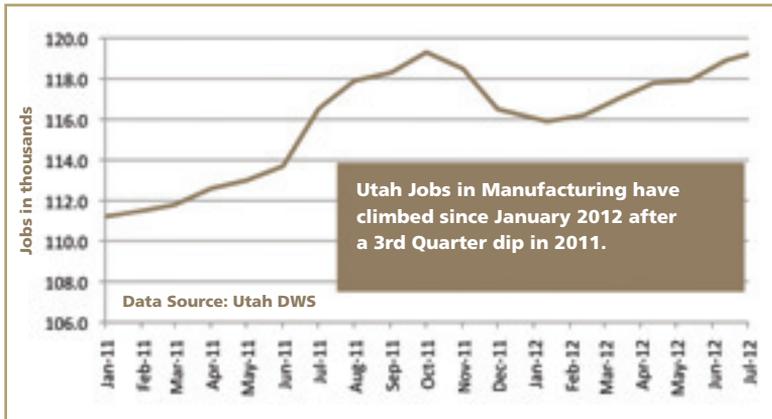
MEP centers are located throughout the U.S. and are affiliates of the National Institute of Standards, an agency of the U.S. Department of Commerce. Chartered to assist small and medium-sized manufacturers (those employing less than 500 workers), the MEP potential service base includes 99 percent of the 3,800 manufacturers in Utah.



Utah’s 3,800 manufacturers are diverse in terms of products produced. Graph shows number of Utah manufacturers by North American Industry Classification System (NAICS) code and groups serviced by MEP.

Manufacturing Extension Partnership

Jul-12	119.2
Jun-12	118.9
May-12	117.9
Apr-12	117.8
Mar-12	117.0
Feb-12	116.2
Jan-12	115.9
Dec-11	116.5
Nov-11	118.5
Oct-11	119.3
Sep-11	118.3
Aug-11	117.9
Jul-11	116.5
Jun-11	113.7
May-11	113.0
Apr-11	112.6
Mar-11	111.8
Feb-11	111.5
Jan-11	111.2



The most recent Implan® study prepared by the Department of Applied Economics at Utah State University, which was based on data collected from MEP Utah clients by the U.S. Census Bureau, verified that in the state of Utah, the MEP Program provided services to 101 manufacturing companies, resulting in quantifiable impacts which:

- Created or retained 3,844 manufacturing jobs
- Produced \$169.4 million in additional employee wages
- Generated \$23.3 million in additional state tax revenue

The nature of manufacturing in Utah is diverse, entrepreneurial, and most companies fall under the classification of “small business”—employing less than 500 employees. Yet these small companies have a large impact on the state’s economy. Manufacturing provides significant employment with an industry payroll of over \$5.6 billion—the largest industry payroll in the state—and is one of only 3 industry sectors that employ more than 100,000 Utahns.

MEP’s greatest impact is at the enterprise level, where it can work with company owners, managers and workers to assess needs and prepare a plan to meet company-specific issues. From the front office to the shipping dock, MEP centers across the country are helping U.S. manufacturers grow and compete globally by applying proven principles to both the bottom line as well as the top line. This makes MEP in Utah more relevant than ever, as Utah manufacturers need to not only cut costs and improve performance, but to define their markets — including new export markets — and produce products that differentiate them to their consumers. MEP is strategically positioned to work with GOED in the state’s economic development initiatives, with emphasis on technology and innovation, sustainability and continuous improvement.

Mountain States Steel

Lindon, Utah

The current situation in the steel fabrication industry requires better, quicker, and faster delivery of products. MSS management decided that it was time to look at the company and determine what they were doing well and where they could make substantial improvements to meet the demands of the industry and their customers. They realized it was time to raise the bar to enable them to compete in today's market. Mountain States Steel and MEP Utah have been focused on implementing Lean concepts and methodology throughout the company. www.mssteel.com



Campbell Scientific

Campbell Scientific Inc. was organized in 1974 by Eric and Evan Campbell and is located in a 100,000 square foot facility in Logan, Utah with 170 employees. They manufacture measurement and control products for long-term monitoring. They produce dataloggers and data acquisition systems, measurement and control peripherals,



communications equipment, and sensors which are used for climate monitoring, water quality, mining, landfills, vehicle testing, railway, bridge and dam monitoring, and wind assessment. Their customers have included the military, agricultural researchers, weather stations, and atmospheric laboratories. www.campbellsci.com

Varian Medical Systems - X-Ray Division

Varian's X-ray Products is the world's premier independent supplier of X-ray tubes and flat-panel image detectors for X-ray imaging. Its products are used in X-ray imaging equipment for medical diagnostics, dental imaging, veterinary care, industrial inspection, and security. Varian is dedicated to



conducting its global business operations in an ethical and environmentally conscious manner that safeguards neighboring communities and the global environment. Seeking to create long-term shareholder value by implementing environmentally sustainable business practices to reduce the generation of emissions, solid and hazardous wastes, and the consumption of natural resources, Varian has enrolled key employees in the MEP Green Enterprise Development training and certification program offered in partnership with SLCC and DWS. www.varian.com

Manufacturing Extension Partnership

GOED and MEP as partners have not lost sight of the overall importance of manufacturing to the state: its large employee base, livable wages, tax contributions, creation of secondary jobs and a major role in producing most of Utah's exported goods. MEP will continue to be a resource to small and medium-sized manufacturers throughout the state and help the entrepreneurial spirit of Utah companies succeed in an ever-changing economy. Whether in market upturns or downturns, manufacturers face the challenge of differentiating themselves and determining how to bring what is different to the market in a more efficient, cost-effective way. As one company official stated, "Lifetime Products has made remarkable progress on its journey to become a world class manufacturer. The Utah MEP provided us a vision of Lean Manufacturing... In 2011 we have completed 25,000 hours of employee training. This training is having a direct impact on teamwork, morale and performance. The Utah MEP has also helped us understand methods of improving safety at Lifetime. I highly recommend the Utah MEP to any company that is serious about creating an improvement system."

—Brent Allen, COO, Lifetime Products, Inc. Clearfield, Utah.



For additional information about the Manufacturing Extension Partnership visit business.utah.gov or contact **Stephen Reed**, Director of Operations, at sreed@mep.org or 435-797-3789

OVERVIEW

In 2010 Governor Herbert released his 10-Year Strategic Energy Plan, the first recommendation of which was the creation of an office dedicated solely to the development of Utah's energy resources. In the 2011 General Session, the Utah State Legislature created the Utah Office of Energy Development, and tasked it with implementing state energy policy, facilitating the development of the state's conventional and alternative energy resources, and promoting energy education and outreach. In April of 2011 Samantha Mary Julian, formerly of GOED, was appointed director of the newly formed office, and she immediately set about repositioning the office toward the advancement of the Governor's 10-Year Strategic Plan.

The Office of Energy Development's (OED) vision is "to serve as the primary resource for advancing energy development in Utah," and its mission is "to provide leadership in the balanced development of Utah's abundant energy resources through public and private partnership for economic prosperity, energy independence, and a reliable, affordable energy supply." OED will advance these broad goals through the following Strategic Objectives: creation and implementation of policy for the Governor, Legislature, and State; assisting industry; building relationships; pursuing funding opportunities; and promoting energy education.

OED has staff dedicated to the promotion of Conventional, Unconventional, Renewable, and Energy Efficiency resources, and has a number of development tools that will be critical to Utah's energy future.



Wolverine Oil and Gas drill rig at the Covenant Field in central Utah, near Sigurd.

The State Energy Program

The State Energy Program (SEP) has been with the state for decades, and is OED's primary resource in the areas of renewable energy and energy efficiency education and outreach. Through the SEP, OED provides trainings and seminars, offers tax credits to homeowners and business to support distributed generation, and helps partner institutions secure grant funding to support energy programs and research activities.

Alternative Energy Development Incentive

Created in the 2012 General Session, the AEDI is a tax credit designed to advance the development of large-scale renewable energy and unconventional energy projects. The post-performance credit will be equivalent to 75% of all newly generated state revenues, and will last for a period of 20 years, providing a long term incentive that will bolster two sectors that will be of vital importance to Utah in the coming years.

Utah Energy Infrastructure Authority

The Infrastructure Authority was created in the 2012 General Session with the aim of helping to facilitate any energy delivery projects that help to advance responsible energy development in the state. To that end, the Authority Board may authorize tax-free bonds to support the development of any transmission line or pipeline that meets broad criteria related to responsible energy development and rural economic development.

U-Save Energy Fund

The Utah U-Save Energy Fund Program finances energy-related cost-reduction retrofits for publicly owned buildings including State, tribal, municipal (city and county), public school district, charter school, public college and public university facilities. Low interest rate loans are provided to assist those institutions in financing their energy related cost-reduction efforts.



For more information about the Office of Energy Development, contact **Samantha Mary Julian**, Director, at 801-536-4285 or sjulian@utah.gov.

OVERVIEW

The Utah Small Business Development Center (SBDC) strives to strengthen Utah's economic fabric and quality of life by facilitating the success and prosperity of small business endeavors. The Utah SBDC network consists of business consultants, trainers, educators and support staff operating statewide from Utah's state colleges and universities. The Utah host for the SBDC program is Salt Lake Community College, with regional host institutions at Utah State University – College of Eastern Utah (Price and Blanding), Davis ATC, Dixie State College, Snow College (Ephraim and Richfield), Southern Utah University, Utah State University (Logan and Vernal), Utah Valley University, and Weber State University. Other key stakeholders include the US Small Business Administration and the State of Utah Governors Office of Economic Development.



Key goals include providing significant, in-depth, assistance to entrepreneur clients, (including pre-startup), that help the client increase sales, profits, jobs, and long-term sustainable business practices. This is accomplished through in-depth training, one-to-one no-cost counseling, and following up with clients to find the resources that they need.

Two successes from the past year show the impact that the SBDC can have in the state's economy.

LiquaDry, Inc.

In the Utah desert, Elend LeBaron has been building a nutritional empire. Since its start in 1999, LiquaDry has grown from a start-up business to a company making \$4.4 million in 2010 and employing 39 people. LeBaron developed the process that made LiquaDry a success. He created a way to produce food and nutritional supplements using ambient temperature spray drying. LiquaDry takes foods from harvest to powder without a significant reduction in nutritional value. That high quality process, called BioActive Dehydration™, sets LeBaron apart from his competitors.



His secret to success? “Innovation is key. Engineer a better process and constantly improve it,” he reports.

LeBaron didn’t let early failure stop him. The company has grown to a state-of-the-art processing plant, office space, refrigerated warehouse facilities and long-term lease of more than 400 acres of agricultural property, from which much of the compa-



ny’s products are organically grown and harvested. LiquaDry has steadily grown sales, profit, fixed assets, retained earnings and in 2011 launched a new brand, EverRaw™, designed to bring their revolutionary products directly to market through new distribution channels. LeBaron and his wife Olivia care most about making a positive difference in the lives of others and view his company as a vehicle for doing that.

“I really care about my employees and how my business practices affect them, my customers, and the community. There’s a great deal of motivation in looking after the well being of people I do business with,” says LeBaron.

LiquaDry used an SBA guaranteed loan early in the start-up process. More recently, the Small Business Development Center provided training for key employees through Franklin Covey’s 7 Habits for Small Business Managers and a FastTrac GrowthVenture course. LiquaDry also received counseling services at the Ephraim SBDC to analyze and improve their business model and networking efforts. In 2011, the U.S. Small Business Administration selected LiquaDry as state and regional Exporter of the Year. LeBaron and the company look forward to continued success.

Shooting Star Drive-In

Drive-in movie theaters, shooting movies and Airstream trailers have always been a passion for Mark Gudenas. When he found the perfect location in Escalante, Utah, he knew that he would be able to make his dreams become reality. After two years of hard work and determination, the Shooting Star Drive-In was created. Developed on 25 acres bordering Grand Staircase-Escalante National Monument, the Shooting Star Drive-In is a Hollywood-themed resort featuring classic Airstream units that serve as accommodations for guests. Each Airstream unit is decorated as if it were the dressing trailer of a Hollywood movie star. There is also

an Airstream and RV Park with full hook-ups, a large pavilion for indoor dining and 360-degree views of the Grand Staircase, the Escalante Mountains and Dixie National Forest.

The resorts centerpiece is the unique drive-in Movie Theater, populated with convertibles from the 1960's. The Shooting Star



Drive-In features nightly screenings of vintage cartoons and a feature film that was produced between 1946 and 1969.

“Do your homework thoroughly, hold on to your belief that brought you to your venture, then work harder than you’ve ever worked before—and bring gratitude and joy to everything you do,” Gudenas states as his secret to success.

Mark Gudenas initially met with Craig Isom and Joni Anderson of Southern Utah University Small Business Development Center (SBDC) in July of 2010. Gudenas had already written a detailed business plan and had compiled some initial financial projections prior to approaching the SBDC. Gudenas decided to seek assistance from the SBDC to formalize the financial projections for the Shooting Star Drive-In and to get help with developing and securing capital. Through the support of the SBDC of Cedar City, Gudenas was able to obtain a Small Business Administration guaranteed loan through State Bank of Southern Utah in Tropic, and received assistance from the Five County Association of Governments.

Regarding the SBDC, Gudenas remarks, “Everyone here has been great to work with, and I’m especially grateful to Craig Isom and Joni Anderson who helped me with forecasting financials, and with Garrett Cottam and Dennis Larson of State Bank of Southern Utah who demonstrated their faith in creating this unique resort destination that’s drawing newcomers to our little slice of heaven.”

In August of 2011, the Shooting Star Drive-In was featured in The Huffington Post’s Travel Section in an article called “The Coolest Airstream Hotels Around the World.” With great press, word-of-mouth from elated guests, and a heavy marketing push, travelers from around the country are discovering this unique and beautiful vacation experience.



For additional information about the Small Business Development Center Network visit utahsbdc.org or contact State Director **Sherm Wilkinson** at sherm.wilkinson@slcc.edu or 801-957-5384.

OVERVIEW

The Utah Fund of Funds (UFOF) is a public-private partnership developed by the Utah Legislature to provide the state’s entrepreneurs with access to a broad array of venture and private equity funding sources. With a charter of \$300 million approved by the Utah State Legislature, the fund invests in quality venture capital and private equity funds, which in turn explore investments in promising Utah growth companies. This brief overview is for information purposes only. The UFOF’s formal report, pursuant to 63M-1-1206, will be provided directly to the legislature according to statute.



Since the partnerships inception more than 800 funds have applied to the program, from which 28 qualified venture capital or private equity firms have been selected for investment as UFOF portfolio funds, including eight funds with headquarters in Utah. Out of state portfolio funds commit to spend a predetermined number of days in Utah to review and consider investment in Utah companies, thereby helping to establish networks and build support for Utah funds, entrepreneurs, companies and business leaders focused on expanding Utah’s economy.

In addition to investing in venture capital and private equity funds, the UFOF conducts a number of economic development training and networking events throughout the year, including the annual UFOF Medical Device Symposium and the annual UFOF Middle Market Symposium. The fund conducts one-on-one



Utah Fund of Funds annual Medical Device Symposium.

consulting sessions with Utah entrepreneurs focused on helping entrepreneurs navigate the uncertain fundraising waters, and when appropriate, access UFOF portfolio funds.

Utah Fund of Funds

The UFOF receives oversight from the Utah Capital Investment Board (public) and is governed and operated by the Utah Capital Investment Corporation (private). More information on each board can be found at <http://www.utahfof.com/team.html>.

Successes

Since inception, UFOF portfolio funds have invested \$304 million in 56 separate Utah companies. Including syndicated dollars the total comes to over \$1.5 billion. These investments have translated into the creation of over 5,600 new Utah job years and \$360 million in new Utah payroll. In addition, UFOF has been instrumental in helping out-of-state venture capital firms review over 1,000 Utah based investments and spend over 1,300 days in Utah searching for deals.



For additional information about the Utah Fund of Funds visit utahfof.com or contact **Tim Bridgewater**, Managing Director, at tim@utahfof.com or 801-521-3072

OVERVIEW

Turning innovation into industry

The Utah Science Technology and Research initiative (USTAR) is a long-term, state-funded investment to strengthen Utah's "knowledge economy" and generate high-paying jobs. Funded in March 2006 by the state Legislature, USTAR is based on three program areas:



- Strategic investments at the University of Utah (U of U) and Utah State University (USU) to recruit world-class researchers
- Construction of state-of-the-art interdisciplinary facilities at these institutions for innovation teams
- Deploying teams that work with companies and entrepreneurs across Utah to promote technology commercialization

Research Teams

USTAR has recruited 49 entrepreneurial minded "star" researchers from around the country, organized into innovation focus areas aligned with Utah's seven strategic industry clusters. Areas include:

- Energy and Environment
- Biopharma/Biodevice
- Medical Imaging and Brain Medicine
- Imaging Technology and Digital Media
- Nanotechnology

Based on data for fiscal years 2007 to 2012, USTAR research teams have attracted \$131 million in federal and industry-sponsored grant funding to the State with an additional \$100 million in grant awards for programs such as EPSCoR, MRSEC and STORM. This performance exceeds the goals of USTAR's 2005 Economic Prospectus by more than 70 percent.

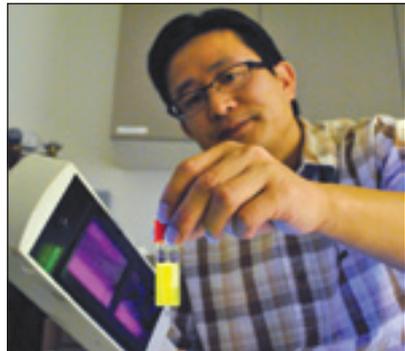


Photo courtesy of U of U Brain Institute

U of U USTAR researcher Ling Zang recently launched a start-up company, Vaporsens, which uses nanotechnology to detect methamphetamine.

Utah Science Technology and Research Initiative

On the commercialization front, USTAR research has yielded more than 330 invention disclosures with 185 patents and provisional patents filed to date. The research teams are responsible for 11 new companies and an additional 10+ projects are at various stages of incubation.

Recent research highlights:

- USTAR’s state EPSCoR director, in partnership with USU and other USHE institutions, coordinated the effort which led the NSF to award Utah EPSCoR a five-year, \$20 million grant. The project will assist in building the human and research infrastructure needed to sustainably manage Utah’s water systems.
- USU USTAR researcher Regan Zane recently secured a \$3 million grant from the Department of Energy to develop technology that can dramatically improve the battery performance of electric vehicles. Industry partners include Ford Motor Company.
- A study led by U of U USTAR researchers Julie R. Korenberg and Li Dai looked at the release of oxytocin and arginine vasopressin (AVP). The study may signal a shift for expediting the treatments of such illnesses as Williams syndrome, PTSD, and anxiety.

Commercialization highlights:

- USTAR researcher Ling Zang is developing a hand-held nanosensor to help law enforcement and border security personnel quickly “sniff out” drug or bomb residue in the air. Zang has launched a company called Vaporsens.



Photo courtesy of Love Communications

The USTAR BioInnovations Center is one of the few buildings in the Intermountain West with Biosafety Level 3+ capability and supports USU’s research into veterinary disease and diagnostics.



Photo courtesy of Dan Hixson, U of U College of Engineering.

The 23,000-square-foot nanofabrication and imaging facility in the U of U’s new USTAR building represents a world-class resource and puts the university on competitive (and collaborative) footing with its Pac-12 nanotechnology peers such as Stanford and Arizona State University.

- WAVE, Inc., a USU spinout company, has received a \$2.7 million grant to electrify a bus route at the U of U. WAVE is developing systems to transfer power wirelessly between vehicles and roadways to reduce battery size by up to 80 percent and allow for continuous use of the electric vehicles. The technology is based on the work of USTAR researcher Hunter Wu.



Photo courtesy of USU

- USU, the Space Dynamics Laboratory (SDL) and GeoMetWatch, a privately held company, have teamed up to improve the accuracy of severe weather forecasting by creating a satellite program called STORM. The advanced state-of-the-art instrument will be designed and manufactured by SDL.
- USTAR researchers Randy Lewis and Irina Polejaeva from USU collaborated to create two sets of transgenic twin goats in support of spider silk and AFIB research.*

Research Buildings

At the heart of USTAR's efforts to transform the state's economy are the James L. Sorenson Molecular Biotechnology Building—a USTAR Innovation Center at the U of U and its sister facility—the USTAR BioInnovations Center at USU. These centers mark the beginning of a new era of interdisciplinary translational research, scientific discovery and technology commercialization.

The 110,000-square-foot USU USTAR BioInnovations Building opened in January 2011, and houses a Biosafety Level 3+ laboratory to perform advanced research in veterinary diseases, applied nutrition and synthetic biomanufacturing. No other building in the State has that level of biosafety capability, and few in the Intermountain West match it. The building was awarded LEED Gold certification for sustainable design in October 2011. The new building joined an existing 33,000-square-foot building to create the USTAR BioInnovations Center.

The 208,000-square-foot Sorenson USTAR building is the home of the Nano Institute and the Brain Institute which fosters neuroscience research in three areas: next generation neural interfaces, diagnostic neuroimaging and circuits of the brain. The centerpieces of the building are the core facilities including the nanofabrication facility with 18,000 square feet of cleanroom space and a biobay, and a 5,300-square-foot microscopy and materials characterization suite, all of which put the U of U on even footing with the top nanotechnology research institutes worldwide.

Technology Outreach Program

USTAR's Technology Outreach Innovation Program is the engine to drive commercialization activities. Technology Outreach teams work with entrepreneurs, emerging and established businesses, academic researchers and other stakeholders across the State. USTAR business leaders are based at Weber State University, Utah Valley University, USU – Uintah Basin, USU – Price, Dixie State College and Southern Utah University.

In FY2012, USTAR Outreach engaged in 212 projects across 20 of 29 counties. The projects represent an array of tech-based industries and consist of business teams comprising university researchers, entrepreneurs, and private investors.

In related activities over the past three years, USTAR's SBIR Assistance Center has assisted over 85 new companies. SBIR has assisted 12 of those in winning more than \$4.6 million in federal commercialization grants. Also with USTAR support, the BioInnovations Gateway (BIG) incubator has hosted six client companies who have secured more than \$7.2 million in private funding.

In the past three years alone, the \$3.3 million deployed through the commercialization grant program has resulted in 89 projects funded and more than \$20.3 million of private financing. Other results include 98 new product prototypes, 176 new jobs and the launch of 30 new companies.

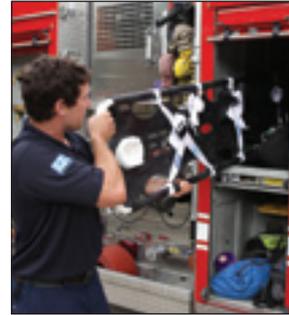


Photo courtesy of EZ LIFT Rescue Systems

The EZ LIFT Rescue System backboard is a breakthrough product that was developed with Zien Medical and BiG. The company delivered their first product order in September 2012.

National Recognition:

Now in its sixth year, USTAR is gaining recognition nationally as an effective, non-bureaucratic force for technology economic development. USTAR was recently featured in the National Governor's Association's Best Practices Guide. Also, due in part to USTAR's efforts, the Milken Institute ranks Utah #5 in its 2010 national State Technology and Science index, up from #8, and Utah ranks high in the U.S. Chamber's "Enterprising States" report. Nevada and Idaho have both initiated programs based on the USTAR model.



For additional information about the Utah Science Technology and Research Initiative visit www.innovationutah.gov or on Twitter at twitter.com/innovationutah or contact **Justin Berry** at ustarinfo@utah.gov or 801-538-8884

OVERVIEW:

To help enhance Utah's economy, image and quality of life through the attraction, promotion and development of national and international sports, and be a catalyst for Utah in its Olympic legacy efforts.



Summary

Utah continues to distinguish itself as a leader in the world of sports marketing, event attraction, Olympic legacy, sport development and sports related tourism. Utah is capitalizing on sports as a key economic platform to grow the economy and enhance the state's domestic and international image. Sports related travel generates hundreds of billions of dollars each year in the U.S., and as a result, there is significant competition among cities and states to capture a portion of this growing business. The sports marketplace is very competitive and landing key sporting events has become difficult. In addition, events that are landed are always at risk of leaving due to insufficient funding, lack of ability to sign long-term contracts, and the ever changing business model and environment for sponsors, events rights holders and related influencers.

The Utah Sports Commission will continue to be a driving force behind sports event attraction, creation, promotion, development and Olympic legacy efforts.

Impact

Since the Utah Sports Commission's inception, it has been a partner in over 450 events that have generated an estimated \$1.2-1.4 billion dollars of economic impact to Utah. Tax revenue collected from sport related expenditures has been estimated at \$68.5-\$83.8 million. Several of these 450 sporting events have been broadcast on national or international television, bringing additional impact to the state through media exposure and ad assets. Utah's sporting events have generated an estimated \$252 million in media value through approximately 3,500 hours of television coverage.



NBA Commissioner David Stern at the 1st Annual Governor's State of Sport Awards.

Utah Sports Commission

The Utah Sports Commission and TEAM UTAH partners will continue to grow the nearly \$6 billion sports industry in Utah by actively recruiting and assisting viable sporting events. The following information highlights the 2011-2012 Fiscal Year and provides an aggregate accounting of the impact of sporting events brought to Utah by the Utah Sports Commission and TEAM UTAH.

- Partnered with 44 sporting events across the state, generating approximately \$132-161 million in direct economic impact to Utah
- Partnered with 27 nationally or internationally televised events that provided Utah with approximately \$46 million in media value and over 860 hours of coverage
- Raised and/or leveraged approximately \$2.4 million in private/non-state funds, and Value-in-Kind (includes hotel rebates, bonus television assets, golf sponsorship, private sponsorship, venue relief, volunteer hours, other)
- Continued to generate a favorable return on investment from actual tax revenue collected compared to state dollars received for sporting events. Overall ROI from events and event related media is \$7.2:1 to \$8:1
- Negotiated the placement of 1102 (:30) television ad units aired during the broadcasts of Utah Sports Commission partnered events valued at \$3.75 million if purchased
- Responsible for over 129 local news articles and thousands of other national/international news articles written about Utah Sports Commission partnered events
- Created the First Annual Governor's State of Sport Awards event with approximately 500 attendees and NBA Commissioner David Stern as the Key-note Speaker. Through promotional efforts with our partners, generated 41,000 votes from fans across 49 states and 10 countries on the State of Sport Awards website



USA vs. Canada Women's Soccer, June 30, at Rio Tinto Stadium.



2012 Tour of Utah.

- Created the Utah Winter Action Sports Series with U.S.S.A., which will consist of five winter action sports events occurring over three weekends in February. The events include a Sprint U.S. Grand Prix Snowboard Half-pipe and Freeskiing held at Park City Mountain Resort, the VISA Freestyle International Moguls, Dual Moguls and Aerials held at Deer Valley Resort and the Sprint U.S. Grand Prix Snowboardcross and Skicross event held at the Canyons Resort. The Series will also provide the platform to announce the 2014 U.S. Olympic Teams
- Worked with locally owned Utah group to help create a destination marathon for Utah that will attract the world's elite endurance athletes and thousands of out-of-state visitors to drive economic impact to Utah
- Host organization for the Utah Championship, bringing an estimated \$4 million in economic impact and 20 hours of Golf Channel coverage, which is the cornerstone of Utah's Destination Golf program



Governor Herbert addresses the press and community leaders at the announcement of the Olympic Exploratory Committee.



Xterra, Eden, Utah.

- Participated with Utah's golf industry, including the Utah Section of the PGA, Utah Golf Association, and other golf stakeholders to organize and host Utah's First Annual Utah Golf Summit to market the state of Utah as a destination golf location
- Hosted the Winter and Summer Dew Tour events—the only location to host both events
- The Utah Sports Commission continued to be actively involved in the Olympic movement through hosting Olympic related events and attending Olympic related conferences and other activities as appropriate. As a part of the Governor's Exploratory Committee, the Utah Sports Commission played a role in determining if Salt Lake City could or should pursue a future Winter Olympic bid if an opportunity became available. Specifically, the Sports Commission's role was to conduct a competitive analysis of potential competing bid cities and to determine Utah's strengths and weaknesses as it pertains to hosting a future Olympic Games.



For additional information about the Utah Sports Commission visit utahsportscommission.com or contact **Jeff Robbins**, President and CEO, at jrobbins@utah.gov or 801-328-2372

OVERVIEW

World Trade Center Utah (WTC Utah) is a licensed and certified member of the World



WORLD TRADE CENTER®
UTAH

Trade Centers Association headquartered in New York City, a network of 330 WTCs around the world. The mission of WTC Utah is to guide Utah companies into profitable global markets.

Working with various partners, WTC Utah is leveraging the state's unique cultural, educational, economic and foreign language capabilities to expand the reach of and create new opportunities for Utah's international business community.

According to the U.S. Census Bureau, Utah's 2011 merchandise exports to the world totaled over \$19 billion, an increase of 38% over 2010 exports. So far in 2012, export growth continues. With strong support from the primary metals and high tech manufacturing sectors, Utah could potentially reach Governor Herbert's 5 year goal of doubling exports to \$20.6 billion by the end of 2012 (a year early.)



Governor Gary Herbert places the final piece of Utah's International partners puzzle during World Trade Center at City Creek ribbon cutting ceremony May 2012.

WTC Utah's signature services include:

Assessment of key challenges companies face while expanding their business globally. After contacting WTC Utah directly or through our online Getting Started form, company representatives will have an in person interview providing advice, referral to educational seminars, key resources and networking opportunities.

Our weekly email newsletter, Global Utah, includes brief international news items relevant to our community as well as a calendar of international events in Utah and beyond. Scan the QR code at right to subscribe via smart phone or tablet.



World Trade Center Utah



Lew Cramer, President and CEO of World Trade Center Utah, greets Chinese visitors at the Capitol Rotunda during US-China 2011 Trade, Culture, Education Conference.

Education in the form of seminars and workshops on topics of international business development, regional export opportunities, and international diplomacy events involving ambassadors and senior ranking economic development officials from all continents.

Connection through co-hosted events for the international trade community. We offer customized market intelligence reports utilizing two major international databases and well over 5000 international contacts. We also provide access to the global World Trade Centers network around the globe that facilitate international trade and investment.

Our strategic partners include the Governor's Office of Economic Development, U.S. Commercial Service, Salt Lake Chamber, other chambers of commerce, Utah Technology Council, USTAR and EDCUtah.



WTC Utah hosts an international business delegation.



For additional information about the World Trade Center Utah please visit www.wtcut.com or call 801-532-8080

Lew Cramer, President and CEO

2012 annual report and business resource guide

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- CNBC



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