



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

World Trade Center at City Creek
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Salt Lake City, Utah 84111
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Utah Code Annotated Contents

Alternative Energy Manufacturing Development Tax Credit 63M-1-3103–3105	31
Board of Tourism Development 63M-1-1401–1406	79
Business Expansion and Retention Program (BEAR Program) 63M-1-903(1)(c).	63
Business Resource Centers (BRC) 63M-1-2701–2707	27
Economic Development Tax Increment Financing (EDTIF) 63M-1-2401–2409	31
Enterprise Zones 63M-1-401–415.	62
Governor’s Economic Council 63M-1-1301–1304.	88
Industrial Assistance Fund (IAF) 63M-1-901–903, 905–910	44
Life Science and Technology Tax Credit 63M-1-2901–2911.	30
Motion Picture Incentive Program (MPIP) 63M-1-1801–1805.	75
New Convention Hotel Tax Credit 63M-1-3401–3413	31
Office of Consumer Health Service, Avenue H, 63M-1-2501–2506.	49
Outdoor Recreation Office 63M-1-3301–3306.	53
Pete Suazo Utah Athletic Commission 63C-11-101	57
Private Activity Bond Authority (PAB) 63M-1-3001–3009	29
Rural Development Office 63M-1-1601–1606	61
Rural Disadvantaged Communities 63M-1-2001–2006	64
Rural Fast Track (RFT) 63M-1-904	62
State Advisory Council on Science and Technology 63M-1-601–608	65
STEM Action Center 63M-1-3201-3211	67
Targeted Business Tax Credit 63M-1-501–504	63
Technology Commercialization and Innovation Program (TCIP) 63M-1-701–705	71
Utah Capital Investment Board 63M-1-1201–1224	103
Utah Recycling Market Development Zones 63M-1-1101–1112	30
Utah Small Business Jobs Tax Incentive 63M-1-3501–3512.	31

Contents

Governor's Office of Economic Development Mission	2
Letter from the Executive Director	3
GOED Management Team.	4
Organizational Chart.	5
GOED Board Members	6
Governor's Office of Economic Development Programs.	7
Targeted Economic Clusters	9
Business Marketing Initiative	23
Business Resource Centers: Entrepreneurial Development.	27
Corporate Recruitment and Business Services	29
International Trade and Diplomacy Office (ITDO).	45
Office of Consumer Health Services, Avenue H.	49
Outdoor Recreation Office	53
Pete Suazo Utah Athletic Commission.	57
Procurement Technical Assistance Centers (PTAC).	59
Rural Development	61
State Science Advisor	65
STEM Action Center	67
Technology Commercialization and Innovation Program (TCIP)	71
Utah Broadband Project.	73
Utah Film Commission	75
Utah Office of Tourism	79
Governor's Office of Economic Development Partners	87
Governor's Economic Council (GEC)	88
Economic Development Corporation of Utah (EDCUtah)	89
Manufacturing Extension Partnership	93
Office of Energy Development	95
Small Business Development Center Network (SBDC).	99
Utah Capital	103
Utah Science Technology and Research Initiative (USTAR)	105
Utah Sports Commission	109
World Trade Center Utah	113
Governor's Office of Economic Development Data	115
Economic Development Resources.	123
Business Resource Centers	124
Chambers of Commerce	126
Cities and Towns.	129
Economic Development Contacts by County	142
Higher Education	144
Procurement Technical Assistance Centers	147
Small Business Development Centers	148
USTAR Technology Outreach and Innovation Program Regional Offices . . .	149
GOED Contacts	150



Vision Statement

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



100,000 Jobs celebration at Easton Archery Center.

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



An aerial view of downtown Salt Lake City.

LIFE
UTAH
ELEVATED™



Logan Valley in the fall.



State of Utah
GARY R. HERBERT
Governor

SPENCER J. COX
Lieutenant Governor

Governor's Office of Economic Development

Q. VAL HALE
Executive Director



Dear Legislators and Economic Development Partners,

As the new executive director of the Governor's Office of Economic Development (GOED), it is my pleasure to introduce you to our Annual Report for 2014.

GOED continues to consistently execute the Governor's Vision that, Utah ***will lead the nation as the best performing economy and be recognized as a premier global business destination.***

These efforts have met with great success due to the Governor's leadership and the partnership with our legislature, local leaders, public and higher education representatives, and the most important ingredient, the private sector.

As we move forward into new economic expansion in Utah, we are facing new opportunities and challenges. For example, we are now the beneficiary of a very low unemployment rate and a very strong job growth rate. This will require us to step up our education and incumbent worker training efforts to meet the job skill demands of the coming decades. We continue to work closely with all the strategic stakeholders in this effort and we will succeed. We are reviewing each GOED program and those of our key partners to identify areas where we can continue to keep Utah as a leading business-friendly state.

The accelerating expansion of Utah companies has increased our economic vibrancy, which has further enhanced our ability to attract more and more innovative global businesses to Utah. While we continue to receive consistently high third party ratings, earned by maintaining our focus on the fundamentals, we are working on a new and responsive economic plan 2.0. At the same time we will stay the course on some key economic drivers that benefit all Utah businesses, such as:

- AAA bond rating
- Low tax rates
- Sensible regulatory environment
- Superior quality of life

In this report you will find discussed business resources that are unparalleled in the national economy or any other individual state. I encourage you to use this document as a resource — it is designed to help you navigate through our economic development toolbox.

In the coming year, I hope to hear from many of our business and legislative leaders so we can find productive ways to work together, refine and execute our strategic plans. At GOED we will continue to strengthen Utah and to capitalize on the wave of opportunities which are coming to our great state.

Thank you,

Q. Val Hale



To contact the Executive Director
about GOED visit www.business.utah.gov
or contact **Mindy Vail**, Executive Assistant
to Val Hale
at mvail@utah.gov or 801-538-8769.

GOED Management Team



Q. Val Hale, *Executive Director*, Governor's Office of Economic Development

Val Hale is the executive director of the Utah Governor's Office of Economic Development (GOED), which promotes state growth in business, tourism and film. Hale was appointed to the position in 2014 by Gov. Gary R. Herbert.

Before accepting the position as executive director, Hale served for two years as president and CEO of the Utah Valley Chamber of Commerce, leading efforts in business community issues—including regional economic development and branding initiatives.

Prior to serving in the chamber, Hale was vice president (2010-2012) for university relations at Utah Valley University (UVU), overseeing legislative affairs, marketing and public, media and community relations. Hale played a key role in transitioning Utah Valley State College into Utah Valley University. Hale started at UVU as the assistant vice president for external affairs (2005-2006), where he served as legislative liaison and oversaw community relations and economic development activities.

Before his career at UVU, Hale worked for the Brigham Young University (BYU) Athletic Department in 1982 and continued with the department for 22 years, including five years as athletic director. Hale left a cherished legacy of athletic department improvements. His success in fundraising resulted in the construction of Miller Park, the Student Athlete Building, the Indoor Practice Facility and the Legacy Seats in the LaVell Edwards Stadium. Hale received his bachelor's degree in public relations in 1981 and a master's degree in communications in 1987—both from BYU. Hale worked as a reporter at the Daily Herald from 1981 to 1982, covering business, government and BYU.



Dr. Kimberly Henrie, *Deputy Director*

Dr. Kimberly Henrie is the deputy director and chief operating officer of the Governor's Office of Economic Development. Prior to this appointment, Dr. Henrie served as the assistant vice president of Budget Services and Financial Planning at Salt Lake Community College. Dr. Henrie has worked for the Utah System of Higher Education and in manufacturing for both semiconductors and outdoor recreation equipment. Dr. Henrie earned her doctorate degree in the field of educational leadership & policy from the University of Utah and received her MBA and a Bachelor of Arts degree in international Business from Westminster College.



Theresa A. Foxley, *Managing Director of Corporate Recruitment and Business Services*

As managing director of Corporate Recruitment and Business Services in the Governor's Office of Economic Development (GOED), Theresa Foxley oversees corporate recruitment and incentives, Procurement Technical Assistance Centers (PTAC), the Office of Rural Development, and the Private Activity Bond Authority. Prior to her appointment at GOED, Foxley was a business and finance attorney with the Salt Lake office of Ballard Spahr, a law firm with 14 offices nationwide, where she represented a diverse set of clients on corporate and financial matters including mergers and acquisitions. Earlier in her career, Theresa Foxley received her undergraduate degree from Utah State University and Juris Doctorate from the S.J. Quinney College of Law at the University of Utah.



Vincent E. Mikolay, *Managing Director of Business Outreach and International Trade*

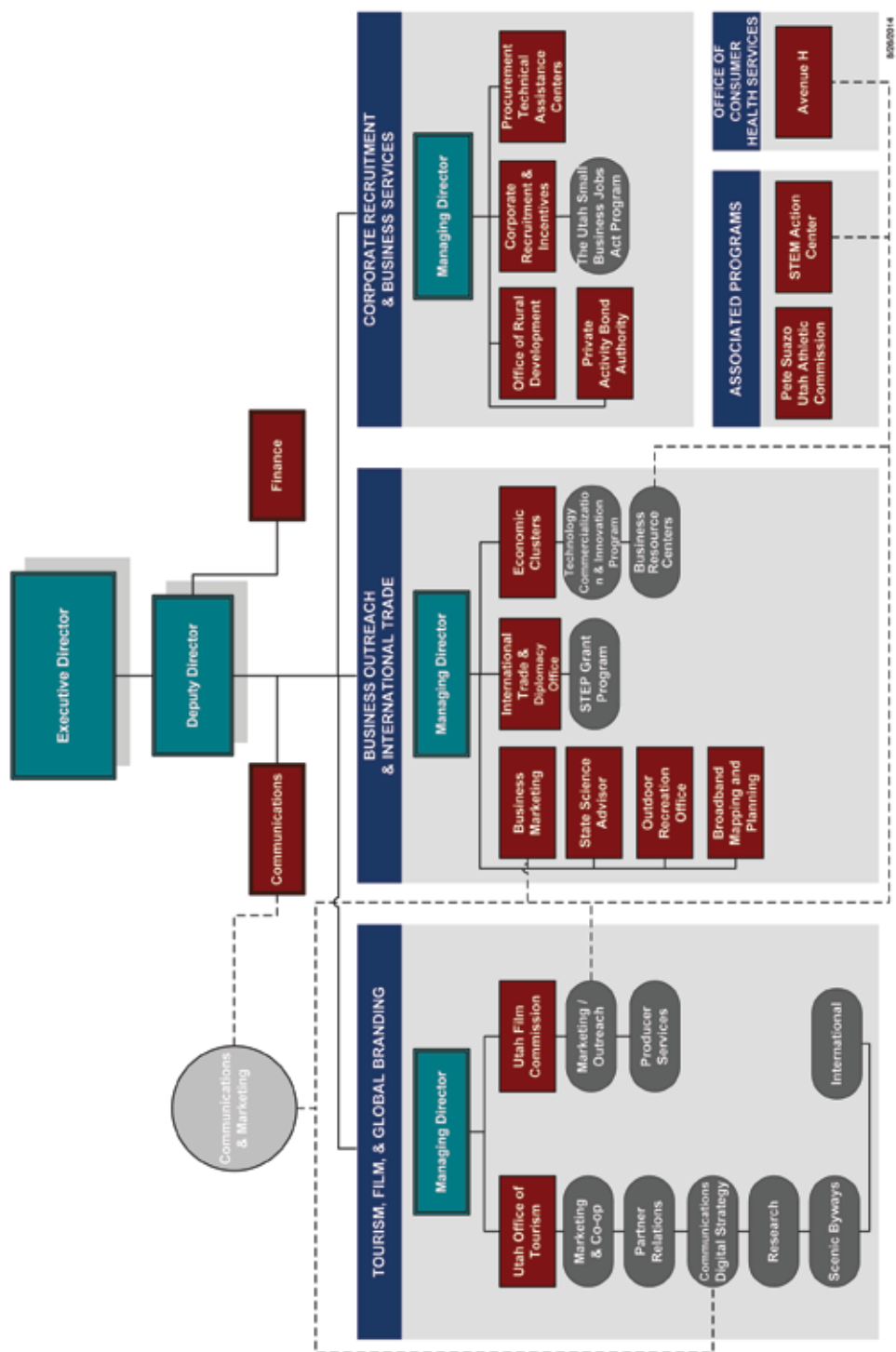
Vincent Mikolay serves as the managing director of Business Outreach and International Trade, which includes the Utah Clusters Initiative, Technology Commercialization and Innovation Program and State Science Advisor. His prior positions included working with several early-stage technology startups and he has also previously worked for Nike Inc., The Walt Disney Company, Advent Entertainment and Ridemakerz, among others. With over 10 years of experience in operations and business strategy, Mikolay has worked in many countries worldwide and led global teams in opening concept stores.



Vicki Varela, *Managing Director of Tourism, Film and Global Branding*

Vicki Varela is the managing director of Tourism, Film and Global Branding for the state of Utah. She oversees the state's national and international tourism marketing strategy. She also works to use film as a billboard for the state's natural wonders. She is establishing Utah Life Elevated® as the state's integrated global brand promise for all customers. Through a recently launched Rourism initiative, she is working to expand rural tourism.

Varela's career has been in the persuasion business. She has held many public and private sector leadership roles, including vice president of Kennecott Land, deputy chief of staff and spokesperson for Governor Mike Leavitt, assistant commissioner of higher education and a key driver for Prosperity 2020 and Utah's hosting of the 2002 Olympics. She has two adult sons and one beautiful granddaughter.



8/28/2014

GOED Board Members



Mel Lavitt
Needham and Company, LLC
CHAIR

Term End: 2017
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



Brent Brown
Brent Brown Automotive Group

Term End: 2015
Orem

Brown is the owner of Brent Brown Toyota Scion in Orem. He recently served on Toyota's National Dealer Council.

Board Assignment:
Aerospace & Defense



Sam Granato
Frank Granato Importing Co.

Term End: 2015
Salt Lake City

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



Clifford D. White
Capital Consultants

Term End: 2015
Salt Lake City

Businessman, investor and financial planner. Active in Utah community service for 42 years.

Board Assignments:
International Trade



Lorena Riffo Jensen
VOX Creative

Term End: 2016
Salt Lake City

President of VOX Creative, Riffo-Jensen has a decade experience in the public and private sectors.



Winston Wilkinson
Winston Wilkinson & Associates

Term End: 2017
Sandy

Winston is the President & CEO which provides lobbying and consulting services to clients.



Margo Jacobs
Strategic Marketing Consultant

Term End: 2017
Park City

After leaving Oracle Corporation in 2000, Margaret formed a marketing and public relations consulting firm. She now serves on the Sundance Institute Utah Advisory Board.

Board Assignments:
Incentives Committee



Peter Mouskondis
Nicholas & Company

Term End: 2017
Salt Lake City

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

Board Assignments:
Incentives Committee



Josh Romney
Founder, The Romney Group

Term End: 2017
Salt Lake City

Josh is the founder of The Romney Group, which owns and operates multifamily, office and industrial properties throughout the U.S.

Board Assignments:
Financial Services



Chris M. Conabee
Strategic Marketing Consultant

Term End: 2018
Park City

Chris spent several years as a real estate developer between New York and Utah as a business executive in the financial services industry. He also served as Managing Director for GOED's corporate recruitment and business services.

Board Assignments:
Incentives Committee



Jake Boyer
The Boyer Company

Term End: 2018
Salt Lake City

President of The Boyer Company. Managed the Gateway Project.

Board Assignments:
Incentives Committee and Financial Services



**2014 Annual Report and
Business Resource Guide**

PROGRAMS



**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

Avenue H – Small Business Health Insurance

Outdoor Recreation Office

Pete Suazo Utah Athletic Commission

Procurement Technical Assistance Centers

Rural Development

State Science Advisor

STEM Action Center

Technology Commercialization and Innovation Program

Utah Broadband Project

Utah Film Commission

Utah Office of Tourism

OVERVIEW

Utah's economic clusters (key industries) include aerospace and defense, energy and natural resources, 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.

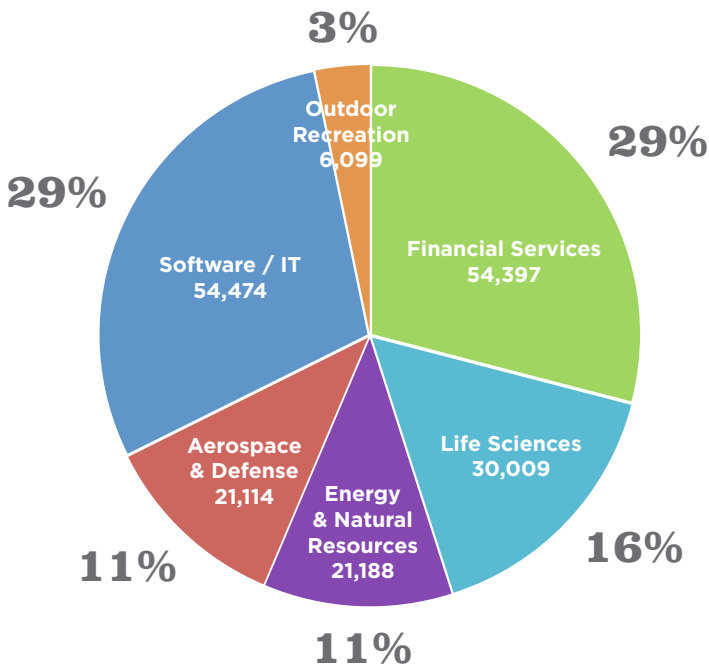
Through a framework focused on growing jobs, cluster directors review an industry in conjunction with trade associations, critical agency partners and key organizations to develop strategic plans that address issues in the areas of advocacy, innovation, capital, manufacturing, infrastructure, workforce development, international opportunities and marketing.

The result is a vibrant and growing Utah economy that can be seen in the 187,281 jobs in the state's six clusters, up from 178,259 the previous year—a growth rate of 5.1 percent. Individual cluster growth scores can be seen on the following pages.

Cluster Jobs – 2013

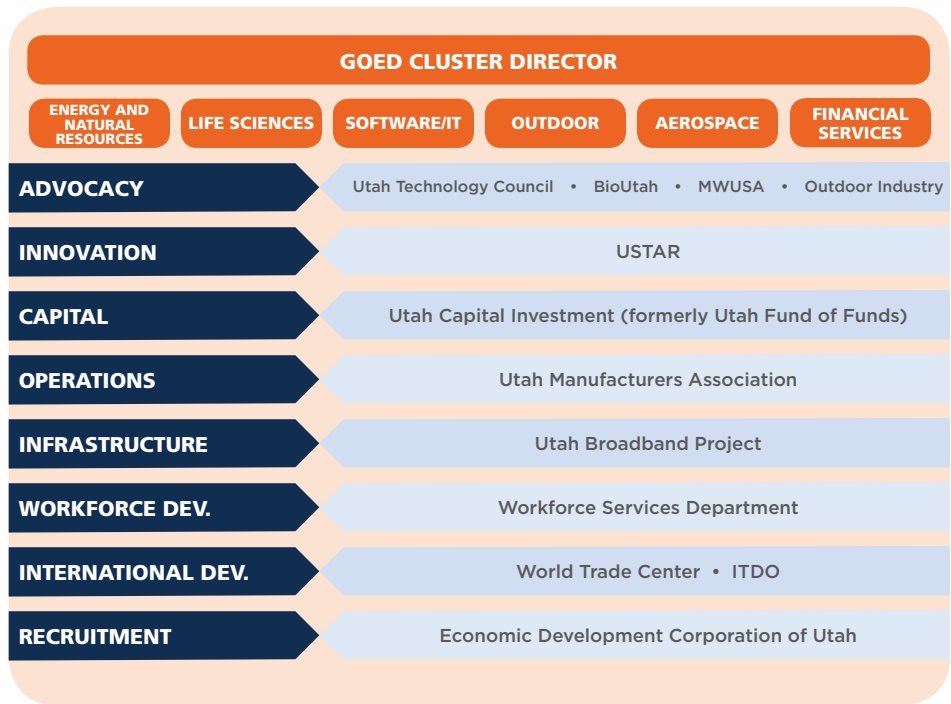
Utah's 6 strategic industry clusters account for 187,281 jobs as of Q4 2013

The following chart shows each cluster's contribution to those jobs.



Targeted Economic Clusters

Cluster directors work in close collaboration with many stakeholders in the private sector, education and government, such as the examples shown below, to help coordinate efforts around multiple pressure points in business.



Energy and Natural Resources

Utah has diverse and abundant natural resources ranging from agriculture and mineral resources (including hydrocarbons) to renewable resources including wind, solar, geothermal and others. These natural resources generate significant revenue for the State of Utah and are the foundation of the state’s rural communities.

Energy development is of particular importance to the state, and not only because of the significant capital investment, job creation, and revenue associated with energy development activities, but also because those activities lead to the low energy prices that provide a foundation for all of Utah’s economic successes.

Energy jobs in Utah account for 1.6 percent of the state’s jobs, (just fewer than 18,000) but account for 2.6 percent of the

ENERGY & NATURAL RESOURCES	
Establishment Count	1,325
Cluster Jobs	21,188
Percent of Utah Total Jobs	1.6%
Avg. Annual Wage	\$83,257
Percent of Utah Avg. Wage	196%
5-yr Growth Average	1.8%

state's total wages, suggesting that energy jobs are unusually high-paying. Indeed, the average energy job in Utah pays about 196 percent of the state's median wage. At the same time, Utah's status as number 15 among states for coal production and nine among states for natural gas production keeps utility prices among the lowest in the nation, leading to business growth in technology, healthcare and other sectors flourishing along the Wasatch Front.



CNG vehicles now make up part of the state fleet.

Fortunately, the energy boom currently underway in Utah seems to have significant staying power. Not only have new well-stimulation and drilling technologies unlocked enormous reserves of conventional hydrocarbon resources, but the state is seeing its first oil shale and oil sands developments get underway, promising significant further growth in Utah's hydrocarbon production. At the same time, renewable energy resources are poised for explosive growth in the coming years due to steep declines in technology costs paired with available incentives and other policy signals.

Much has been made in recent years of the supposed conflict between the development of Utah's natural resources and the maintenance of the pristine natural environment that is also essential to the state's economic future. Fortunately Utahns have demonstrated repeatedly that natural resource development and conservation can, if thoughtfully undertaken, go hand in hand.

To that end, in 2011 the Utah State Legislature created the Office of Energy Development (OED), whose role is to promote and advance the responsible development of the state's energy resources. OED does so by convening diverse stakeholders to advance shared development and conservation goals, through planning and policy measures, and administering post-performance tax credits and other development incentives.

Targeted Economic Clusters

Life Sciences

The Utah Life Science cluster is broad and diverse and includes medical device, pharmaceutical, natural products, diagnostics, equipment and reagents.

Utah’s life science cluster remains one of the strongest industry clusters in the state employing more than 30,000 employees, 2.3 percent of the Utah workforce and commanding an average wage that is 150 percent above the Utah average.

In 2014 GOED began closely observing activities within sub-clusters of the life science industry that go well beyond the North American Industry Classification System (NAICS) code description. These observations have allowed GOED to better understand the dynamics of specific industry growth. For example NAICS code 325412, “pharmaceutical preparation and manufacturing,” generally encompasses both natural product and pharmaceutical companies. It is well known that these two industries face very different challenges to their growth. Having the ability to address their individual cluster needs is key to GOED’s success.

LIFE SCIENCES	
Establishment Count	1,074
Cluster Jobs	30,009
Percent of Utah Total Jobs	2.3%
Avg. Annual Wage	\$63,839
Percent of Utah Avg. Wage	150%
5-yr Growth Average	2.3%

Another interesting observation is the growth of “service based” companies within both medical device and pharmaceutical industries, that is, companies whose primary business is contract services for other companies. Within the medical device space, growth of the service sub-cluster averages 14 percent over the past eight years as compared to medical device innovators at 3 percent. This observation leads us to believe that growth of the medical device sub-cluster is being accompanied by vertical dis-integration of the industry. Companies who have traditionally performed all aspects of R&D, production and sales in-house are beginning to outsource many of those functions. This activity goes hand in hand with an increased reliance on specialty contract services as companies look to streamline internal processes. The existence



Kevin Jessing, GOED life science cluster director, receiving BioUtah Institute’s Outstanding Contributor Award.

and growth of a strong and diverse set of specialty contract service providers, in turn, benefits not only large companies, but also lowers the barriers to entry for start-up companies who no longer need to build extensive infrastructure to bring products to market. The number of companies with 10 or fewer employees in medical devices has tripled since 2006, thus increasing acquisition targets and the potential for exponential growth in the cluster.

Today, life science anchors such as Merit Medical, ARUP, Becton Dickinson and Fresenius, who each employ thousands of scientists and engineers, thrive alongside small newcomers from all corners of the innovation ecosystem, many of whom would not exist without state programs. As we continue to uncover the underlying dynamics of industry growth, GOED's ability to support the industry becomes more focused and effective. Programs such as the Technology Commercialization Innovation Program (TCIP), Utah Cluster Acceleration Program (UCAP), BioInnovations Gateway and USTAR increase innovation across the entire life science cluster and can be fine-tuned to address the tremendous growth opportunities.

Information Technology & Software Development

Utah's software and information technology industry has continued to see unprecedented growth as represented by the increase in establishments, jobs and higher average annual wage. As well, the leading trade association for the industry, the Utah Technology Council (UTC), found itself leading the way in removing the barrier of workforce issues in collaboration with GOED in the development and ongoing funding of the STEM Action Center. The industry was also highlighted by significant achievements including:

- 9/5 - Logan based PluralSight (www.PluralSight.com) acquired Chicago-based TrainSignal
- 9/26 - C7 Data Centers acquired Interatechs Corporation
- 10/1 - Utah State University received grant to increase cloning efficiency
- 10/2 - Cymphonix acquired by California Company
- 10/21 - Vivint Solar received \$540 million for residential solar installs
- 10/25 - Utah State University received \$6 million for Center for Entrepreneurship
- 11/4 - Vivint named one of the biggest job creators in the U.S.

IT/SOFTWARE	
Establishment Count	4,468
Cluster Jobs	54,474
Percent of Utah Total Jobs	4.1%
Avg. Annual Wage	\$71,003
Percent of Utah Avg. Wage	167%
5-yr Growth Average	6.0%

Targeted Economic Clusters

- 11/8 - i.TV acquired New York-based GetGlue
- 11/8 - University of Utah Business School ranked in top 25 for entrepreneurship
- 1/29 - Utah Technology Council unveiled Hottest 50 Utah STEM Jobs for 2014
- 2/6 - Domo raised \$125 million from TPG, Fidelity, Salesforce
- 2/18 - Utah computer science grads jumped 47 percent to 534
- 6/10 - Utah added computer science to math, science tracks in high schools
- 7/14 - QuotaDeck became first Utah company into TechStars Boulder, four months after creation
- 7/15 - NetDocuments secured \$25million from Frontier Capital to fuel growth
- 8/11 - BoomStartup summer cohort on track to raise \$7 million after Demo Day

Utah Technology Council

The Utah Technology Council (UTC) is the state's premier professional association for "growing and protecting" more than 5,000 high tech, clean tech and life science companies. At its core, UTC exists to help Utah technology businesses become more relevant and competitive by creating valuable connections with members and others who offer peer experience and advice, by addressing the serious talent shortage faced by member companies and by assisting members to gain access to funding. Members join UTC to share insights with industry peers, counsel with government and academic leaders and receive help from professional service providers and funding resources.

Silicon Slopes

Silicon Slopes was conceived to promote Utah's growing technology community. After sitting through numerous meetings strategizing ways to promote Utah's image, Omniture co-founder and current Domo Inc. CEO Josh James decided to initiate a branding effort for Utah's tech community – Silicon Slopes.

SiliconSlopes.com

SiliconSlopes.com provides resources for technology and life sciences companies, investors and job seekers, such as detailed company



Governor Gary R. Herbert at eBay opening in Draper

profiles, industry news, community calendar and a blog. There is also a section that tracks investors and their activity including deal flow in Utah.

Silicon Slopes Calendar

Every year, Silicon Slopes produces a 2'x3' calendar that colorfully displays Utah and its top technology and life science companies. The calendar is sent to thousands of recipients throughout the state and nation including venture capital firms and angel groups, service providers, universities, state and local legislature and executives of Utah tech companies.

Outdoor Products and Recreation

The Outdoor Recreation Office, which was created by the legislature in 2013, had a successful first year as the outdoor products and recreation cluster continued to grow. The outdoor industry as a whole continues to take notice of the building momentum for growing outdoor products companies to relocate to Utah. It is also becoming apparent that Utah's outdoor recreation amenities contribute to a high quality of life, which helps to attract great companies and talented employees to the state.

The Outdoor Products and Recreation Cluster works with a broad range of well-known outdoor companies: Amer Sports, Rossignol, Voile, Black Diamond, Goal Zero, Easton, Hoyt Archery, Lifetime Products, Reynolds Cycling, and Quality Bicycle Products. According to a recent analysis of Utah's outdoor recreation industry done by BEBR, employment in the outdoor recreation sector in Utah has increased by more than 30 percent over the past decade. The study noted that Utah ranks second out of all 50 states in the number of sporting goods manufacturing jobs, which represents more than 10 percent of the nation's jobs in that sector.

Outdoor recreation is a big driver for the state's tourism industry. Communities in rural areas around the state receive big economic boosts from tourists

OUTDOOR RECREATION	
Establishment Count	191
Cluster Jobs	6,099
Percent of Utah Total Jobs	0.5%
Avg. Annual Wage	\$43,299
Percent of Utah Avg. Wage	102%
5-yr Growth Average	2.6%



Photo by Brad Petersen

Climber on the summit of Castleton Tower in Castle Valley, Utah.

Targeted Economic Clusters

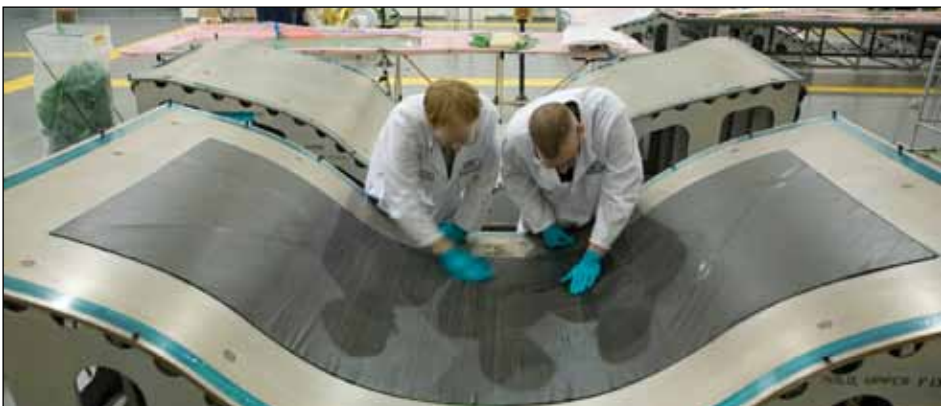
who choose to recreate in Utah's scenic landscapes. There is a direct correlation between the purchase of outdoor products and outdoor recreation-based tourism. The Outdoor Industry Association's latest economic report indicated that for every dollar that consumers spend on outdoor gear and recreational vehicles, they will spend four times that using the product.

In order to bring more of the outdoor recreation tourism dollars to Utah's rural communities, the Outdoor Recreation Office is partnering with the Office of Tourism and the Rural Programs office to develop workable programs that can aid counties in developing their tourism amenities. The rural tourism program has been dubbed "Rourism."

Aerospace and Defense

The aerospace and defense cluster suffered to some extent due to the U.S. congressional debates that "sequestered" the defense budgeting process. Also, the drawdown of the activities in Afghanistan and Iraq along with the shifting of DoD program priorities significantly affected Utah's defense related industry partners. However the resurgence of airframe manufacturing to support the worldwide expansion of airlines and their capacity enabled the Utah companies engaged in aircraft manufacturing to expand. As such, in the 2012 to 2013 reporting timeframe, the aerospace and defense cluster's contraction of jobs growth rates slowed from -2.9 percent to -2.5 percent.

AEROSPACE AND DEFENSE	
Establishment Count	110
Cluster Jobs	21,114
Percent of Utah Total Jobs	1.6%
Avg. Annual Wage	\$67,097
Percent of Utah Avg. Wage	158%



Employees at ATK work on an F-35 wing skin. ATK is one company of about 105 aerospace industry companies currently in Utah. These companies employ a workforce of about 20,000 people, making Utah one of the top states in aerospace and defense employment.

In 2013, a workforce base of 21,114 jobs made up the sector, representing about 2.9 percent of all state wages and 1.6 percent of all jobs in Utah with average wages about 75 percent higher than the Utah average wage. The average number of establishments for the sector continued increasing in 2013, adding a total of five new establishments since 2011. (Source: DWS data).

Utah's high concentration of aerospace, defense and aviation companies makes it one of the top states in the nation in terms of aerospace employment.

Currently, about 105 aerospace- and defense-related companies in Utah employ 21,114 people. The state's core aerospace and defense competencies include advanced composite materials, propulsion systems and avionics and control systems.

These three industries are thriving with a healthy Aviation/Aerospace industry – with major players such as Boeing, Northrup Grumman, Rockwell Collins, L-3, Lockheed, ATK, Hill Air Force Base, SyberJet, Parker-Hannifin, FMC Jetway, Barnes Aerospace, Metalcraft, Million Air, and Triumph Gear Systems – all adding to the strong supply chain.

Growth in the aircraft/airframe manufacturing sector is strong throughout the whole state. MSC Aerospace (MSC) and its subsidiaries, Metalcraft Technologies (MTI) and SyberJet Aircraft (SJA), announced that MSC will expand their current Cedar City facilities in order to create more manufacturing capabilities and jobs. At the end of 2013, Exelis was selected by Boeing to produce composite airframe substructures for the 787 Dreamliner. Work will begin immediately at the Exelis composite design and manufacturing center in Salt Lake City. Along with this, Boeing is nearing the completion of its West Jordan 850,000-square-foot factory and has started making deliveries of airframe components to Boeing Seattle.

Utah presently maintains a sizable concentration throughout the state of Unmanned Aerial Systems (UAS) activity for commercial, public, military and higher-education applications. UAS is a key component of Utah's aerospace and defense industry and represents a significant part of Utah's initiative for growth of high-technology employment.

The present size and scope of the Utah non-defense related private sector UAS industry was determined by a 2013 survey of aerospace and defense contractors and higher education institutions in Utah. That survey indicated that Utahns in approximately 70 companies had jobs related to UAS activities. Employment at the Utah military installa-



UACID and UVU collaborate to build “rotor-copter” UAS for public safety applications.

Targeted Economic Clusters

tions, Dugway Proving Grounds and Hill Air Force Base represents another significant number of jobs related to UAS activities.

Over the last two years it has become evident that a large number of Utah entrepreneurs have begun operations entailing small UAS manufacture and applications developments. Much of this is to support Utah's film industry. Utah schools are beginning to incorporate UAS applications in their curricular to support their Digital Media and film programs. Utah Valley University's College of Aviation and Public Safety (UVU/CAPS) is responsible, through the Utah Fire and Rescue Academy (UFRA), for training and certifying firefighting and rescue personnel from around the state, and UVU/CAPS is contemplating incorporating use of UAS as part of its program to show how UAS can be utilized for firefighting, rescue and public safety operations.

Utah will continue to support the growth of this key segment of the Aerospace and Defense industry as it opens up many entrepreneurial opportunities for Utah small businesses and start-ups. GOED and EDCUtah recently promoted the state at the Association of Unmanned Vehicle Systems International Conference in Orlando, Florida. It was exciting to see a number of key Utah businesses such as ImSAR and Procerus also exhibiting there.

At Hill Air Force Base, the 75th Air Base Wing supports more than 20,000 military members, civilians and contractors assigned to the Ogden Air Logistics Complex, the Nuclear Weapons Center, Life Cycle Management Center, two Fighter Wings, 82 weapons test programs, Strategic Arms Reduction Treaty inspections and 60 mission partners.

Activities at Hill Air Force Base (HAFB), which represents a significant part of Utah's Aerospace and Defense cluster stabilized. Hill Air Force Base is a significant contributor to the state's economy, and the basing of 72 new F-35 fighter jets at Hill Air Force Base provides a positive future to the continued relevance of HAFB in the future. The basing of the most advanced aircraft in aviation history at Hill AFB further recognizes the capabilities of Utah to support the most forward technologies in Aerospace.

HAFB experienced \$170 million in construction supporting the bed down of the F-35 Joint Strike Fighter, as well as depot maintenance of F-22 and F-35 aircraft.

The Ogden Air Logistics Complex teamed up with the F-35 Joint Strike Fighter Program Office and the Product Support Integrator - Lockheed Martin Corporation to establish initial repair capability for the F-35 Joint Strike Fighter. Boasting a potential fleet size of more than 2,400 aircraft and expected maintenance repair and overhaul operations required to maintain the F-35 fighter fleet the Ogden ALC has viability and significant growth potential for years to come.

The Ogden ALC continues to expand new opportunities using advanced technologies found with Unmanned Aircraft Systems (UAS) and robotic industries.

The Ogden ALC recently completed new construction and facility upgrades to develop the test and repair capabilities for UAS servo/actuator maintenance repair and overhaul for future Air Force, Army, and Navy planned workloads. Future vision and strong resource base enabled Ogden ALC to secure the Air Force assignment of Explosive Ordnance Disposal robotic repair. Teaming through Public Private Partnerships for robotic repair, current capabilities using advanced technologies have increased and will enable the Ogden ALC to gain future robotic workloads.

The A-10 workload will maintain a workforce of approximately 160 employees due to postponement of the retirement of the fleet. Software workload is expected to increase approximately 10 percent from FY13 to FY15 requiring an expected increase in the workforce of HAFB employees.

The aerospace and defense cluster companies are poised to grow as the economy stabilizes.

Financial Services

With 89 state-chartered institutions and a combined total of \$444.7 billion in total asset distribution, the State of Utah has become a major player in the financial services industry. As well, major financial institutions such as Goldman Sachs, Wells Fargo, Royal Bank of Scotland and world-renowned Zions Bank all call Utah home. Utah boasts 20 chartered industrial banks.

FINANCIAL SERVICES	
Establishment Count	5,049
Cluster Jobs	54,397
Percent of Utah Total Jobs	4.1%
Avg. Annual Wage	\$59,975
Percent of Utah Avg. Wage	141%
5-yr Growth Average	1.1%

Industry Sectors and Associations

Commercial Leasing

For companies who lack the resources to purchase equipment, or would like to improve their balance sheets and ability to borrow, equipment leasing may be an attractive option. Working through commercial leasing companies and most traditional commercial banks in Utah, equipment leasing can be done for equipment ranging in price from tens of thousands of dollars to tens of millions of dollars.

Small Business Administration (SBA)

The U.S. Small Business Administration (SBA) was created in 1953 as an independent agency of the federal government to aid, counsel, assist and protect the

Targeted Economic Clusters

interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. The SBA is critical to our economic recovery and strength, to building America's future, and to helping the United States compete in today's global marketplace. Although SBA has grown and evolved in the years since it was established in 1953, the bottom line mission remains the same: The SBA helps Americans start, build and grow businesses. Through an extensive network of field offices and partnerships with public and private organizations, SBA delivers its services to people throughout the United States, Puerto Rico, the U. S. Virgin Islands and Guam.

Industrial Banks

Industrial banks (IB's) are financial institutions authorized to make consumer/commercial loans and to accept federally insured deposits. IB charters are unique in that the owners of these banks are not required to be regulated by the Federal Reserve as bank holding companies. The Utah Department of Financial Institutions supervises IB owners which are chartered under Utah law and the FDIC under a special program developed principally for the IB industry. The flexibility of an IB charter has made it an attractive vehicle for many large and well-known corporations. The state of Utah has proven to be a particularly attractive place to operate IB's and now hosts the most IB's in the country. IB's chartered in Utah currently hold the bulk of IB industry assets. Utah boasts the highest number of industrial banks in the nation with 31 chartered industrial banks, including eight of the top ten in the country by asset size.



Photo by Sophia DiCaro

Seven of the top 10 state chartered industrial banks are based in Utah.

MountainWest Capital Network (MWCN)

The MountainWest Capital Network (formerly the MountainWest Venture Group) is Utah's first and largest business networking organization devoted to supporting entrepreneurial success through:

- Fostering the dynamic flow of information about capital formation and distribution
- Educating and mentoring excellence
- Recognizing and rewarding performance
- Networking activities to promote synergistic relationships

For 2013 there were 231 private placement deals reported and valued at \$1.16 billion, 22 public deals reported and valued at \$5.67B and 173 mergers/acquisitions deals reported and valued at \$5.88 billion.

Deal Flow Data

2013	231 Private Placement	173 Merger/Acquisition
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Industries

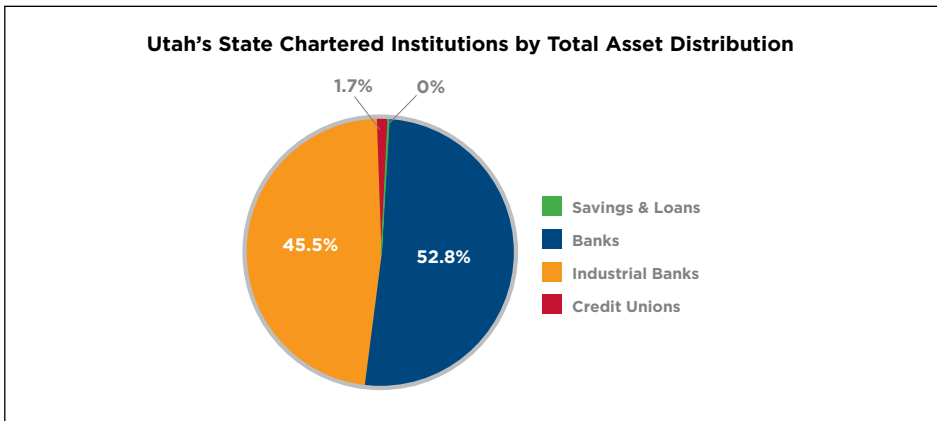
Internet Software and...	27
Other Technology	16
Application Software	15
Nulo	14
Biotechnology	12
Pharmaceuticals	10
Software	10
Regional Banks	9
Electronic Equipment	8
Health Care Technology	8
Other Health Care	8
Education Services	7
Communications	6
Communications Equi...	6
Consumer Electronics	6
Healthcare Distribution	6
Healthcare Equipment	6
Manufacturing	6
Oil and Gas Exploration	6

Company

Huntsman International LLC	03/25/13	\$250,000K	<div></div>
	09/17/13	\$1,325,000K	<div></div>
	12/10/13	\$413,650K	<div></div>
APX Group, Inc. (Vivint)	05/28/13	\$203,500K	<div></div>
	09/12/13	\$1,505,000K	<div></div>
	12/13/13	\$250,000K	<div></div>
Zions Bancorporation (NasdaqGS:ZION)	01/28/13	\$171,830K	<div></div>
	04/22/13	\$126,220K	<div></div>
	05/13/13	\$300,890K	<div></div>
	06/10/13	\$299,160K	<div></div>
	07/24/13	\$5,090K	<div></div>
	08/05/13	\$195,150K	<div></div>
	09/09/13	\$87,890K	<div></div>
	10/28/13	\$162,000K	<div></div>
	01/07/13	\$1,177,920K	<div></div>
Neways, Inc.	07/12/13	\$750,000K	<div></div>
SOS Staffing Services, Inc.	02/20/13	\$750,000K	<div></div>
Ancestry.com LLC	06/06/13	\$300,000K	<div></div>
	09/10/13	\$297,000K	<div></div>

Visit MWCN Deal Flow Data Visualization Table at: <http://www.mwcn.org/deal-flow-data/>

Targeted Economic Clusters



Utah Microenterprise Loan Fund

Over the past twenty years, the Utah Microenterprise Loan Fund has worked in partnership with members of Utah's financial banking community to help launch or expand more than 840 small businesses across the state.

Through their \$1,000 loans, to \$25,000, the Utah Microenterprise Loan Fund has been able to help people with low to moderate incomes supplement their earnings. They've helped women find the flexibility they need to balance their work and families. They've worked with child care providers to increase the number of children they are able to have in their care. They've also helped minorities, immigrants and people who have been injured in the workplace find economic security through ownership and operation of their own small businesses.



Resident receiving banking services.



For additional information about Targeted Economic Clusters visit business.utah.gov or contact **Vincent E. Mikolay**, Managing Director, at vmikolay@utah.gov or 801-538-8799

OVERVIEW

GOED Business Marketing activities promote Utah as a premier global business destination. Integrated marketing activities portray the State of Utah 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 build awareness of GOED services for in-state businesses including international market opportunities.

Major focus areas include: Clusters, Corporate Recruitment, In-state Business Services, Online/General Marketing and Global Branding. Tactical promotional tools range from print and online advertising, social media, events, sponsorships and related public relations.

In Fiscal Year 2013:

General Marketing

GOED Business Marketing supported the revamping of the business.utah.gov website for launch in December 2013. The site added blogging capabilities and searchable databases for corporate recruitment and in-state services promotion.

Web traffic increased approximately 25 percent year over year from 94,991 visitors/301,162 page views in FY2013 to 119,345 visitors/372,181 page views in FY2014.



Governor hosts roundtable for the software/IT industry.

Business Marketing Initiative

Through an increased use of “promoted posts,” social media followers increased 52 percent year over year from 3,575 in June 2013 to 5,450 in June 2014. Monthly email contacts increased 81 percent year over year from 4,347 in June 2013 to 7,885 in June 2014.

Another key aspect of general marketing is the expansion of the Governor’s Utah Business Ambassadors (UBA) program, an outreach effort that targets C-level executives around the country and provides them with tools to promote Utah advantages to their peers. This program emulates an alumni network, developing contacts with a personal connection to Utah, whether that be educational or business related. The UBA contact list expanded from 250 to 448 in FY2014, and recipients received monthly emails throughout the year.



Attendees network at a Utah business ambassador reception in January.



Austin Jensen, USU research engineer at the AUVSI Utah booth in Orlando, showing off the AggieAir unmanned aerial system.

Clusters

Industry roundtables were a supporting effort of cluster development. The marketing department orchestrated four roundtables through the fiscal year, providing the Governor with listening sessions focused on the software/IT, aerospace/defense, outdoor products, and innovation communities. More than 120 executives met with the Governor at these events.

The team was also instrumental in launching the first annual Governor’s Outdoor Recreation Summit, in support of the newly formed Outdoor Recreation Office. A monthly email – “Utah Talks Tech” – was also launched during the year to target in-state software/IT industry leaders.

Corporate Recruitment

Promotional efforts assisted the Economic Development Corporation of Utah (EDCU) in engaging with large companies and site selection consultants. These included development and placement of 14 print ads and seven advertorial sections. On the event side, GOED Business Marketing collaborated with EDCU at major trade shows including ICSC (retail), AUVSI (aerospace/defense), SAMPE (advanced composites) and site selection consultants (IAMC).

GOED print and online advertising generated 75 inquiries – about six per month – which were passed to EDCU for evaluation.

In the spring of 2014, the team spearheaded a pilot social media/email program designed to promote traffic to the Utah Technology Council job board. Coordinating with local universities, the pilot aims to build job awareness out of state among IT professionals that may have a Utah connection and would consider a career change.

In-state Business Services

Two print ads with Utah-based publications promoted Business Resource Centers and other GOED services. Sponsorships drove awareness with stakeholders and out-of-state business visitors. Key efforts included the Utah Technology Council, Sundance Film Festival, Utah Private Equity Summit, Wayne Brown Institute and Utah Hispanic Chamber of Commerce.



Troy Flanagan, high performance director and sports scientist with Utah Ski and Snowboard Association, speaks at a Utah business ambassador reception in January.

Business Marketing Initiative

In addition, the team produced an average of eight GOED senior management public presentations a month to local business and community groups. These presentations routinely cover the range of services GOED offers.

In January, the team executed an online/print campaign to increase awareness among Utah business owners of GOED services such as PTAC and International. The campaign generated 1.4 million impressions, 4,004 clicks, 0.28CTR and more than 22 hours spent on the new website.

Global Branding

Business marketing coordinated a request for proposal process to identify an agency to conduct research and develop strategy for a unified global brand based on “Utah: Life Elevated.” The competitive search identified the Salt Lake City office of MRM/McMann, and the firm has executed phase one of its multi-year plan.



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-1-2701–2707

Business Resource Centers (BRCs) are convenient “one-stop-shops” for addressing the needs of a new or growing business. Through a friendly staff and on-site or over the phone assessment with clients, BRCs offer a plethora of service options and on-going assistance to help businesses grow.

BRCs house various business service providers in a single location and the on-site staff is equipped to answer questions ranging from business planning to finding funding and much, much, more. BRC staffs coordinate the services of local business service provider partners to make the delivery of solutions more effective for the business customer.

BRCs are tailored to the local community they serve and have service providers who are experts in their fields. Some of the partners found at the BRCs include the Small Business Development Center (SBDC) which is sponsored by the U.S. Small Business Administration, Procurement Technical Assistance Center (PTAC) which provides governmental contracting assistance, Manufacturers Extension Partnership (MEP), Service Corps of Retired Executives (SCORE), Utah Science Technology and Research Initiative (USTAR), investors, microloan organizations, business incubators, chambers of commerce, local economic development organizations and resources available at the local educational sponsor. And because BRCs are interconnected state-wide, if businesses needs can’t be met within their local office, directors can access their fellow centers to find a solution.



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 the 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

Business Resources Centers: Entrepreneurial Development

partners who are federal, state, county, city, public or private business service providers.

THOUSANDS of unique business customers have visited Utah BRCs, creating or retaining HUNDREDS of jobs and starting more than 100 businesses! In addition, more than 10,000 business personnel have visited business partners operating out of the BRCs.

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
- Salt Lake Community College 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



*Tooele County
Business Resource
Center*



For additional information about Business Resource Centers visit business.utah.gov or contact **Kevin Jessing**, Life Science Cluster Director, at kjessing@utah.gov

OVERVIEW

U.C.A. 63M-1-901–910 IAF

U.C.A. 63M-1-2401–2409 EDTIF

The mission of Corporate Recruitment and Business Services (CRBS) is to “increase the number of quality jobs in Utah and increase new State revenue 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.

Private Activity Bond Authority,

U.C.A 63M-1-3001–3009

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



Liberty Village, an affordable low-income multi-family housing development located in Sugarhouse, financed with Private Activity Bonds.

Approved Projects for CY2013

Note: PAB operates on a calendar year. Figures reflect 2013 allocation amounts, but 2014 estimated job creation figures. Project and dollar figures reflect projects state-wide awarded from January – December 2013.

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	\$66,200,000	5	N/AP	N/AP	N/AV
Manufacturing	\$2,000,000	1			
Single Family Homes	\$122,587,500	N/AP	3,492	N/AP	350*
Student Loans	\$0				
Qualified Redevelopment Projects	\$0				
Qualified Energy Conservation Bonds	\$0				

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

* Direct, Indirect and Induced Jobs.

capital under the Federal Tax Act of 1986. QECBs are taxable bonds issued for “qualified conservation purposes.”

Utah Recycling Market Development Zones, U.C.A. 63M-1-1101–1112

Businesses within a Recycling Zone can claim state income tax credits of 5 percent on the investment in eligible equipment for the handling and/or consumption of recycled materials. Currently recycling zones are located in 12 of the 29 counties. Fifty companies within these zones have invested more than \$372 million in machinery and equipment since 1997. In 2013, 15 companies have invested more than \$18.1 million, and received tax credits totaling \$900,000.

Life Science and Technology Tax Credits U.C.A. 63M-1-2901–2911

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 in a Utah life science company are eligible for a non-refundable, post-performance tax credit of up to 35 percent of their investment, paid over three years.

In 2011, GOED awarded four life science companies a total of up to \$1 million in tax credits to be distributed over three years. 2014 was the third year to measure economic impact; the new projects associated with the tax credits resulted in the creation of 79 jobs since the inception of the program.

In 2012, GOED awarded 10 investors up to \$204,750 in post-performance tax credits to be distributed over three years. These 10 investors make up \$585,000 in direct investment in three life science companies. We no longer have funding to continue the tax credit.

Funds for Employee Training

The State Legislature appropriated Job Growth Funds during the 2010 General Session to be used by DWS for workforce development and labor exchange activities. Since the 2010 General Session, the Utah State Legislature has continued to authorize the use of these funds. Workforce development includes job creation, job retention, and job training.

Alternative Energy Manufacturing Tax Credit, U.C.A. 63M-1-3103–3105

As of this date no credits have been issued.

Convention Hotel Legislation, U.C.A. 63M-1-3401–3413

As of this date, no credits have been applied for or issued.

Small Business Jobs Tax Credit, U.C.A. 63M-1-3501–3512

In 2014 the Utah State Legislature enacted the Utah Small Business Jobs Act to attract additional investment in the most severely distressed areas of the State. As of this print date, GOED has allocated the total tax credit allotment and is moving into the next phase of the program as permitted by statute.

Economic Development Tax Increment Financing (EDTIF)

U.C.A. 63M-1-2401–2409

An EDTIF is a post-performance incentive with a maximum cap tax credit that can be up to 30 percent of the state corporate income, sales and withholding taxes paid or withheld by the company over a maximum 20 year term. Each year as the company meets the criteria in its contract with the state, it may earn a portion of the tax credit incentive.

Aggregate Total of Offered Incentives from 2006 to 2014

- From fiscal year 2006 to fiscal year 2014 the incented companies have projected the creation of 51,038 jobs over the life of their projects, including contracts with companies that have been completed.
- The incented companies have created 12,736 or 61% of the projected 20,735 jobs to date.
- From fiscal year 2006 to fiscal year 2014 the State committed to issue contingent awards totaling \$888,215,414 over an average 11 year term.
- Since fiscal year 2006, the state incented companies have paid in \$188,947,085 in gross new state taxes and have claimed tax credits of \$60,304,046, resulting in \$128,643,039 net new tax dollars for the State of Utah.

EDTIF Performance - Fiscal Year 2006 Approved Projects

Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Allegheny Technologies	Tooele Co.	EDTIF	10	150	\$ 14,346,000	\$ 300,000,000	\$ 73,364,000	\$ 3,250,000
Cephalon I	Salt Lake City	EDTIF	5	365	\$ 11,071,000	\$ 100,000,000	\$ 24,900,000	\$ 2,100,000
Extra Space Storage	Salt Lake Co.	EDTIF	10	90	\$ 3,233,000		\$ 67,400,000	\$ 1,000,000
Heritage Plastics	Milford	EDTIF	10	100	\$ 9,657,000	\$ 5,300,000	\$ 25,075,000	\$ 1,500,000
ILM Flash Technologies Inc.* (cy2011)	Lehi	EDTIF	5	1850	\$ 12,546,000	\$ 3,000,000,000	\$ 488,000,000	\$ 14,639,000
KraftMaid Cabinetry	West Jordan	EDTIF	10	1333	\$ 16,217,000	\$ 107,000,000	\$ 400,300,000	\$ 3,243,000
Nucor	Brigham City	EDTIF	10	225	\$ 7,844,500	\$ 27,000,000	\$ 97,640,000	\$ 2,353,350
Qwest	Logan	EDTIF	10	574	\$ 16,734,000	\$ 25,806,267	\$ 207,342,000	\$ 2,500,000
Rossignol/Quicksilver	Park City	EDTIF	10	100	\$ 7,365,000		\$ 71,900,000	\$ 2,500,000
Silicon Valley Bank**	Salt Lake Co.	EDTIF	5	300	\$ 8,136,000	\$ 7,000,000	\$ 135,626,000	\$ 990,000
Varian Medical Systems	Salt Lake City	EDTIF	10	100	\$ 9,593,000	\$ 15,000,000	\$ 57,508,000	\$ 1,000,000
West Liberty Foods	Tremonton	EDTIF	10	500	\$ 6,920,000	\$ 50,000,000	\$ 131,440,000	\$ 2,000,000
Williams International	Ogden	AATIF	20	153	\$ 63,058,400	\$ 43,900,000	\$ 78,449,061	\$ 18,917,520
FY 2006: Subtotals		13	9.6	5840	\$ 186,720,900	\$ 3,681,006,267	\$ 1,858,904,061	\$ 55,992,870
FY 2006 Projects - Cumulative Actuals to Date:								
				1979	\$ 32,809,285			\$ 11,367,106
FY 2006 Projects - Projected Performance to Date:				4082	\$ 68,898,986			\$ 25,981,702
FY 2006 Projects - % of actual vs Projected to Date:				48%	48%			44%

*Consolidated (excluded from actual comparisons - reported actual results in subsequent replacement year)

** Did Not Accept (Projected jobs excluded from cumulative projection for actual comparison)

EDTIF Performance - Fiscal Year 2007 Approved Projects								
Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
US Food Service	Ogden	EDTIF/ IAF	10	200	\$ 8,314,000	\$ 29,000,000	\$ 73,096,000	\$ 2,000,000
Charlotte Pipe	Cedar City	EDTIF	10	40	\$ 2,858,000	\$ 36,000,000	\$ 22,958,000	\$ 857,000
Dannon	West Jordan	EDTIF	10	295	\$ 51,438,000	\$ 175,000,000	\$ 96,050,000	\$ 8,350,000
Amer Sports	Ogden	EDTIF/ IAF	10	230	\$ 26,451,000	\$ 3,250,000	\$ 132,962,000	\$ 7,935,000
ICU Medical	Taylorsville	EDTIF	10	378	\$ 10,879,000	\$ 18,850,000	\$ 68,974,000	\$ 3,000,000
Syracuse Castings	Tooele	EDTIF	10	89	\$ 1,950,000	\$ 1,590,000	\$ 20,863,000	\$ 585,000
Malnove	Clearfield	EDTIF	10	63	\$ 953,000	\$ 5,000,000	\$ 19,560,000	\$ 286,000
Air Liquide	Salt Lake City	EDTIF	10	43	\$ 3,704,000	\$ 21,000,000	\$ 27,863,000	\$ 1,111,000
FY 2007: Subtotals		8	10.0	1338	\$ 106,547,000	\$ 289,690,000	\$ 462,326,000	\$ 24,124,000
FY 2007 Projects - Cumulative Actuals to Date:								
				230	\$ 12,048,748			\$ 4,402,992
FY 2007 Projects - Projected Performance to Date:								
				1319	\$ 56,698,000			\$ 18,083,700
FY 2007 Projects - % of actual vs Projected to Date*:								
				17%	21%			24%

*Consolidated (excluded from actual comparisons - reported actual results in subsequent replacement year)

** Did Not Accept (Projected jobs excluded from cumulative projection for actual comparison)

“It’s been seven years since we relocated our Winter and Outdoor brands to Utah. In looking back this was a very good decision. Our company is much stronger today as Utah has allowed us the opportunity to hire an incredibly talented team, keep our operating expenses low, and most importantly given us the opportunity to enjoy some of the best skiing and outdoor recreation activities available in the world!”

– Mike Dowse, Amer Sports President & GM and also President of Wilson Sporting Goods Co.



EDTIF Performance - Fiscal Year 2008 Approved Projects								
Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
FiberTek	Nephi	EDTIF/IAF	10	99	\$ 13,612,000	\$ 32,500,000	\$ 36,589,000	\$ 4,000,000
Thermo Fisher Scientific	Logan	EDTIF	10	196	\$ 9,118,000	\$ 21,100,000	\$ 68,054,000	\$ 2,735,000
Barnes Aerospace	Ogden	EDTIF	15	474	\$ 7,927,000	\$ 11,800,000	\$ 150,221,000	\$ 2,000,000
Procter & Gamble	Box Elder Co.	EDTIF	20	1185	\$ 280,739,000	\$ 540,000,000	\$ 1,278,000,000	\$ 85,000,000
Hershey	Ogden	EDTIF	10	123	\$ 13,009,000	\$ 38,000,000	\$ 48,860,000	\$ 2,600,000
Goldman Sachs * (cy2010)	Salt Lake City	EDTIF	20	375	\$ 81,763,000	\$ 20,200,000	\$ 886,727,000	\$ 20,000,000
Disney Interactive	Salt Lake City	EDTIF	10	565	\$ 16,989,000	\$ 15,100,000	\$ 330,678,000	\$ 5,250,000
Oracle I	West Jordan	EDTIF	12	100	\$ 50,415,374	\$ 260,000,000	\$ 73,574,249	\$ 15,124,000
eBay (Datacenter)	South Jordan	EDTIF	10	50	\$ 109,110,945	\$ 436,000,000	\$ 23,799,980	\$ 27,277,000
Cementation	Sandy	EDTIF	10	422	\$ 16,585,538	\$ 5,500,000	\$ 130,226,301	\$ 3,317,000
Fresenius	Ogden	EDTIF	10	1111	\$ 16,630,445	\$ 340,000,000	\$ 303,339,000	\$ 4,157,611
FY 2008: Subtotals		11	12.5	4700	\$ 615,899,302	\$ 1,720,200,000	\$ 3,330,068,530	\$ 171,460,611
FY 2008 Projects - Cumulative Actuals to Date:								
				1386	\$ 53,975,909			\$ 17,659,185
FY 2008 Projects - Projected Performance to Date:								
				2644	\$ 109,682,011			\$ 38,266,325
FY 2008 Projects - % of actual vs Projected to Date:								
				52%	49%			46%

* Consolidated (excluded from actual comparisons - reported actual results in subsequent replacement year)

** Did Not Accept (Projected jobs excluded from cumulative projection for actual comparison)

“Without exceptionally good talent we cannot make exceptionally good yogurt, and without the people and the product we’re out of business. So I cannot emphasize enough how much we appreciate the quality and dedication of the Utahn workforce. Furthermore, the pro business environment of Utah makes the state very competitive with the other places in the USA where we also make Dannon yogurt.”

– Scott Corsetti, Sr. Director, West Dannon

EDTIF Performance - Fiscal Year 2009 Approved Projects								
Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Boart Longyear**	Salt Lake City	EDTIF	10	200	\$ 12,144,432	\$ 3,000,000	\$ 222,535,427	\$ 3,036,000
Reckitt Benckiser	Tooele Co.	EDTIF	10	141	\$ 9,506,507	\$ 35,000,000	\$ 49,289,036	\$ 1,901,000
Jet Aviation**	Ogden	EDTIF/IAF	15	650	\$ 27,716,041	\$ 6,900,000	\$ 420,759,000	\$ 8,315,000
Cephalon II	Salt Lake City	EDTIF	10	60	\$ 6,732,756	\$ 18,000,000	\$ 37,267,447	\$ 1,683,200
Quality Bicycle Products	Weber	EDTIF	10	71	\$ 10,860,159	\$ 5,700,000	\$ 33,426,126	\$ 2,172,232
SA International**	Salt Lake City	EDTIF	10	129	\$ 7,130,805	\$ 370,000	\$ 63,963,000	\$ 1,782,701
Top Ten Reviews**	Ogden	EDTIF	7	165	\$ 3,658,878		\$ 45,287,172	\$ 731,775
Duncan Aviation**	Provo	EDTIF	15	657	\$ 22,144,311	\$ 58,000,000	\$ 336,840,838	\$ 6,643,293
Nelson Laboratories	Taylorsville	EDTIF	10.5	393	\$ 9,982,877	\$ 13,745,000	\$ 157,538,750	\$ 1,996,600
Sun Products Corporation	Salt Lake City	EDTIF/IAF	10	80	\$ 34,022,025	\$ 14,600,000	\$ 276,114,553	\$ 2,513,600
Keystone Aviation HondaJet**	Salt Lake City	EDTIF	10	72	\$ 8,701,701	\$ 4,000,000	\$ 18,830,731	\$ 1,740,300
ATK Aerospace Structures**	Clearfield	EDTIF	20	848	\$ 109,108,187	\$ 250,000,000	\$ 1,664,771,288	\$ 32,732,500
Dynamic Confections**	Draper	EDTIF	10.5	110	\$ 4,119,278	\$ 4,000,000	\$ 70,198,304	\$ 823,856
Great Salt Lake Minerals**	Ogden	EDTIF	10.5	50	\$ 1,024,253	\$ 42,000,000	\$ 27,313,426	\$ 153,638
Verisys Corporation**	South Jordan	EDTIF	7	100	\$ 4,177,496	\$ 10,000,000	\$ 18,719,026	\$ 835,000
eBay (Customer Service)* (cy2012)	Draper	EDTIF	10	200	\$ 6,879,345	\$ 40,500,000	\$ 70,106,217	\$ 1,719,800
FY 2009: Subtotals		16	11.0	3926	\$ 277,909,051	\$ 505,815,000	\$ 3,512,960,341	\$ 68,780,495
FY 2009 Projects - Cumulative Actuals to Date:				241	\$ 10,000,441			\$ 2,457,267
FY 2009 Projects - Projected Performance to Date:				645	\$ 26,506,015			\$ 6,490,076
FY 2009 Projects - % of actual vs Projected to Date:				37%	38%			38%

*Consolidated (excluded from actual comparisons - reported actual results in subsequent replacement year)

** Did Not Accept (Projected jobs excluded from cumulative projection for actual comparison)

“In 2013, eBay Inc. opened its second LEED gold-certified facility in Utah—a 240,000 sq. ft. state-of-art office building for our 1,800 Utah-based teammates. We also celebrated the completion of our second data center, adjacent to the first, which is the first in the world to run on renewable energy. These investments would not have been possible without our partnership with the state of Utah and the business-friendly environment the state has created. Having access to a diverse and well-educated workforce has also helped fuel our growth here.”

– Scott Murray, Vice President, Global Customer Experience

EDTIF Performance - Fiscal Year 2010 Approved Projects								
Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Mozy, Inc.	Pleasant Grove	EDTIF	10	91	\$ 2,716,229	\$ 2,200,000	\$ 45,401,339	\$ 543,200
Edwards Lifesciences	Draper	EDTIF/IAF	15	1300	\$ 50,943,077	\$ 14,500,000	\$ 776,525,500	\$ 10,381,000
Goldman Sachs	Salt Lake City	EDTIF	20	690	\$ 157,611,362	\$ 51,000,000	\$ 1,713,742,314	\$ 47,283,409
Haemonetics	Draper	EDTIF	6	220	\$ 1,699,300	\$ 17,000,000	\$ 26,147,393	\$ 169,900
eBay (Customer Service)* (cy2012)	Draper	EDTIF	10	207	\$ 8,512,554	\$ 81,000,000	\$ 61,375,816	\$ 2,128,139
Fairchild Semiconductor	West Jordan	EDTIF/IAF	4	538	\$ 5,374,453	\$ 49,500,000	\$ 122,053,164	\$ 86,700
Merit Medical Systems	South & West Jordan	EDTIF	10	392	\$ 25,667,302	\$ 11,000,000	\$ 95,729,691	\$ 4,360,000
MediConnect Global Inc.	Ephraim City	EDTIF	10	306	\$ 7,019,315	\$ 470,000	\$ 45,500,000	\$ 1,754,800
Lofthouse	Ogden	EDTIF	5	115	\$ 692,170	\$ 22,500,000	\$ 15,130,735	\$ 138,434
Janicki Industries**	Layton	EDTIF	10	50	\$ 1,581,374	\$ 19,500,000	\$ 20,532,500	\$ 316,275
Royal Bank of Scotland* (cy2013)	Taylorsville	EDTIF	15	260	\$ 34,429,044	\$ 6,270,000	\$ 389,488,515	\$ 8,607,261
FY 2010: Subtotals		11	10.4	4169	\$ 296,246,180	\$ 274,940,000	\$ 3,311,626,967	\$ 75,769,118
FY 2010 Projects - Cumulative Actuals to Date:								
					\$ 14,043,755			\$ 4,427,309
FY 2010 Projects - Projected Performance to Date:								
					\$ 21,403,554			\$ 6,371,086
FY 2010 Projects - % of actual vs Projected to Date:					66%			69%

*Consolidated (excluded from actual comparisons - reported actual results in subsequent replacement year)

** Did Not Accept (Projected jobs excluded from cumulative projection for actual comparison)

“The work ethic and knowledge of the workforce, combined with the foresight of the Governor’s office to support composites and create what we call ‘a composites epicenter,’ drove us to expand in Utah. From tooling to materials, machining to finished goods, to shipping and logistics, it really is the whole package.”

– Mike Blair, Vice President and General Manager, Exelis Aerostructures

EDTIF Performance - Fiscal Year 2011 Approved Projects								
Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Adobe Systems Inc.	Lehi	EDTIF	20	927	\$ 134,130,419	\$ 298,000,000	\$ 1,631,697,764	\$ 40,239,126
Black Diamond Equipment	Salt Lake	EDTIF	10	55	\$ 1,977,661		\$ 32,765,324	\$ 395,500
ATK Aerospace Systems* (cy2014)	Clearfield	EDTIF	20	802	\$ 62,993,537	\$ 390,000,000	\$ 939,920,000	\$ 18,898,061
Lighthouse	Hurricane	EDTIF	10	162	\$ 2,512,354	\$ 11,200,000	\$ 37,624,584	\$ 502,400
Overstock	Provo	EDTIF	10	150	\$ 4,494,496		\$ 95,480,000	\$ 1,123,600
Czarnowski	St. George	EDTIF/IAF	7	50	\$ 915,344	\$ 7,000,000	\$ 18,459,664	\$ 137,300
CSN Stores	Ogden	EDTIF	10	868	\$ 8,472,758	\$ 1,500,000	\$ 188,989,700	\$ 548,500
JBS USA Holdings, Inc.*	Hyrum	EDTIF	10	420	\$ 8,797,836	\$ 30,000,000	\$ 115,569,462	\$ 1,759,500
Liberty Safe and Security Products	Payson	EDTIF	7	50	\$ 2,281,968	\$ 8,000,000	\$ 10,251,032	\$ 342,000
Air Products	Tooele	EDTIF	5.5	57	\$ 1,042,683	\$ 40,000,000	\$ 19,344,879	\$ 208,500
ITT Corporation	West Valley/Jordan	EDTIF	15	2707	\$ 112,000,000	\$ 120,000,000	\$ 1,300,000,000	\$ 33,656,000
IM Flash Technologies Inc.	Lehi	EDTIF	15	200	\$ 7,068,833	\$ 1,500,000,000	\$ 167,686,106	\$ 45,900,000
EMC Corporation* (cy2012)	Draper	EDTIF	10	500	\$ 12,476,673	\$ 7,600,000	\$ 313,600,626	\$ 3,513,700
FY 2011: Subtotals		13	12.0	6948	\$ 359,164,562	\$ 2,413,300,000	\$ 4,871,389,141	\$ 147,224,187
FY 2011 Projects - Cumulative Actuals to Date:					\$ 61,443,719			\$ 18,759,881
FY 2011 Projects - Projected Performance to Date:					\$ 84,578,639			\$ 28,156,046
FY 2011 Projects - % of actual vs Projected to Date:					73%			67%

*Consolidated (excluded from actual comparisons - reported actual results in subsequent replacement year)

** Did Not Accept (Projected jobs excluded from cumulative projection for actual comparison)

“IM Flash’s outstanding team of talented and dedicated employees in Utah allow us to successfully compete with global companies around the world. The State of Utah offers unparalleled support to the business community and continually seeks to understand what matters to them. At IM Flash, we have regular dialogue with Utah government leaders, education leaders and community leaders exploring ways to help us succeed.”

– Keyvan Esfarjani, CEO, IM Flash Technologies

EDTIF Performance - Fiscal Year 2012 Approved Projects								
Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Morgan Stanley Smith Barney**	South Jordan	EDTIF	5	80	\$ 446,900	\$ 2,800,000	\$ 11,478,802	\$ 89,000
eBay (Customer Service) *	Draper	EDTIF	20	2200	\$ 127,186,975	\$ 80,000,000	\$ 2,737,441,997	\$ 38,156,092
Fiberspar	Salt Lake/Tooele	EDTIF	10	276	\$ 7,374,613	\$ 23,600,000	\$ 80,452,430	\$ 1,474,900
SAIC**	Salt Lake/Utah/Davis	EDTIF	10	294	\$ 8,769,153	\$ 10,000,000	\$ 127,686,410	\$ 2,192,288
Home Depot	Ogden	EDTIF	10	691	\$ 2,609,333	\$ 12,000,000	\$ 67,365,753	\$ 521,867
Lifetime Products	Clearfield	EDTIF	20	482	\$ 12,774,363	\$ 46,000,000	\$ 221,136,866	\$ 3,193,591
Incomm	Salt Lake County	EDTIF	5	101	\$ 1,703,877		\$ 21,771,000	\$ 340,775
Pepperidge Farm	Richmond	EDTIF	10	54	\$ 2,115,978	\$ 45,000,000	\$ 11,667,527	\$ 475,032
L-3	Salt Lake County	EDTIF	10	500	\$ 22,106,729	\$ 6,100,000	\$ 389,782,590	\$ 5,526,682
Hexcel Corporation	Salt Lake County	EDTIF	10	616	\$ 31,071,844	\$ 650,000,000	\$ 348,019,091	\$ 7,767,961
Futura	Davis County	EDTIF	10	143	\$ 11,982,206	\$ 23,155,000	\$ 57,886,740	\$ 1,694,786
Workday* (cy2013)	Salt Lake	EDTIF	10	250	\$ 13,815,759		\$ 156,978,924	\$ 2,763,151
Family Dollar	St. George	EDTIF	20	450	\$ 15,058,314	\$ 90,000,000	\$ 297,464,933	\$ 3,764,578
Schiff Nutrition	Salt Lake	EDTIF/Train	6	400	\$ 1,540,932	\$ 1,500,000	\$ 17,659,408	\$ 308,186
Xactware	Provo	EDTIF	20	859	\$ 129,051,958	\$ 130,000,000	\$ 756,844,710	\$ 32,262,990
FLSmidth	Midvale	EDTIF	10	124	\$ 11,734,578	\$ 16,000,000	\$ 86,817,275	\$ 2,933,645
Peterbilt	Salt Lake	EDTIF	5	145	\$ 2,590,691	\$ 3,475,000	\$ 43,606,015	\$ 518,138
EMC Corporation	Salt Lake	EDTIF	12	750	\$ 20,695,868	\$ 4,000,000	\$ 475,109,938	\$ 5,173,967
Rock West Composites**	West Valley	EDTIF	5	93	\$ 875,711	\$ 700,000	\$ 15,605,000	\$ 175,142
FY 2012: Subtotals		19	10.9	8508	\$ 423,505,782	\$ 1,144,330,000	\$ 5,924,775,409	\$ 109,332,771
FY 2012 Projects - Cumulative Actuals to Date:								
FY 2012 Projects - Projected Performance to Date:				907	\$ 4,625,228			\$ 1,230,306
FY 2012 Projects - % of actual vs Projected to Date:				4085	\$ 17,585,172			\$ 4,639,057
				22%	26%			27%

*Consolidated (excluded from actual comparisons - reported actual results in subsequent replacement year)

** Did Not Accept (Projected jobs excluded from cumulative projection for actual comparison)

“EMC’s Utah expansion experience has lived up to every expectation. With the support of the Governor’s Office of Economic Development and many others, we successfully executed on our plans to hire a large, Utah-based high-tech workforce. In addition to a wealth of highly-relevant technical skill sets, the diversity of language skills has added tremendous value to our team. We look forward to continuing to grow and thrive along with, and within, this great community.”

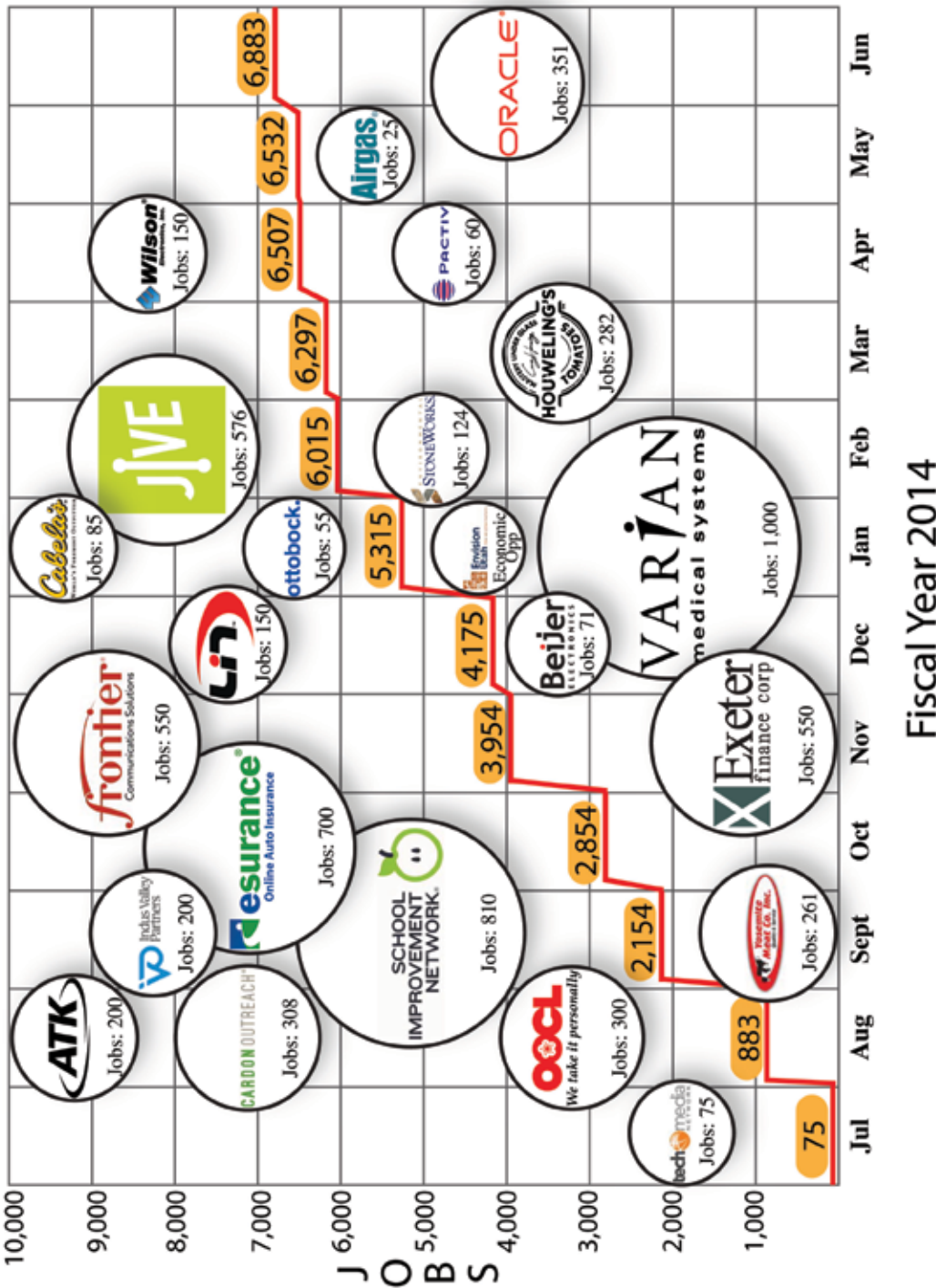
– Vance Checketts, Vice President, EMC Corporation

EDTIF Performance- Fiscal Year 2013 Approved Projects								
Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Xi3	Salt Lake	EDTIF	5	250	\$ 98,005,932	\$ 32,244,000	\$ 169,733,873	\$ 2,045,825
Vexxel	Weber	EDTIF	5	101	\$ 1,687,884	\$ 4,000,000	\$ 21,082,477	\$ 377,577
BioFire Diagnostics, Inc	Salt Lake	EDTIF	20	657	\$ 97,747,954	\$ 50,000,000	\$ 718,135,774	\$ 24,436,989
Boeing	Salt Lake	EDTIF/Trainin	20	104	\$ 5,505,016	\$ 219,000,000	\$ 146,800,428	\$ 1,376,254
ENVE Composites, Inc.	Weber	EDTIF/Trainin	7	342	\$ 5,345,694	\$ 20,000,000	\$ 63,315,427	\$ 1,336,424
Orange Soda, Inc.	Salt Lake	EDTIF/Trainin	10	100	\$ 2,679,245	\$ 5,000,000	\$ 44,500,541	\$ 535,849
GAF	Cedar City	EDTIF	15	50	\$ 3,546,848	\$ 40,000,000	\$ 38,272,300	\$ 886,712
Qualtrics	Provo	EDTIF	7	1080	\$ 43,123,085	\$ 2,400,000	\$ 295,308,110	\$ 10,780,771
Royal Bank of Scotland	Taylorsville	EDTIF	15	310	\$ 21,100,497	\$ 2,642,908	\$ 286,603,084	\$ 5,275,124
Workday	Salt Lake	EDTIF	15	500	\$ 54,072,074	\$ 20,000,000	\$ 719,396,231	\$ 8,370,052
Orbit Irrigation Products, Inc.	North Salt Lake	EDTIF/Trainin	15	60	\$ 22,251,565	\$ 36,990,000	\$ 68,391,417	\$ 2,408,896
Instructure, Inc.	Cottonwood Heights	EDTIF	7	655	\$ 9,464,847	\$ 2,100,000	\$ 238,429,143	\$ 1,892,969
DoTerra	Pleasant Grove	EDTIF	10	330	\$ 83,279,071	\$ 60,000,000	\$ 136,436,895	\$ 16,655,814
1-800 Contacts	Draper	EDTIF	15	654	\$ 35,205,239	\$ 59,000,000	\$ 455,652,989	\$ 8,801,310
Capital Access Networks	Salt Lake City	EDTIF	7	108	\$ 8,113,436	\$ 1,915,000	\$ 38,460,169	\$ 2,028,359
FireEye	Lehi/Draper	EDTIF	10	250	\$ 14,412,622	\$ 3,000,000	\$ 152,798,326	\$ 3,603,155
Blu	Salt Lake	EDTIF	7	73	\$ 2,312,681	\$ 6,000,000	\$ 49,263,500	\$ 462,536
Solarwinds	Draper	EDTIF	20	1040	\$ 109,548,587	\$ 50,000,000	\$ 1,436,554,953	\$ 32,864,576
SyberJet	Cedar City	EDTIF	20	240	\$ 67,243,048	\$ 380,000,000	\$ 288,047,817	\$ 16,810,761
Metal Craft	Cedar City	EDTIF	20	960	\$ 60,622,028	\$ 20,000,000	\$ 740,694,392	\$ 15,155,507
MasterControl	Salt Lake City	EDTIF	5	197	\$ 4,180,294	\$ 15,000,000	\$ 54,120,978	\$ 836,059
HireVue	Salt Lake City	EDTIF	7	540	\$ 10,090,489	\$ 30,000,000	\$ 172,876,212	\$ 1,513,573
Emery Refining Contacts	Green River	EDTIF	12	125	\$ 63,561,103	\$ 231,885,000	\$ 99,162,222	\$ 12,712,221
FY 2013: Subtotals		23	11.9	8726	\$ 823,099,239	\$ 1,291,176,908	\$ 6,434,037,238	\$ 171,041,847
FY 2013 Projects - Cumulative Actuals to Date***:				1252	****In Process			****In Process
FY 2013 Projects - Projected Performance to Date:				1357	\$ 4,261,377			\$ 1,045,288
FY 2013 Projects - % of actual vs Projected to Date***:				92%				
*Consolidated (excluded from actual comparisons - reported actual results in subsequent replacement year)								
** Did Not Accept (Projected jobs excluded from cumulative projection for actual comparison)								
***Subject to change annual reviews are in process.								
****In process because audits of incentive performance of companies is still being conducted.								

EDTIF Performance - Fiscal Year 2014 Approved Projects								
Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Tech Media Network**	Weber	EDTIF	10	75	\$ 3,051,269	\$ 3,400,000	\$ 32,953,073	\$ 610,254
	Sandy	EDTIF/Train	15	308	\$ 9,151,570	\$ 5,300,000	\$ 215,071,341	\$ 1,830,314
Cardon Healthcare Network	Clearfield	EDTIF/Train	20	200	\$ 71,025,781		\$ 1,154,113,172	\$ 19,307,734
	Salt Lake City	EDTIF/Train	20	300	\$ 19,079,214	\$ 6,800,000	\$ 534,801,697	\$ 4,769,804
OOCL	Cottonwood Heights	EDTIF	11	200	\$ 5,362,085	\$ 500,000	\$ 91,909,000	\$ 1,072,417
	Indus Valley Partners	EDTIF	10	261	\$ 6,987,258	\$ 35,000,000	\$ 93,629,653	\$ 1,397,452
Yosemite Meat	Brigham City	EDTIF	10	810	\$ 80,299,263	\$ 8,000,000	\$ 753,611,307	\$ 3,114,789
	Salt Lake City	EDTIF	20	700	\$ 23,214,289	\$ 15,000,000	\$ 610,036,251	\$ 5,803,572
School Improvement Network	Alistate Corporation	EDTIF/Train	10	550	\$ 10,914,561	\$ 7,000,000	\$ 245,223,279	\$ 2,182,912
	Ogden	EDTIF/IAF	10	550	\$ 11,388,222	\$ 2,100,000	\$ 259,944,118	\$ 2,277,644
Frontier Communications	Provo	EDTIF	10	550	\$ 11,388,222	\$ 2,100,000	\$ 259,944,118	\$ 2,277,644
	Exeter Finance	EDTIF	10	550	\$ 11,388,222	\$ 2,100,000	\$ 259,944,118	\$ 2,277,644
Lin Manufacturing	Cache County	EDTIF	7	150	\$ 1,744,798	\$ 4,000,000	\$ 27,697,126	\$ 261,720
	Salt Lake City	EDTIF	10	71	\$ 5,396,111	\$ 600,000	\$ 37,887,196	\$ 1,079,222
Beijer Electronics	Salt Lake City	EDTIF	15	1000	\$ 35,888,824	\$ 40,000,000	\$ 460,416,221	\$ 7,177,657
	Varian Medical Systems	EDTIF	7	55	\$ 1,960,095	\$ 1,000,000	\$ 16,219,299	\$ 392,019
Otto Bock	Salt Lake City	EDTIF	7	55	\$ 1,960,095	\$ 1,000,000	\$ 16,219,299	\$ 392,019
	Otto Bock	EDTIF	7	55	\$ 1,960,095	\$ 1,000,000	\$ 16,219,299	\$ 392,019
Cabelas	Tooele	EDTIF	10	85	\$ 3,465,988	\$ 66,000,000	\$ 33,311,851	\$ 693,198
	Lehi	EDTIF	5	576	\$ 6,255,476	\$ 6,400,000	\$ 130,946,265	\$ 938,321
Jive Communications	Environmental Stoneworks	EDTIF	10	124	\$ 2,571,519	\$ 2,000,000	\$ 40,887,535	\$ 514,304
	Houelling Nurseries Oxnard, Inc	EDTIF/IAF	20	282	\$ 18,160,900	\$ 79,000,000	\$ 267,891,773	\$ 4,648,270
Wilson Electronics	St. George	EDTIF	5	150	\$ 1,775,414	\$ 2,700,000	\$ 22,440,128	\$ 266,312
	Pactiv**	EDTIF	10	60	\$ 5,806,730	\$ 52,000,000	\$ 28,885,161	\$ 1,161,346
Airgas	Salt Lake County	EDTIF	10	25	\$ 462,998	\$ 8,000,000	\$ 1,475,181	\$ 160,652
	Tooele	EDTIF	10	25	\$ 462,998	\$ 8,000,000	\$ 1,475,181	\$ 160,652
Oracle II	Lehi	EDTIF	10	351	\$ 11,318,408	\$ 6,142,500	\$ 238,959,392	\$ 2,829,602
FY 2014: Subtotals					\$ 335,280,773	\$ 350,942,500	\$ 5,298,310,019	\$ 62,489,515

*Consolidated (excluded from actual comparisons - reported actual results in subsequent replacement year)

** Did Not Accept (Projected jobs excluded from cumulative projection for actual comparison)



IAF Approved Projects 2006–2014									
Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term	Fiscal Year
DBT America	Huntington	IAF	5	12	\$ 613,000	\$ 4,000,000	\$ 5,593,065	\$ 45,000	2006
Viracon	St. George	IAF	5	250	\$ 4,118,000	\$ 25,000,000	\$ 32,599,000	\$ 750,000	2006
West Desert High Astro	Millard Co.	Econ Opp	2	28		\$ 19,000,000	\$ 9,553,000	\$ 350,000	2006
Cedar City Fiber Optic	Cedar City	Econ Opp	1	0		\$ 2,655,608		\$ 400,000	2007
Smith Sport Optics	Clearfield	IAF	10	64	\$ 755,000	\$ 1,700,000	\$ 13,815,000	\$ 300,000	2007
Barnes Bullets	Mona	IAF	10	42	\$ 446,000	\$ 5,000,000	\$ 13,370,000	\$ 200,000	2008
Delta Air Lines	Salt Lake City	Econ Opp	16 mo					\$ 250,000	2008
OR - SL County	Salt Lake City	Econ Opp	6 mo	615				\$ 250,000	2008
Southern Classic Foods	Ogden	IAF	10	94	\$ 1,262,000	\$ 10,260,000	\$ 22,332,000	\$ 300,000	2008
Delta Air Lines - Tokyo	Salt Lake City	Econ Opp						\$ 250,000	2009
Petersen Inc.	Farr West City	REDI	5	53	\$ 983,456	\$ 3,000,000	\$ 10,647,987	\$ 344,209	2010
Newell Window Furnishings	Ogden	IAF	5	465	\$ 3,845,108	\$ 800,000	\$ 82,007,804	\$ 150,000	2011
Sundance Institute	Park City	Econ Opp		100				\$ 150,000	2011
Utah Sports Commission	Salt Lake City	Econ Opp	0	0				\$ 100,000	2012
Visit Salt Lake	Salt Lake	Econ Opp	1	557	\$ 2,612,159		\$ 13,700,473	\$ 482,510	2012
iSchools	Summit County	Econ Opp	3	0				\$ 3,000,000	2013
Startup Ogden	Ogden	Econ Opp	1	6	\$ 192,250		\$ 4,500,000	\$ 100,000	2013
Sundance	Park City	Econ Opp	3					\$ 300,000	2013
UAV	Statewide, Daggett County	Econ Opp						\$ 180,000	2013
Visit Salt Lake	Salt Lake	Econ Opp	2	557	\$ 6,558,298	\$ 5,117,700	\$ 35,084,645	\$ 2,680,572	2013
Economic Opp Grant	Daggett County	Econ Opp						\$ 40,000	2014
Envision Utah	Statewide	Econ Opp						\$ 500,000	2014
Totals				2843	\$ 21,385,271	\$ 76,533,308	\$ 243,212,974	\$ 11,102,291	

State Incentives Program

Utah's 5 percent flat tax rate is used primarily to fund public education. One **purpose of the post-performance incentive programs**, which were created by the legislature, **is to grow or attract new commercial projects to increase state revenue, which in turn funds the education fund.** Post-performance incented companies provide jobs that have good, family sustaining wages for Utah residents, who then add revenue to the state in the form of personal taxes.

The metrics by which the success of incentives are measured include:

1. The **new jobs** created over the 5 to 20 year maximum and 11 year average life of a corporate incentive
2. The new or **increased taxes** paid by a company
3. The **increased wages** paid to the new employees
4. The **capital investment** of a company that adds new infrastructure to the state

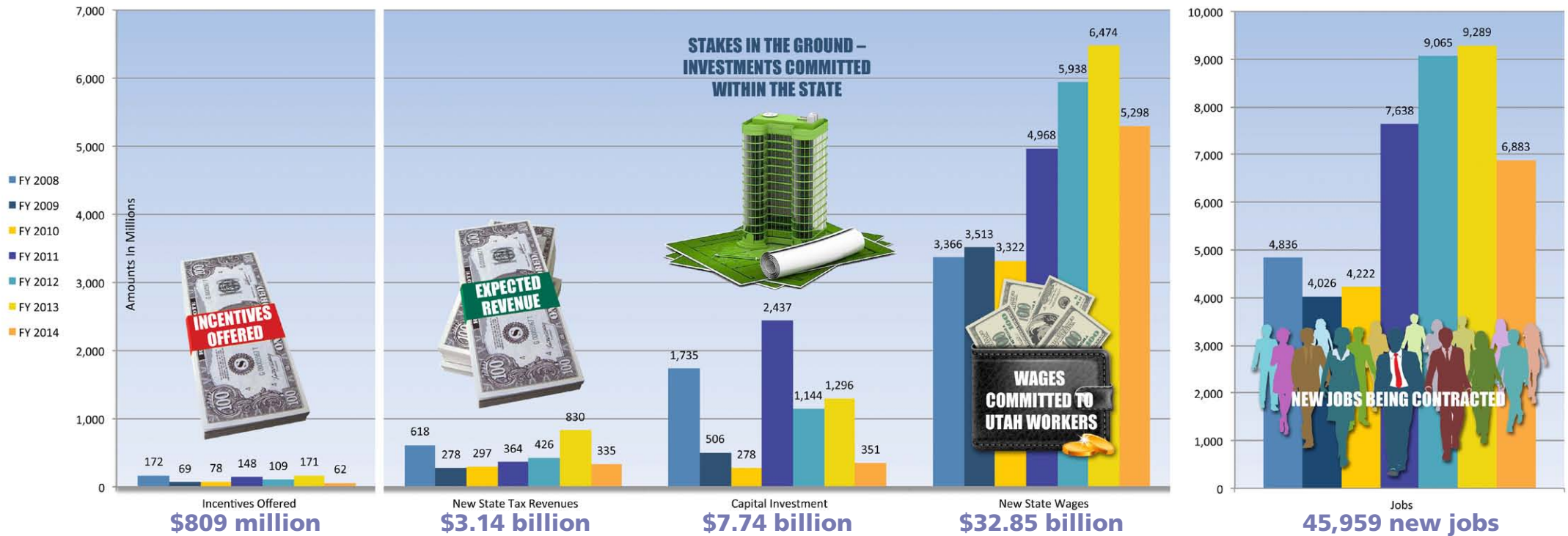
As a result of the state's corporate recruitment and business climate creation efforts, Utah is recognized as one of the most successful states in the country based on its size and population.

Thousands of hours are spent to locate, qualify, develop and negotiate with companies that are considering locating or expanding their business in Utah. The decision to initiate a new commercial project is a million, or sometimes a billion dollar decision and consequently creates global competition. Many states have robust corporate recruitment programs, and other intermountain states, such as Idaho, have developed programs based on Utah's successful model. The worldwide competition for economic development is intense. Nevertheless, company executives must certify, as part of Utah's incentive requirements, that the process whereby Utah won their business was competitive with other locations nationally and sometimes globally. The incentives team works hard to faithfully administer the program in the way intended by the Legislature. Board members volunteer their time and expertise to review incentive applications and to advise GOED on which business projects to incent.

Employees of the state and the multitude of private sector partners, who volunteer their time and talents to Utah's business growth and recruitment efforts, work very hard to faithfully administer the laws and direction given to them by the Legislature. These employees and volunteers give several years of their careers to the state for the benefit of the community. Though not as highly compensated as private sector positions, state employees do have good benefits, wages and a clear sense of contributing to Utah.

In the spirit of constant improvement and in partnership with the Legislature, many changes have been made by the staff to the state recruitment programs since GOED was created in 2006. These enhancements have improved transparency, accounting and process. GOED expects to keep making additional improvements, and recognizes that flexibility coupled with expertise, good judgment and devotion is required if Utah is going to remain among the best performing states in the nation.

State Economic Development Incentives — A Great Deal for Utah!



Between 2008-2014* billions of dollars of investment in infrastructure, new taxes & workforce were cultivated and will be realized over the coming decades as a result of the thoughtful use of millions of dollars of post-performance tax credits.

**on open and active company contracts*

125% Including Benefits

In urban counties such as Salt Lake, Utah, Davis and Weber, businesses seeking a post-performance incentive must create new jobs that pay in aggregate on average 125 percent above the county average wage, including benefits. As a motivator for businesses to locate in rural counties, those expanding in rural areas must meet 100 percent of the average county wage to receive an incentive, including benefits.

GOED counts only qualifying jobs in its calculations for incented jobs, however, it is clear that in most cases the high wage jobs the state incents, most often with wages well exceeding 125 percent, will drive additional job creation in support positions.

The 125 percent benchmark is not arbitrary in nature, but accounts for the inclusion of required benefit packages, which may vary from company to company. In surveying benefit programs of employers, GOED determined that 125 percent is an appropriate average that could account for the value of most benefits packages. In this way, GOED follows legislative direction, 63M-1-2403(4)(a), which encourages the creation of jobs that “compare favorably” with the community average wage. Thus through the incentives programs GOED

ensures that incented jobs in the aggregate and on average pay at least county average. Incented companies often pay significantly more than the average wage and provide benefits for employees.

Companies may receive many incremental tax credits over the 5 to 20 year life of an incentive if they perform. In fact, out of the 57 companies that have received 183 payments made by the program to date, many of the state incented companies paid significantly better wages than the 125 percent requirement:

- 100 of the payments were to companies that provided wages that averaged more than 200 percent of the county average, even when benefits were not included.
- 39 of the payments were to companies that provided wages that averaged more than 150 percent of the county average, even when benefits were not included.

FY2014 Summary:

- Sum of Contracted Jobs from 2006 to 2014: 20,735
- Jobs created to date by aggregate from 2006 to 2014: 12,736 or 61%

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

- Cash rebates up to \$92,973,552 representing 3 companies (discontinued program with outstanding commitment)
- Tax credits up to \$596,304,436 representing 105 companies

Actual Partial Rebates for FY2014:

- 2 projects with actual payouts totaling \$1,722,932 (discontinued program with outstanding commitment) resulting from \$3,360,802 in gross new tax revenues paid

Actual Tax Credits for FY2014:

- 18 projects with issued tax credits totaling \$ 6,620,728 resulting from \$22,222,314 gross new state taxes paid

Industrial Assistance Fund (IAF), U.C.A. 63M-1-901–903, 905–910

The State Industrial Assistance Fund (IAF) is a post-performance appropriated fund for the creation of high paying jobs in the state. This incentive can be earned as Utah jobs created meet the IAF requirements resulting in higher quality jobs, and occasionally for specific “economic opportunities” that have significant economic impact on the state depending on the amount of purchases made in Utah and the economic impact associated with the project.

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

- Economic Opportunities: \$ 2,551,071 representing 5 organizations
- Rural Fast Track: \$ 773,295 representing 24 companies
- BEAR Funding: \$ 489,985 representing 16 organizations
- Smart Schools: \$ 76,314
- Post-Performance Grants: \$ 7,178,674 representing 20 companies



For additional information on these incentive programs, visit business.utah.gov or contact **Theresa A. Foxley**, Managing Director of Corporate Recruitment and Business Services at tfoxley@utah.gov or 801-538-8850

OVERVIEW

We are growing Utah's economy by:

1. **Foreign Direct Investment (FDI):** facilitating FDI opportunities in Utah through the promotion of Utah's dedicated workforce and vibrant economy to foreign investors.
2. **Global Market Development:** assisting Utah businesses to secure international business contacts and increase goods and service exports.
3. **Diplomacy:** facilitating diplomacy meetings for the State and leveraging diplomatic contacts to develop and expand foreign markets for Utah.

Foreign Direct Investment

Utah has a stable and business friendly climate. It consistently receives recognition for its low operating costs, high economic growth and excellent governance. Innovation, industry, education and good governance culminate in Utah to create a diverse and thriving economy that is now home to multiple world-class corporations. The importance of the U.S. market to global firms will continue to facilitate inward investment opportunities into the various states. Utah's unique advantages provide excellent opportunities to bring many of those global companies here.



Frank Joklik, Honorary Consul of the United Kingdom in Utah, Governor Gary R. Herbert and Sir Peter Westcott, Ambassador of the United Kingdom during the Ambassador's diplomatic visit to Utah.



From left to right:

- *Spencer P. Eccles - Governor's Office of Economic Development*
- *Derek Miller - World Trade Center Utah*
- *Cynthia Chen - China Trade Representative*
- *Anna Derschang - European Union Trade Representative*
- *Lieutenant Governor Cox - State of Utah*
- *Thomas Schuck - European Union Trade Representative*
- *Uri Attir - Israel Trade Representative*
- *Cristina Hernandez - Mexico Trade Representative*
- *Marlon Barrett - European Union Representative in Utah*

There are already 188 foreign firms from 29 countries currently doing business in Utah. Together they employ 29,000 Utahns across various industries. The top five countries for the number of foreign firms doing business in Utah represent 63 percent of the total foreign direct investment within Utah. These countries and the number of businesses they have in Utah are: Canada (35), the United Kingdom (27), Japan (20), France (19), and Germany (18).

Our new international trade strategy continues to support export expansion while placing greater emphasis on increasing foreign direct investment into Utah. ITDO recently contracted new trade representatives in the European Union, China, Mexico, and Israel, where significant opportunities to promote foreign direct investment in Utah have been identified.

Global Market Development

More than 70 percent of the world's purchasing power is located outside of the United States making the export of Utah's high-quality, innovative goods and services very profitable for Utah businesses of all sizes. On average, businesses that export experience faster sales, increased job creation and higher employee wages over non-exporting businesses. Additionally, businesses that export are generally more stable and able to weather economic downturns more successfully because they sell to a diverse portfolio of global markets.

Exports from Utah totaled \$16.1 billion in 2013 of which \$7.6 billion were value-add exports. From 2009 to 2013, Utah's exports grew by 35.8 percent (compared to the national average of 29.5 percent) enabling Utah businesses that export to employ more than 320,000 Utahns.

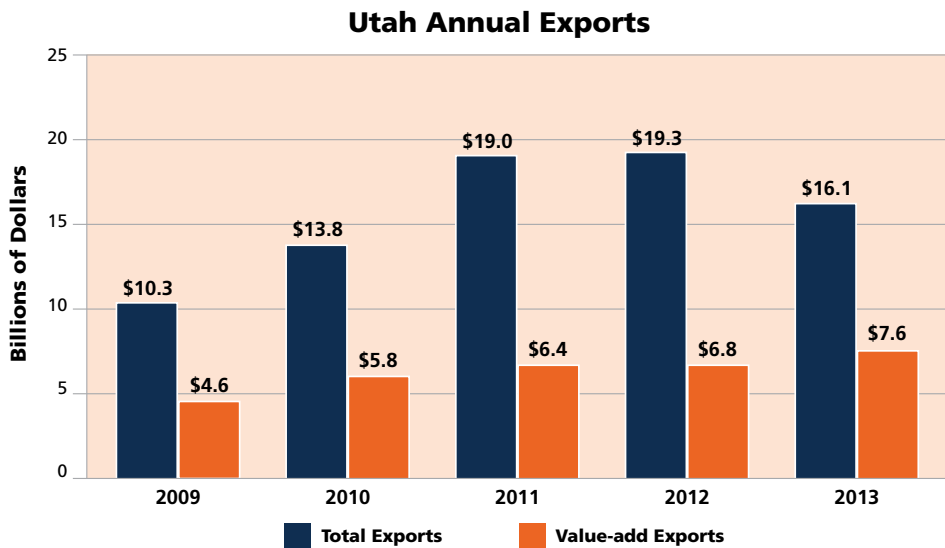
Governor Herbert has set the goal to increase Utah's value-add exports to \$9 billion by the end of 2015. Reaching the Governor's goal begins with helping Utah businesses across the state secure international business contacts, partners, and distributors that will lead to sales. During fiscal year 2014, in partnership with World Trade Center Utah and the U.S. Commercial Service, the State organized six trade missions to the United Kingdom, Philippines, Peru, China, Brazil and Mexico. Trade missions to the United Kingdom and Mexico were led by Governor Herbert. During the trade missions, a total of 66 Utah businesses held meetings with potential international partners and reported \$36.2 million in projected sales over the next three to five years.

In addition to trade missions, the State helps Utah businesses organize independent foreign market sales trips and exhibit at international trade shows which often result in immediate sales. During fiscal year 2014, Utah had 18 small businesses participate in an independent trade event activity of their choice. They reported \$2.2 million in actual sales occurring from the events with \$18.4 million in projected sales over the next three to five years.

Utah small businesses in the initial stages of learning successful international business techniques and exporting best practices benefitted greatly from the educational events sponsored by the State. The events varied in size from small roundtables to large conferences which will include the Utah Global Forum in fiscal year 2015. Additionally, Utah businesses received international business mentoring and international market strategy consultations through the State. During fiscal year 2014, approximately 900 individuals representing approximately 450 companies participated in these various educational opportunities. A calendar of events is available at business.utah.gov/international.



Governor Gary R. Herbert and Governor of the State of Mexico Eruviel Ávila Villegas, signing a Memorandum of Understanding between the State of Utah and the State of Mexico during the Mexico Trade Mission.



**The decline in total exports from 2012-13 can be attributed to common business cycle fluctuations in commodity markets. More specifically, the value of precious metals (gold) decreased significantly during the last quarter of 2013. Precious metals removed, Utah's value-add exports increased by 10% from 2012 to 2013.*

Diplomacy

The International Trade and Diplomacy Office facilitates diplomacy for the State and leverages diplomatic contacts to develop and expand foreign markets for Utah. ITDO hosts many foreign trade visitors and foreign business representatives each year. The State benefits from international promotion of Utah's business community and attraction of international investment in Utah by developing partnerships and alliances through diplomatic relations. During fiscal year 2014, ITDO hosted more than 40 heads of state, ambassadors, and other diplomats.



For additional information about International Trade and Diplomacy visit business.utah.gov/international or contact **Brett Heimbürger**, Director of International Trade and Diplomacy, at bheimburger@utah.gov or 801-538-8651

OVERVIEW

U.C.A. 63M-1-2501–2506



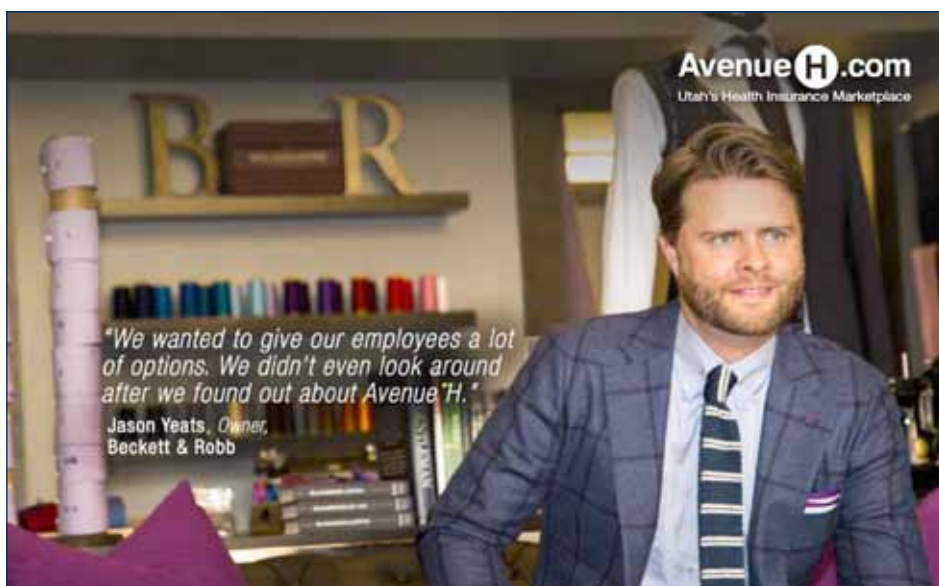
Avenue H is Utah's state-based approach to health reform. It is designed to help small businesses in the state offer health insurance to their employees through an innovative defined contribution mechanism. The system benefits both populations because it lets business owners contribute a flat dollar amount that their budget can bear, while employees use those funds to shop for insurance that perfectly fits their family's needs. This also helps employees become engaged with health care since many have not previously had insurance. They will know how much it costs and they take an active role in selecting and purchasing what they need.

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. Avenue H's defined contribution model gives employers control over health care costs and lets employees choose the policy that works best for them. Three participating carriers currently offer 74 plans ranging from high-deductible options to comprehensive coverage.

Utah's Health Insurance Solution

Utah's approach to health care is unique compared to the rest of the country. When the Affordable Care Act (ACA) was passed, it gave states three options for compliance: state-based exchange, state-federal partnership or federally facilitated exchange. In early 2013, Governor Gary R. Herbert proposed a different approach to the U.S. Department of Health and Human Services. The Governor proposed a bifurcated approach that would see the state continue to run Avenue H as a health insurance marketplace for small businesses, while the federal government would create and implement an exchange for individuals. HHS accepted Governor Herbert's proposal, and now "the Utah approach" is the official fourth option for compliance and is available for other states to consider as well.





Utah's option lets the state comply with the health reform law contained in the ACA, but also retain state control and flexibility in applying it. For instance, the state maintains oversight of qualified health plans and administration of Utah's Medicaid program through the existing in-state structure. The federal marketplace will focus on individual consumers and will also manage tax credits and subsidies, participation reporting and overall compliance with the ACA. The split has been considered to be a big win for the state.

Small Businesses and Defined Contribution

Avenue H's primary market is small businesses with one to 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.

When joining Avenue H, employees are able to choose from 74 benefit plans across three insurance carriers to meet personal budget and family needs. Avenue H

works with insurance producers that specialize in small group policies to help them educate employers about the potential benefits of using a defined contribution arrangement and to facilitate the use of Avenue H as their enrollment mechanism.

FY2014: Year In Review

Participation exploded in FY2014 after the ACA went into full effect on January 1, 2014.

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, Avenue H had grown to encompass 157 small business groups. Reporting FY2014 results, there are now 11,400 members covered which comprises 481 small businesses offering health benefits and HSAs to their 4,203 participating employees.

On October 1, 2013, Avenue H unveiled its online pre-quote tool, which allows brokers and employers to get anonymous quotes for their groups before committing to Avenue H. We have seen tremendous response to the pre-quote tool, with nearly 16,000 unique visits to the tool itself from October 2013 through June 2014. One month later, in November 2013, Avenue H rolled out our online registration and enrollment system. The system streamlined some of the processes required during registration and enrollment, and for the first time let employers enroll online without a broker. Avenue H still recommends that employers use a broker to enroll and administer their group, but this direct option is available for employers who prefer to do it themselves.

We also launched a new marketing campaign that included a major focus on television advertising, with a significant online presence and limited print advertising. The campaign ran from November 2013 through February 2014 and resulted in increased visibility and online contacts for Avenue H. For those four months, more than 54,000 unique visitors came to AvenueH.com to get information about our program. This is more than double our normal visitation rate.

It is important to note also that Avenue H is the same



Dr. Scott Chidester visits with a patient at Intermountain Medical Center.

Photo courtesy of Intermountain Healthcare

program that was created by legislation in 2009. The ACA impacted some of the program's activities in 2013 and 2014, but it does not govern them. Among these impacts are modified community rating, essential health benefits and qualified health plans. Avenue H worked to mitigate these impacts while focusing on Utah's values. Avenue H remains a state-run, state-centered program and it will continue to be so well into the future.

Work in Progress

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

The Right Approach for the Future

In FY2014, we improved our enrollment and eligibility system by contracting with a single technology provider to provide a solution that consolidates two system processes. The new system has a more consumer-focused enrollment interface, as well as intuitive tools, simplified enrollment processes, real-time rate quotes and decision support tools. It is also more robust and scalable to handle future growth. We plan to continue making system and process improvements in FY2015 to further improve the consumer experience. FY2015 will also see an expanded marketing campaign that will reach more Utah small businesses than ever before.



For additional information about the Office of Consumer Health Services – Avenue H visit business.utah.gov or contact **Patty Conner**, at pconner@utah.gov or 801-201-0422

OVERVIEW

U.C.A. 63M-1-3301–3306

The Outdoor Recreation Office (ORO) is housed in the Governor's Office of Economic Development and embodies the state's ongoing commitment to the recreation economy, its products and services. The Outdoor Recreation Office works to promote Utah as the top state for the outdoor products and recreation industries. ORO advocates for and develops outdoor recreation as part of the state's economy. We work diligently to ensure that outdoor recreation in Utah's diverse and beautiful landscape continues to enhance the quality of life for generations to come.

The Office of Outdoor Recreation endeavors to capitalize on the growth in the outdoor industry in a way that plays to Utah's natural beauty and unique strengths. An Outdoor Industry Association study notes that for every dollar spent purchasing outdoor equipment, the user will spend four dollars creating an experience with the product. The office strives to bring more outdoor retail industry companies to Utah, which brings manufacturing, sales and distribution jobs to the state and at the same time, helps to promote Utah as a world-class outdoor recreation destination.

The Outdoor Recreation Office also works with rural and urban communities throughout the state who want to build mountain biking and hiking trails to draw outdoor enthusiasts to places such as Daggett County, which received an Industrial Assistance Fund grant for \$40,000 to build mountain biking trails near Flaming Gorge National Recreation Area, and draw greater numbers of tourists and travelers from the Wasatch Front to spend money in Manila and Dutch John.



Governor Gary Herbert addressing attendees at the first Governor's Outdoor Recreation Summit.



The two Outdoor Retailer shows are the largest in the state. Combined the winter and summer market shows generated nearly \$48 million in direct delegate spending in 2014.

FY 2014 Highlights:

- The first ever **Governor's Outdoor Recreation Summit** was held in May. More than 400 people attended the sold-out conference which focused on the sharing of information and ideas to responsibly grow, promote and enhance the state's flourishing recreation economy. The Outdoor Recreation Office is already planning the second Governor's Outdoor Recreation Summit which will be held on March 3, 2015 at the Salt Palace.
- A Taiwan/China delegation, composed of more than 20 executives from major bike companies as well as bicycle-centric media, toured Utah last fall as guests of Ogden City to evaluate the viability of making Utah their U.S. based headquarters. The tour was so successful that there will be a second tour in September 2014 with additional bicycling companies represented on the tour around Utah.



Brad Petersen, the director of the Outdoor Recreation Office.



- **Petzl**, a leading manufacturer of technical climbing equipment and hands free lighting, moved into their new state-of the-art, LEED certified, 82,000 sq. ft. building in West Valley City. The new \$20 million building is double the square footage of their former building at the Freeport Center in Clearfield. About half of the space contains a new warehouse with a robotic picking system, but a significant portion contains a training center for people who use their ropes and lighting technology for work or recreation.
- **Scott USA** is a multi-sport company with several different divisions in ski, motorsports, running and outdoor products. Scott moved their warehouse and goggle manufacturing to Ogden a few years ago, and then moved their North American headquarters to Utah as well this past September. They grew so much over the last few years that they outgrew their space in Sun Valley, where they had been located since 1958. Scott USA's new Salt Lake City office is within a convenient distance from an international airport, which has provided a better



Pineview Reservoir hosted Outdoor Retailer attendees for an open air demo day. The Summer 2014 show had a 15 percent increase in exhibitors.



Mercury Cycle, which helped sponsor a team in the Tour of Utah, recently moved their company to Utah.

location for their European visitors. Their employees and sponsored athletes are excited about the close-by trail systems, great places to ski, and they added, “Some of the best road riding,” as well.

- Ogden is continuing to solidify its position as a cluster area for the bicycling industry. **Volagi Bicycles**, a growing manufacturer of carbon fiber, steel and titanium framed bicycles and bicycle components, moved to Ogden in November 2013 from Morgan Hills, California. **Mercury Cycle**, a maker of carbon composite wheels, moved to Ogden from Oxford, Mississippi in July 2014. As Mercury Wheels owner, Chris Mogridge told journalist from *Company Week*, “Utah was very interested in our business. Ogden, in particular; I think they understand that it takes businesses of all sizes to build a growing industry cluster.”
- **Osprey Packs**, a leading maker of backpacks and travel gear, announced they will be consolidating and moving all of their distribution to Ogden in mid-2015. The company considered three other locations in Kansas, Arizona and California before choosing Ogden. Osprey liked Utah’s large and modern warehousing area with its easy access to the national rail network. The move will reduce their operating cost and carbon footprint.



For additional information about the Utah Outdoor Recreation Office visit www.business.utah.gov or contact Director **Brad Petersen** at bradp@utah.gov or 801-538-8873

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



Pete Suazo Utah Athletic Commission

During the last year, we continued to see several Utah MMA athletes successfully compete in the Ultimate Fighting Championship (UFC), Ultimate Fighter and other nationally acclaimed promotions. We were fortunate to see Bellator, a major national MMA promotion, hold its second Utah promotion, Bellator 114, at the Maverick Center in West Valley in February 2014. The event was nationally televised to an estimated 711,000 viewers on Spike Television.



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.

OVERVIEW

U.C.A. 63M-1-2101

Procurement Technical Assistance Centers (PTAC) provide assistance to small and mid-sized Utah companies in obtaining government contracts—be they federal, state or local. Results for state FY2014 indicate that PTAC helped Utah small businesses obtain more than \$700 million in contracts, creating or retaining an estimated 14,000 jobs. PTAC's budget is provided by a federal grant from the Department of Defense and matching dollars from the Governor's Office of Economic Development—as approved by The Legislature.



PTAC counselors (known as regional managers) provide one-on-one and group instruction through seven offices throughout the state from Logan to St. George. The primary focus is to help Utah companies identify, respond to and win government contracts—ranging from local opportunities to worldwide work. As contracts are awarded recipient companies expand their market share and revenues, which also provides a vehicle for hiring and/or retaining employees. The government is an excellent customer because it generally purchases in large quantities and pays its bills on time.

The services available from PTAC offices are 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



2013 PTAC Symposium attendees

Procurement Technical Assistance Centers (PTAC)

- Procurement histories / Pricing data
- GSA assistance

Outreach Events

PTAC hosted groups representing a range of 50 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 that a prime contractor will be bidding on.

Utah prime contractors and government agencies include such entities as: 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, BAE Systems, US Army Corps of Engineers, National Security Agency, Department of Defense, other government agencies, colleges and universities in Utah and others.



Governor Herbert presenting award to Zions Bank at the 2013 PTAC Symposium.

Procurement Symposium

The 9th Annual Procurement Symposium will be held on October 23, 2014, at the South Towne Expo Center in Sandy, where 500 to 700 people can network with large companies and government agencies. This reverse trade show will have 50 to 70 contractors and agencies in booths in order to facilitate networking opportunities for Utah companies statewide.

Those in attendance will learn how to sell to the government and military through Breakout sessions on topics chosen to cover important information for Utah companies. They will also hear several featured speakers, including the keynote presentation by Governor Gary R. Herbert. The Symposium is focused on helping small Utah companies improve their skills and knowledge on topics ranging from financial resources and how to maximize opportunities—to the task of seeking Hill Air Force Base and other military bases' 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

U.C.A. 63M-1-1601–1606

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, 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.



Box Elder County Courthouse

Business and Economic Development Assistance

- 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.

The RFT grant can also be used in rural counties where county leisure and hospitality employment is 125 percent of the State’s 9.5 percent average. In these counties Fast Track Grants can now be used for hospitality businesses.

Rural Fast Track Program FY 2014		
County	Grant Amount	Private Investment
Beaver	\$50,000	\$396,000
Carbon	\$176,114	\$491,428
Daggett	\$25,000	\$73,775
Emery	\$88,400	\$228,730
Garfield	\$125,930	\$444,587
Iron	\$50,000	\$133,896
Juab	\$44,168	\$88,337
Millard	\$100,000	\$863,000
Morgan	\$13,500	\$27,000
San Juan	\$192,622	\$3,513,203
Sanpete	\$180,000	\$12,584,062
Sevier	\$50,000	\$126,921
Wayne	\$25,000	\$175,000

SOURCE: GOED

- Enterprise Zones (U.C.A. 63M-1-401–415)**

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 2012, more than



Brigham City Main Street



Downtown Logan, Utah

\$9.3 million in tax credits were awarded, estimated to equal more than \$80 million of business investment in rural Utah. In 2013, more than \$12.3 million in credits were awarded coupled with significant private business investment in Rural Utah.

- **Recycling Market Development Zones** (*U.C.A. 63M-1-1101*)

Businesses within a Recycling Zone can claim state income tax credits for using recycled materials in their manufacturing processes to create new products for sale. It also benefits business or individuals that collect, process or distribute recycled materials. Composting is considered to be eligible recycling operation.

This program is available to all Utah counties.

- **Targeted Business Tax Credits** (*U.C.A. 63M-1-501–504*)

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 per company 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. In FY2012, \$79,000 was paid and in FY2013 \$362,000.

- **Business Expansion and Retention Program (BEAR Program)** (*U.C.A. 63M-1-903(1)(c)*)

The Business Expansion and Retention Program is designed to assist in growing new and existing rural businesses, influence rural job creation, and increase



Downtown Brigham City, Utah

economic diversity in rural regions by enhancing the level of technical services provided. The BEAR initiative is available to rural county economic development offices, Business Resource Centers, Small Business Development Centers and formal partnership consortiums directly involving these entities within the state for business training and skill development.

BEAR actively reaches out to rural businesses and makes the connection between the company and needed existing resources from all agencies, higher education and other resources.

- **Economic Opportunity Grants** (*U.C.A. 63M-1-909*)
Matching funds are available to communities to facilitate community and economic development projects. Grants are awarded as they are received, based on the quality of the project and available funding.
- **Rural Disadvantaged Communities** (*U.C.A. 63M-1-2001–2006*)
This program has not been funded in recent years.



For additional information about Rural Development visit www.business.utah.gov or contact **Delynn Fielding**, Director, at dfielding@utah.gov or 801-538-8804

OVERVIEW

U.C.A. 63M-1-601–608

The State Science Advisor (SSA), appointed by the Governor, is responsible for Utah's workforce development needs in the six key economic clusters and emerging industries. Providing advice and counsel to the Governor, the legislature and other state agencies the State Science Advisor also 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.

ACT Work Ready Communities

The State of Utah has made a strategic investment to drive economic growth through regional workforce development by participation in the ACT's Certified Workready Communities Academy. This partnership between the Department of Workforce Services, UCAP, higher education, career and technical education, public education, the chambers of commerce and EDCUtah will provide a framework for aligning education and workforce development in order to advance economic development at the regional and community level.

The Utah Cluster Acceleration Partnership (UCAP)

The Utah Cluster Acceleration Partnership Oversight Committee has approved \$2 million in grant awards to education and economic development organizations that are aligning educational programs with industry needs. UCAP is a partnership between the Governor's Office of Economic Development, Department of Workforce Services and Utah System of Higher Education. The grants were awarded on July 21 and are for the 2014-2015 fiscal year. UCAP grants are designed to facilitate rapid new program development and address specific economic cluster needs. Utah employers have significant demands for a skilled workforce, and these grants will help education to meet those needs.



Governor Herbert greets Larry Grandia at the Governor's Medals for Science and Technology.

State Science Advisor

Cluster	Project Sponsor	Application Title	Key Use of Funds	Funding
Aerospace	Box Elder County - Mitch Zundell	Utah Unmanned Aircraft System Test Center	Business, Infrastructure & COA Development	\$200,000
Manufacturing	BATC - John Davidson	Manufacturing & Robotics BATC - Brigham City Campus	Replicate program at Logan Campus on Brigham City Campus, Robotics Equipment	\$100,000
Manufacturing	DXATC - Vic Hockett	Advanced Manufacturing Alliance	New Program Development and Program Expansion	\$200,000
Manufacturing	OWATC - Curtis Nielsen	Advance Composites Equipment (ACE)	Program Expansion and Equipment Upgrade	\$100,000
Manufacturing	SLCC - Mark Poole	Plastics Molding Skilled Workers Project	Program Expansion	\$175,000
IT	Snow College - Emily Petersen	IT/CS Expansion Program	Replicate CIS Program at Richfield Campus on Ephraim Campus	\$110,000
Aerospace	SWATC - Denny Heaton	Advanced Manufacturing	New Program Development and Program Expansion	\$120,000
Aerospace/IT	SUU - Eric Freden	Workforce Development for MSC Aerospace Industry Cluster	Program Expansion	\$73,500
Energy	UBATC - Wes Porter	Well Control/Safety Enhancement	Program Enhancement /Expansion	\$77,500
Multiple	U of U/Salt Lake County - Thomas Lee	Church & State Business Incubator	Business Creation, Training Development, Space Build out	\$200,000
Life Sciences	U of U - Jo-Anna Reems	A Cell Therapy & Regenerative Medicine Mini-Cluster	Program Expansion, Business Development	\$200,000
STEM	USU Moab - Steve Hawks	Launching Career, Technical and STEM Education Programs	New Program Development, Connect CTE Pathways, Connect After-School Program	\$101,000
Life Sciences	USUE Blanding - Donna Blake	Expanding Healthcare Workforce in Eastern Utah	New Program Development	\$160,000
Life Sciences	UVU - Haven McCall	Regulatory Affairs Graduate Certificate - Year 2	Continued Program Development	\$33,000
Manufacturing	WSU - Dave Ferro	Production Control and Automation	New Program Development	\$150,000
			Total Approved:	\$2,000,000

For additional information about the State Science Advisor visit business.utah.gov

OVERVIEW***U.C.A. 63M-1-3201–3211***

The STEM (Science, Technology, Engineering and Math) Action Center prioritizes STEM education, which works to develop Utah's workforce of the future. The program drives research and implementation of STEM education best practices across Utah by coordinating STEM-related activities, creating and supporting STEM education, facilitating educator access to education tools, and aligning public STEM education with higher-education STEM activities.

In order to advance STEM initiatives, the STEM Action Center Board will use legislative funding to oversee several projects that align with K-12 education and support the Utah State Office of Education and higher education partners. These programs address issues that support outreach, recruitment, retention and student achievement.

Additionally, the STEM Action Center will align technology and innovation with industry needs and higher education initiatives to ensure development of the future workforce. This will be a safeguard to the state's economic prosperity by ensuring there is a workforce ready to take on the high-quality and high-paying STEM related careers.

The following projects are part of the STEM Action Center's portfolio, in partnership with the Utah State Office of Education, the Utah System of Higher Education and industry:

- Providing innovative approaches to professional development for K-12 educators
- Creating an elementary STEM endorsement
- Improving Career and Technical Education programming
- Deploying digital learning math tools in K-12 classrooms
- Supporting industry-recognized STEM certification for high school students

Middle and High School Math Initiative

The STEM Action Center deployed a math digital learning pilot project that has a dual purpose to improve: (1) math proficiency in middle school students and (2) college and career ready math skills in high school students. The pilot consisted of eight vendors, 46 schools, 118 teachers and 5,722 students. Through the pilot project the Center found students who participated in the pilot project from October 2013 to May 2014 made more progress than would be expected

under normal conditions in a full academic year. A copy of the preliminary assessment report can be found at the following link <http://stem.utah.gov/for-educators/pilot-project/>. *The pilot would not have been possible without the generous donation of close to half a million dollars in software, licenses and implementation support from the product providers.*



ACCESS Program for Women in Mathematics and Science participants.

STEM Fairs, Camps and Competitions

The STEM Action Center helped to increase student participation in fairs, camps and competitions to support STEM education and economic growth in Utah. Participation in these activities has been a vital component in motivating and assisting students into STEM career pathways. Our office supported students by awarding \$220,000 in post-performance grants to K-12 students who detailed their participation in any STEM fair, camp or competition. Approximately 1,400 students were impacted this year and the Center reached students from more than 80 different Utah schools.



Stan Lockhart speaks at the STEM Utah Media Campaign Launch.



Image from one of the STEM media campaign videos

“Supporting STEM education in Utah is critical. Being raised in Utah and attending the University of Utah, I compete against students from around the world. Any edge we can give Utah students will only help as they seek scholarships, lab placement, internships and eventually careers.”

– Hillary Hansen, University of Utah, Biology major

Industry Engagement

A critical component of the STEM Action Center’s strategic plan is to increase industry engagement. The Center has promoted industry involvement within STEM programs and has been actively involved in the STEM media and marketing campaign. The campaign is a partnership with Comcast and numerous private companies to help “change the hearts and minds” of the community. The campaign was launched in January 2014 with a public event at the Neil Armstrong Academy and included participation of the Governor, many key leaders in the state and community and approximately 50 students. Additionally, nearly 10 promotional ads have been created that highlight STEM careers and Utah companies including Merit Medical, Nelson Labs, IMFlash, ATK etc. The Center, working with Comcast, is preparing to move from this campaign to create greater awareness which will focus on engagement of students, teachers and parents.





The STEM Action Center Board for 2013 was comprised of:

- Jeffery R. Nelson, President and CEO, Nelson Laboratories, Chairman
- Val Hale, Executive Director, Governor's Office of Economic Development, Vice Chair
- Robert Brems, President, Utah College of Applied Technology
- Blair Carruth, Assistant Commissioner for Academic Affairs, Utah System of Higher Education
- Norm LeClair, Chief, Workforce Development Branch, Hill Air Force Base
- Gene Levinzon, Managing Director, Goldman Sachs
- Stan Lockhart, Government Affairs Manager, IM Flash Technologies
- Martell Menlove, Superintendent, State Board of Education
- Jefferson Moss, Represents District 11, State Board of Education
- Richard Nelson, President and CEO, Utah Technology Council
- Tami Pyfer, Director of Education, Governor's Office
- Bert VanderHeiden, Vice President of Aerospace Structures, ATK
- Brad Rencher, Senior Vice President and General Manager, Digital Marketing, Adobe



For additional information about the STEM Action Center visit STEM.utah.gov or contact **Sue Redington**, Program Manager at sredington@utah.gov or 801-538-8697

OVERVIEW

U.C.A. 63M-1-701–705

The Technology Commercialization and Innovation Program 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 college 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.

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. Funding recommendations are made by a panel of private sector individuals with expertise in areas of information technology (IT), life sciences (LS), materials, manufacturing, energy and environment (MMEE).

FY2014 Grant Solicitation Report

The TCIP conducted three grant solicitation cycles in 2014. The program received 93 grant applications totaling more than \$3.7 million in funding requests; \$1 million was awarded to 26 applicants. The 26 funded projects are broken down as follows:

Institution: Brigham Young University: 4; University of Utah: 18; Utah State University: 3; Weber State University: 1



1 of 93 grant applicants presenting before the review committee.

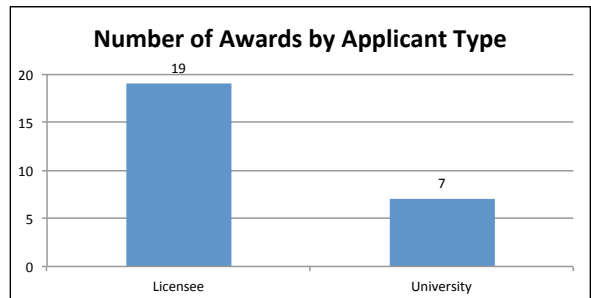
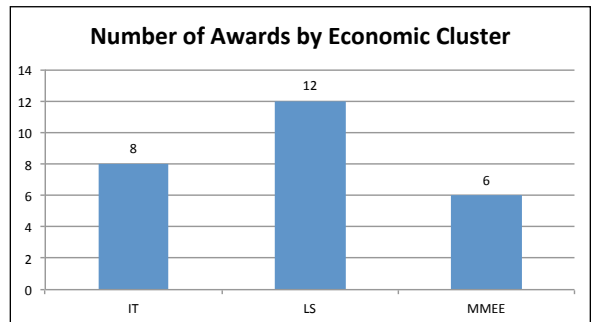
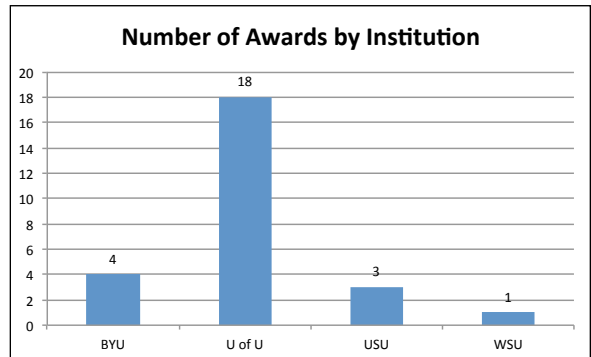
Technology Commercialization & Innovation Program

Economic Cluster: Information Technology: 8; Life Science: 12; Materials, Manufacturing, Environment, Energy: 6

Applicant type: Licensee: 19; University: 7

Summary

The TCIP program is an essential program for commercialization of technologies. It has been the cornerstone of many of the most successful companies in the state and this support continues to grow and adapt. During the 2014 legislative session, changes were made to the TCIP program that allows small businesses, as defined by the Small Business Administration, to participate in the TCI Program.



For more information about the Technology Commercialization and Innovation Program, contact **Kevin Jessing** at kjessing@utah.gov or 801-538-8735

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.



The Utah Broadband Advisory Council

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

Going forward, the Council will engage in targeted approaches to aggregate demand for broadband deployment and extend resources to improve broadband use and accessibility across the state.



The Utah Broadband Project hired a contractor to drive more than 6,000 miles of state roads in order to test mobile broadband coverage.

Regional Broadband Planning Council Initiative

The Utah Broadband Project recently completed a Regional Broadband Planning Council Initiative in partnership with Utah's Associations of Governments (AOG). The Regional Broadband Planning Councils included participants from cities, counties, broadband providers, libraries, healthcare institutions, Native American tribes, businesses and educational institutions. Copies of these plans can be found at broadband.utah.gov/resources/regional-planning.

The Utah Broadband Map

The Utah Broadband Project works with providers throughout the state to collect data on the availability, speed, technology and coverage areas for residential and some commercial broadband services. This information is then housed on both the Utah Broadband Map and the National Broadband Map. The data collected has been vital in identifying underserved broadband areas, supporting planning and policy efforts, and helping stakeholders make decisions to more effectively use broadband across various sectors. The Utah Broadband Map can be accessed at broadband.utah.gov/map.

Mobile Broadband Drive Test

In the past year, the Utah Broadband Project contracted with Isotrope LLC, to perform a drive test to assess wireless broadband services and capabilities throughout the state. The research team collected real-time mobile broadband wireless coverage and speed information as they travelled more than 6,000 miles of Utah's major roadways. A report of these findings will be posted to the Utah Broadband Project website in the fall of 2014.

Utah Broadband Accolades

Akamai's First Quarter 2014 State of the Internet report cited Utah as the second fastest average Internet connection speed in the West. Utah was ranked No. 8 overall. Utah's average speeds increased 17% in 2013.

In August 2014, Governing Magazine ranked Utah the most Mobile-Friendly Government because of the number of government services available on mobile devices.



For additional information about the Utah Broadband Project, visit broadband.utah.gov or contact Project Manager **Kelleigh Cole** at kcole@utah.gov or 801-538-8831.

OVERVIEW

U.C.A. 63M-1-1801–1805 MPIP

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 Incentives 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 Utah is capable of competing successfully with other states and countries that offer film production incentives. The MPIP allows Utah to foster a strong and local motion picture industry that will contribute substantially to improving the state's economy. The MPIP functions as a fully refundable tax credit 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 percent on dollars left in the state, with no per-project cap
- Tax Credit: 25 percent on dollars left in the state, with no per-project cap

A 20 percent tax credit is available for productions with a minimum spend of \$200,000 and a maximum spend of \$999,999 in the State of Utah. These projects



*Ian McShane and Patrick Wilson pictured in The Man on Carrion Road.
Directed by Gonzalo Lopez-Gallegos.*

must meet the definition of “significant percentage of cast and crew (hired) from Utah,” which is 85 percent.

A 20 percent tax credit is available for projects with a minimum spend of \$1 million with no requirements for significant percentage of cast and crew (hired) from Utah.

A 25 percent tax credit is available for productions that spend at least \$1 million in the State of Utah and meet the definition of “significant percentage of cast and crew (hired) from Utah” which is 85 or 70 percent if the production spends a minimum \$7.5 in the state.

FY2014 Motion Picture Incentive Program (MPIP) Report

For FY2014 the MPIP operated with a 20 to 25 percent tax credit.

PROJECT	UTAH JOBS	DAYS	INCENTIVE AMOUNT	ECONOMIC IMPACT
Cash Rebate				
Cokeville	118	30	\$139,224	\$696,122
Two Little Hands	44	14	\$71,345	\$356,725
Tax Credit				
American Ride	21	150	\$302,906	\$1,211,624
Aquabats! SuperShow!	75	100	\$550,000	\$2,200,000
16 Stones	44	14	\$67,008	\$335,042
Abolitionist	9	32	\$195,000	\$975,000
Christmas Dragon	33	16	\$64,215	\$321,075
Cyborg X	30	20	\$66,243	\$331,217
Dead Wrong	124	25	\$393,750	\$1,575,000
*Don Verdean	99	25	\$439,644	\$1,758,577
Galyntine Pilot	145	14	\$1,825,000	\$7,300,000
Galyntine Season 1	145	75	\$5,750,000	\$23,000,000
Giver, The	75	9	\$350,000	\$1,400,000
Granite Flats	90	32	\$950,000	\$3,800,000
*H8RZ	87	25	\$263,883	\$1,055,533
Jumpstart Main Street	46	45	\$595,110	\$2,380,438
Kin-Dig It Design	27	115	\$326,250	\$1,305,000
Let It Go	31	16	\$60,000	\$300,000
Living Water	7	33	\$45,400	\$227,000
*Man on Carrion Road, The	187	25	\$477,120	\$1,908,481
Painting the Town with Eric Dowdle	21	30	\$390,000	\$1,560,000
Rosemont	49	30	\$102,000	\$510,000
We Are Hope	135	33	\$143,000	\$715,000
West, The	182	60	\$912,761	\$3,651,045
Truth Be Told	102	30	\$525,000	\$2,100,000
Under the Bed	66	20	\$275,000	\$1,100,000
Your Right Mind	135	18	\$731,915	\$2,927,662
36 PROJECTS	2,127	1,036	\$16,011,774	\$65,000,541

*Actual amounts. All other numbers are projected amounts.



Sam Rockwell and Amy Ryan on the set of Don Verdean: Biblical Archeologist. Directed by Jared Hess.

DON VERDEAN: BIBLICAL ARCHEOLOGIST – Independent Feature

In February of 2014, director Jared Hess (*Napoleon Dynamite*, *Nacho Libre*) began filming *Don Verdean: Biblical Archeologist* in Utah.

The film stars Sam Rockwell, Jemain Clement and Amy Ryan. Verdean (Rockwell) is the “biblical archeologist” trying to seek out notable religious artifacts. However, after being promised fame and fortune, he begins to falsify his findings for such artifacts like the SKULL OF GOLIATH and the HOLY GRAIL. *Don Verdean* was filmed in Salt Lake, Tooele, Utah, Kane and Washington counties providing an economic impact of \$1.75 million in the state and hiring 99 local film professionals.

The film was locally produced by Jason Hatfield and Dave Hunter and is set for the independent film circuit, including the Sundance Film Festival.

If accepted, this will be Hess’s second film to be seen in the esteemed festival, with his first being *Napoleon Dynamite* in 2004.



Jonathan Morgan Heit on the set of the BYUtv series Granite Flats.

GALYNTINE - Television Pilot

The AMC Network filmed the television pilot, *Galyntine* in Utah County with principal photography beginning this past June. *Galyntine* tells the story of a future after society has crumbled and has once again become agrarian. It focuses on the members of a small village on a mountain in the western Rockies, and what happens when events conspire to change their world.

The pilot episode was directed by Greg Nicotero, who has previously directed episodes of the AMC hit show *The Walking Dead*. Nicotero is also the producer along with Jason Cahill (*Fringe*), and Ridley Scott (*The Good Wife*).

Galyntine's pilot episode will hire a projected 145 local cast and crew and 350 local extras. The project will have an estimated Utah economic impact of \$7.3 million.

If the pilot goes to series, *Galyntine*'s projected economic impact for the state could rise to \$23 million for the first season and \$34 million for the second season.

Sustainable Competition

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



Jeff Bridges and Brenton Thwaites in The Giver. Directed by Phillip Noyce.

For additional information about the Utah Film Commission visit film.utah.gov or contact 801-538-8740, 800-453-8824

OVERVIEW***U.C.A. 63M-1-1401–1406 Board of Tourism Development***

The mission of the Utah Office of Tourism (UOT) is to promote Utah's travel experiences and destinations for out-of-state travelers and to promote tourism-based economic development and quality of life in Utah. 2013 was a milestone year for Utah's tourism industry, cresting \$7.5 billion in traveler spending, which generated \$1 billion in state and local tax revenues.

To advance these goals, UOT runs year-round marketing, public relations and travel trade programs to inspire domestic and international visitors to come to Utah and to provide trip planning and destination information to help them have an enjoyable vacation.

Integral to promoting the state domestically are UOT's two marketing campaigns. The 3-season campaign targets travelers in western U.S. cities with the compelling story of The Mighty 5® national parks. The winter campaign draws skiers and snowboarders to Utah from LA, Boston and N.Y. to enjoy The Greatest Snow on Earth®. This winter, UOT began development of a new ski campaign focused on helping travelers find their "Greatest" experience in Utah. This new campaign will debut in winter of FY2015.

In partnership with the business marketing team, UOT began the process of refreshing the Utah Life Elevated® brand identity and conducting research to better articulate the state's brand promise and to expand the state brand beyond tourism to resident engagement and business marketing. The project aims to further distinguish Utah from its regional competitors and to better position Utah to attract businesses and to encourage experienced IT professionals to relocate to the state.

The domestic public relations program refocused efforts on targeting top media outlets for promoting Utah's travel opportunities and, through an integrated public relations campaign, secured placement in 37 of the top 50 publications identified by the office. Travel trade efforts focused on increasing the number of Utah trips in tour operators' product catalogs. The travel trade team accomplished this goal by reinforcing existing programs in the U.K., Germany, France and Canada and by conducting sales missions into two new markets, Australia and China. Based on the success of those sales missions, UOT will be contracting year-round representation in those markets to tap new growth opportunities for Utah's tourism industry.

Tourism Marketing Performance Fund Allocation

UOT's primary source of funding is the Tourism Marketing Performance Fund (TMPF), which connects the office's funding to performance goals based

in tourism-related tax revenues. For each year the tourism-related tax revenues exceed their growth targets, UOT is eligible for a \$3 million increase in the TMPF with the final allocation determined by state legislators. Legislators allocated \$12 million in FY2014 and \$15 million in FY15.

The TMPF is structured to allocate 10 percent of the fund directly to the Utah Sports Commission to attract major sporting events to the state. Twenty percent is allocated to a cooperative marketing program allowing nonprofit Destination Marketing Organizations, Convention and Visitors Bureaus and other nonprofit entities to expand their out-of-state marketing efforts through a 1:1 dollar match with UOT. The remaining 70 percent of the TMPF is used for UOT's marketing and communication efforts, including public relations, social media, website and event sponsorships.

To maximize the effectiveness of the TMPF marketing budget, UOT focuses its marketing campaigns on proven markets, including Los Angeles, New York and Boston during the winter, and Los Angeles, Denver, Phoenix, Las Vegas, Portland, San Francisco, Seattle, San Diego and Sacramento spot markets during the three-season campaign.

Additionally, UOT works with a national public relations firm to secure valuable earned media coverage in national print, television and online publications such as the *Los Angeles Times*, *San Francisco Chronicle*, *Mountain, Outside*, *Sunset*, *Travel + Leisure*, *Fodors*, *Men's Health*, *NationalGeographic.com*, *DallasNews.com*, *Forbes.com*, *MapQuest.com*, *Weather.com* and *CNN.com*.

International visitation plays a growing role in Utah's tourism industry, with visitors from top markets including Canada, China, France, Germany, the United Kingdom, Japan, Australia, Brazil and Mexico. To support robust international visitation, UOT has agent offices in Germany, France, the U.K., and China and attends trade shows focused on both international and domestic travel-trade markets. In addition, the travel trade program has been formalized to divide market responsibilities among three office specialists and will add Australia and Canada representation in addition to a stronger contract in China.



Tourism Marketing and Performance Fund (TMPF)

FY 2014 • Original Appropriation \$12.0 million

• Co-Op Marketing (20%)	\$2,400,000
• Sports Commission (10%)	\$1,200,000
• Total Advertising	\$8,400,000
– Non-Winter	\$5,460,000
– Winter	\$2,940,000

Advertising Campaigns

Three-Season 2013

Economic Impact	\$389 million
Tax Revenue	\$30.9 million
State ROI (per \$1 spent)	\$5.90
Local ROI (per \$1 spent)	\$4.08

Winter 2013-14

Economic Impact	\$122 million
Tax Revenue	\$5.7 million
State ROI (per \$1 spent)	\$2.55
Local ROI (per \$1 spent)	\$1.76

UOT's marketing and communications effort provide an integrated, comprehensive and multifaceted promotional effort to inspire new and returning visitors to plan their vacations in Utah. Changes in FY2014's communications strategy have laid the groundwork for a forward-looking public relations, social and content calendar to help the agency stay agile and remain successful in drawing out-of-state visitors to Utah.

Agency Highlights

- *Managing director Vicki Varela outlined a framework for increasing tourism-related tax revenues to \$1.2 billion by 2020. Varela's specific goals are: 1) Create integrated Utah Life Elevated® global brand. 2) Strengthen partnerships with the statewide tourism industry. 3) Improve customer experience. 4) Engage Utah leaders and residents in our success. 5) Use film as a billboard for our state. Varela also issued the agency's guiding principles to help ensure an engaged team and engender a legendary customer service model throughout the industry to promote tourism-related economic growth in Utah.*

- *Tourism's economic contribution continues to grow.* Tourism revenues reach new heights, stimulating a strong Utah economy. In 2013, Utah's tourism industry revenues reached record levels surpassing \$7.5 billion in traveler spending and contributing more than \$1 billion in state and local tax revenue.
- *Evocative Mighty 5® three-season campaign grows in second year.* UOT continued to build media and public engagement in The Mighty 5® campaign, showcasing Utah's five national parks and the amazing range of experiences available in the parks and surrounding areas. Regional DMO partners continue to report excellent response and are identifying more channels to leverage the campaign. In addition, the office is beginning to build brand recognition and ambassadorship both within the state of Utah, and among our visitors around the world. Total visits to VisitUtah.com are up more than 256 percent, with nearly 250 percent increase in unique visitation.
- *FY2014 ad campaigns demonstrate broad reach and significant ROI.*
 - Strategic Marketing and Research, Inc. estimates the total economic impact of the 2013 three-season advertising campaign was \$389 million and the 2013–14 winter advertising campaign was \$122 million, as was reported in FY2014.
 - The average state return on investment was \$4.23 and local return on investment was \$2.92 per \$1 spent.
- *Strong national and state park visitation.* After 2012's 30-year visitation record, visitation to Utah's Mighty Five® national parks in 2013 dropped 3.5 percent, largely as a result of the federal shutdown during a key tourism month. However, Utah State Parks absorbed some of the initial tourism traffic, and overall visits to Utah's 43 state parks were up 0.8 percent, exceeding 5.1 million visitors. UOT has an integrated strategy to promote both national and state parks as marquee travel destinations alongside other national places, state attractions and gateway communities.
- *Hotel room revenue grows.* Hotel/motel occupancy was 55.5 percent in 2013, a decrease of 0.3 percent, according to Smith Travel Research. However, the Average Daily Rate (ADR) increased 1.7 percent and the Revenue



Photo © Comstock Images/Getty

The Mighty Five, Utah's national parks, continues to draw visitors from around the world to their iconic landscapes, outdoor recreation opportunities and scenic beauty.

per Available Room (RevPar) increased 1.4 percent.

- TMPF cooperative marketing funds statewide projects.* The Utah Board of Tourism Development approved 50 Cooperative Marketing applications in 2013 from nonprofit entities around the state. The program funded nearly \$2.5 million in regional and international marketing strategies promoting Utah to out-of-state visitors. By law, TMPF allocates 20 percent annually to the co-op program. Since its inception in 2005, the program has provided more than \$17.4 million in support of 377 marketing campaigns around the state. With local match, expenditures have totaled nearly \$35 million. Funding has gone to local partners in 27 counties around the state, helping large and small tourism partners to promote their specific destinations and events.
- Partnership with Brand USA for efficient international marketing.* UOT has partnered with Brand USA to expand our international marketing. Brand USA is a public-private entity charged with marketing the United States as a premier travel destination for international audiences. Through Brand USA's joint media planning and buying, UOT receives a match of at least 20 cents for every dollar spent on advertising. This generates greater international reach and impact. Additionally, UOT receives an in-kind monetary match from contributed research, photography or video that Brand USA uses to promote U.S. travel.
- Building Utah's profile as an outdoor recreation destination.* Because Utah is an ideal playground for the rapidly growing number of outdoor enthusiasts, UOT is collaborating with the Outdoor Recreation Office in the Governor's Office of Economic Development to find synergistic relationships with tourism, outdoor recreation and Utah-based outdoor recreation businesses. This approach provides a win-win-win for business and travel, creating increased visitation to our outdoor playgrounds, most of which are located in rural areas of Utah. Recognition of this economic opportunity led to the creation of the "Rourism" project, a collaboration between Tourism, Outdoor Recreation and the Rural Development Office that will focus development efforts on four pilot counties.
- Customer Relations Management (CRM) system deployed.* The Office of Tourism launched its strategy for communicating with partners and customers on



Professional skier Sierra Quitiquit is one of six prominent Utah residents featured in UOT's upcoming "Find Your Greatest" marketing campaign.



Photo © Matthew Morgan/Utah Office of Tourism

Popular with domestic and international visitors, Zion National Park is Utah's most visited national park. UOT continues to grow the number of international visitors to Utah as international travelers stay longer and spend more than domestic travelers.

a consistent basis through email and other digital communications. The CRM measures when and how the office communicates with all constituents, and the actions that follow. This CRM system may eventually track demographic and lifestyle information on key customer bases (geography, household income, age, gender, magazines read, etc.) to most efficiently tailor our communications and storytelling to national and international travel outlets. UOT's "The Elevated Outlook" partner newsletter was launched to enhance partner communications and agency transparency.

- *Welcome Center Action Committee launches welcome center upgrades.* To improve the traveler experience at the highway portals into Utah, UOT has implemented technology upgrades that better deliver the Utah Life Elevated® brand promise. UOT also deepened its collaboration with the Utah Department of Transportation to increase their involvement in the upkeep of the welcome centers as well as to coordinate a land exchange between the Utah Department of Transportation and the Utah School and Institutional Trust Lands on which to construct a future welcome center near St. George.
- *Expanded media mix with national and international travel stories.* UOT routinely pitches Utah travel stories to journalists and fields media inquiries from

international and domestic media outlets. In FY2014, UOT conducted 53 international media and trade familiarization trips (FAMs) with 224 participants, generating 145 TV, radio and print articles in U.K., France, Germany, China and Canada. The estimated advertising value equivalent (AVE) to the state from international media coverage is \$6,917,689.67. Domestically, UOT hosted 74 in-market media FAMs that generated 247 articles and more than 708 million impressions, including representation in 60 top 100 publications and 37 in the top 50. Earned domestic media coverage has an estimated AVE of \$11,895,257.

- Utah's ski experience receives numerous top accolades in *SKI* Magazine reader surveys. #1 Overall Satisfaction and Snow: Alta; #1 Grooming, Service, On-Mountain Food and Dining: Deer Valley; #1 Weather: Solitude; #1 Access: Park City. Utah resorts appeared in the top 10 of all 18 reader surveys including 7 of reader's top 10 resorts for Weather and 6 of 10 for Snow.
- Utah's signature hiking trails and epic vistas recognized. National Geographic's Legendary Day Hikes showcased Devil's Garden Trail to Landscape Arch in Arches, the Narrows of Zion and Elephant Hill to Druid Arch in Canyonlands. The Island in the Sky of Canyonlands ranked in the magazine's Top 10 U.S. National Park Landmarks.



Photo ©Vlad Turchenko/Thinkstock/Getty

UOT is working closely with statewide tourism partners to expand Utah's tourism product to include a wider variety of destinations, both urban and rural, on tourists' itineraries.



Photo © Jason Langley/Stockphoto

This year the U.S. Mint commemorated Arches National Park in their America The Beautiful Quarters® program.

Tourism by the Numbers 2013

• Transient Room Tax	\$41.02 million
(Tourism spending \$7.5 billion, Tax revenues \$1 billion)	
• National Park Visitation.	6.34 million
• Nat. Monuments.	4.79 million
• State Parks	5.11 million
• Skier Days 13/14	4.16 million
• SLC Airport.	20.15 million
• VisitUtah.com*	703,582/825,654
• Welcome Center Visitation	442,408
• Travel Guides	67,035

*unique visits/total visits

Source: Utah Tax Commission, National Park Service, SL Airport, Ski Utah, UOT



For additional information about
the Utah Office of Tourism
visit visitutah.com or contact
Vicki Varela, Managing Director, at
vvarela@utah.gov or 801-538-3395



**2014 Annual Report and
Business Resource Guide**

PARTNERS



OVERVIEW

U.C.A 63M-1-1301–1304

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.

An efficient transportation system is the backbone of a strong economy and a main focus for GEC. Utah's Unified Transportation Plan works to meet the transportation challenges of a growing state for the next 30 years. This plan encompasses the maintenance and expansion of roadways, public transportation, bicycle and pedestrian networks and freight intermodal connections. Currently, more transportation research is being done and a budget is being developed. The plan will be implemented as soon as the budget is approved and funding is acquired.

Council Members

Q. Val Hale, Chair

Executive Director, GOED

Mel Lavitt, Needham & Co.

Board Chair, GOED Business and Economic Development Board

Greg Bell, Utah Hospital Association

Board Chair, USTAR Governing Authority

Steve Styler, Co-Chair, Governor's Rural Partnership Board

D. Scott Peterson, Board Chair, Utah Capital Investment Corporation for the Utah Fund of Funds

Scott Anderson, Zions Bank

Board Chair, World Trade Center Utah

Eric Isom, Century Link

Board Chair, EDCUtah

At Large

Randy Shumway

President, Cicero Group

Pat Richards

Board Chair, Utah Symphony

Rob Behunin

VP of Commercialization & Regional Development
Utah State University

Natalie Gochmour

Associate Dean, David S. Eccles School of Business

OVERVIEW

The Economic Development Corporation of Utah (EDCUtah) is an investor-based public-private partnership that works with government and private industry to bring quality job growth and increased capital investment to Utah. EDCUtah assists in-state companies with expansion and recruits out-of-state companies to relocate to Utah. EDCUtah accomplishes its mission by providing companies with comprehensive economic data as well as access to key public and private contacts. EDCUtah serves as the point-of-contact for companies considering a move to Utah.



EDCUtah partners with GOED to handle the state's business recruitment efforts. This strong partnership proves incredibly successful in recruiting businesses to Utah and links state government with local government and the private sector in a seamless manner. 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 FY2014, 36 companies announced decisions to relocate or expand in Utah, which will add 8,326 new jobs over the coming years, retain another 733 jobs and create capital investments totaling \$677.5 million. Here's a breakdown:

Jobs to be Created	8,326
Jobs Retained	733
Capital Investment	\$677.5 billion
Square-footage	1.9 million
Headquarters Relocations	8

"It's been another strong year for economic development with 8,326 jobs to be created and another 733 jobs retained during EDCUtah's fiscal year," said EDCUtah President and CEO Jeff Edwards. "Utah continues to compete and win major relocation and expansion projects. This is a fantastic time for economic development in Utah."

Notable project wins during the fiscal year include Cardon Outreach with 690 jobs in Salt Lake County; Allstate with 650 jobs in Ogden; Varian Medical with 1,000 jobs in Salt Lake City; Cabela's with 600 jobs in Tooele County; and Oracle with 351 jobs in the state.



EDCUtah COO Todd Brightwell with Mayor Mike Caldwell (Ogden), Steve Fishburn (Ogden) and Brad Peterson (GOED) at the Interbike Trade show in Taiwan

More than half of EDCUtah's active projects are related to manufacturing companies, but the organization is seeing significant interest from the IT sector. The IT sector is maturing in Utah and many of the new projects are reflective of that.

EDCUtah reports that one successful project win creates momentum, and other businesses take notice. For example, EDCUtah expects growth in the insurance industry based on Esurance's decision to open a location in Ogden. Esurance, a subsidiary of Allstate, sells insurance to consumers online and over the phone, and employs nearly 3,000 associates nationwide. Allstate's expansion in Utah will prompt other insurance providers to take a second look at Utah.



Easton Salt Lake Archery Center



EDCUtah COO Todd Brightwell speaks at the Esurance grand opening in Ogden, Utah

Rankings

During the fiscal year, Utah enjoyed significant rankings from the national media and organizations like Pollina Corporate Real Estate, which ranked Utah at the top of its list of 10 Pro Business States. These credible rankings are important because they draw attention to the state, piquing the interest of companies and as a result Utah is considered for projects it might not have otherwise been considered for.

Fiscal Year 2014 Wins

- STO Inc
- Easton-Bell Sports
- New York Mint, LLC
- Rheem
- United States Bakery
- Cardon Outreach
- OOCL (USA)
- School Improvement Network
- Veterans Medical Supply, Inc.
- Indus Valley Partners
- Yosemite Meat Co. Inc.
- Allstate
- Atlas Insight, LLC
- Teleperformance USA
- Frontier Communications
- American Cruise Lines, Inc.
- Beijer Electronics
- Lin Manufacturing
- U.S. Oil Sands Inc
- Varian Medical Systems
- Ottobock
- Cobalt Health
- Enel Green Power
- Advance Storage Products
- Environmental Stoneworks
- Houwelings Tomatoes
- Jive Communications
- McCarty-Strong Global, LLC
- Wilson Electronics
- Pactiv Corporation
- Thumbtack
- Allstate
- Cabela's Inc.
- Maxtec
- Airgas
- Oracle Corporation



Members of the EDCUtah and GOED staff at the ground breaking for Houweling's Tomatoes

Strong Partnership

EDCUtah's strong partnership with GOED is one of the reasons Utah has enjoyed such economic development success over the past year. The strong day-to-day working relationship between the two organizations is more than symbolic. EDCUtah and GOED are fully integrated into each other's processes, which translates into a seamless customer experience. Furthermore, Governor Herbert's active role in economic development is certainly a key part of Utah's economic development success. When a company visits Utah, they find everybody is working in the same direction, from Governor Herbert to the teams at GOED and EDCUtah to our partners in education, local government and the business community.



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.

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 94 manufacturing companies resulting in quantifiable impact, which:

- Created or retained 3,152 manufacturing jobs
- Produced \$165.7 million in additional employee wages
- Generated \$17.9 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

Manufacturing Extension Partnership



MEP Sales Training makes big impact at Diamond K.

of more than \$6.1 billion—the largest industry payroll in the state—and is one of only three industry sectors that employs 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.

GOED and MEP as partners have not lost sight of the overall importance of manufacturing to the state. Some of these advantages include large employee base, livable wages, tax contributions, creation of secondary jobs and 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.



For additional information about the Manufacturing Extension Partnership visit business.utah.gov or contact **Chad Parker**, Executive Director-MEP Utah, at cparker@mep.org or 801-863-8637

Overview

The Governor's Office of Energy Development (OED) is responsible for implementing the state energy policy (63M-4-301) and the Governor's energy priorities. OED works to advance the development of the state's conventional and alternative energy resources and promotes energy education and outreach. OED does so by convening diverse stakeholders to coordinate shared development and conservation goals, engaging in active energy planning, promoting and implementing policy measures, and the administering of post-performance tax credits and other development incentives.



The Governor's Energy Development Summit

The Governor's Office of Energy Development annually hosts the Governor's Energy Development Summit, which has become the largest event of its kind in the West in just three years. In 2014 more than 1,200 energy stakeholders and 380 organizations participated in the event, which featured 16 break-out sessions and more than 85 expert speakers from around the world. Each year the Summit provides



Photo by Holly Richardson

Research and policy analyst, Dr. Peter Ashcroft, examines oil-rich rock at US Oil Sands site.

networking and messaging opportunities for business, educational opportunities for non-profits and the public, and a productive policy dialogue for state legislators and others. Overall, the Summit is instrumental in identifying trends in the energy sector, informing stakeholders of the state's energy objectives and supporting the advancement of energy opportunities in Utah.

Utah's Energy Outlook

Utah's all-of-the-above energy policy encourages the expansion of all forms of energy production, including:

- Conventional energy resources such as coal, oil and natural gas;
- Unconventional resources, including oil shale and oil sands;
- Renewable resources such as wind, solar, and geothermal.
- Finally, the policy calls for the study of nuclear energy's role in serving the state's future needs.



Photo by Holly Richardson

Anadarko gas processing plant in the Uinta Basin.

The energy sector is poised for unprecedented and sustained growth and Utah is prepared to be a key leader in that growth, both nationally and internationally. Already Utah is an energy-exporting state: last year Utah exported 31% of the BTUs it produced

As that percentage continues in its upward trajectory, Utah and the nation will be ever more energy secure.

OED's Role

The Governor's Office of Energy Development (OED) is the only entity in the state focused exclusively on advancing the responsible development of Utah's energy resources. OED is involved in identifying challenges and proposing solutions, from streamlining regulation to policy, planning and implementation.

OED partners with key stakeholders to plan for coordinated and responsible growth, whether through incentive programs, land swaps, or other innovative solutions. Additionally, OED provides outreach and education through a number of venues, including the Governor's Energy Development Summit. OED also provides economic analyses on the impacts of endangered species listings and of newly proposed environmental rules and regulations such as EPA's new carbon emissions reduction plan.

State Energy Program

The State Energy Program (SEP) has been with the state for decades, and supports optimizing the development of Utah's resources and retention of the state's competitive advantage in the energy sector. Through the SEP, OED provides training and seminars, offers tax credits to homeowners and business to support distributed generation, and helps partners secure grant funding to support related activities. The SEP



Photo by Holly Richardson

Outdoor oil well training equipment at the Uintah Basin Applied Technology Center in Vernal, Utah.

assists OED to reach across the state – especially in Utah’s rural communities – to improve energy access, encourage economic opportunities, and enhance the overall quality of life for Utah’s citizens.

Incentive Programs

The Alternative Energy Development Incentive (AEDI) is a tax credit designed to advance the development of oil shale, oil sands, coal-to-liquid-fuel and large-scale alternative energy resources. The post-performance incentives are tied to the generation of new state revenue by projects meeting production thresholds calculated in terms of barrels per day, or nameplate capacity, depending on the resource type.

The Renewable Energy Systems Tax Credit (RESTC) includes both an investment tax credit for distributed generation projects, and a production tax credit for utility scale projects. The investment credit is a one time, non-refundable tax credit based on a percentage of the system’s total eligible cost, and the production credit is a refundable credit based on the actual kilowatt hour generation for each of the project’s first four years.

U-Save Energy Fund

The U-Save Energy Fund Program finances energy-related cost-reduction retrofits for publicly owned buildings including state, tribal, and municipal governments, as well as school districts, charter schools, and higher educational institutions. U-Save provides low-interest loans to assist those entities with the financing of various energy efficiency or distributed generation projects, providing a direct investment in the diversification of local energy portfolios.

Utah Energy Infrastructure Authority

The Infrastructure Authority was created in the 2012 General Session with the aim of helping facilitate 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.



For more information about the Office of Energy Development, contact **Dr. Laura Nelson**, Director, at lnelson@utah.gov or 801-538-8726

OVERVIEW

The Utah Small Business Development Center Network (SBDC) is the largest and most



accessible statewide source of assistance for small businesses in every stage of development. The Network has 15 locations across Utah, including 10 regional centers and five service locations staffed by 32 team members. The Network is a partnership between the state's colleges and universities, the U.S. Small Business Administration and the Governor's Office of Economic Development.

The Utah SBDC Network provides one-on-one confidential evaluation and guidance by knowledgeable advisors with real-life business experience. Our centers provide valuable workshops, conferences and training programs that deliver important information to assist in cultivating necessary business skillsets.

The economic impact from the SBDC's efforts (see below) is measured in client revenue growth, client capital infusion, and state and local taxes generated.

The Network is fully accredited by the Association of Small Business Development Centers (ASBDC), a network of 63 SBDC networks across the country that provide standards for certification and program delivery.

The regional offices are located at Utah State University—College of Eastern Utah (Price, Moab and Blanding), Davis ATC, Dixie State College, Salt Lake Community College, Snow College (Ephraim and Richfield), Southern Utah University, Utah State University (Logan, Brigham City, Tooele, Vernal), Utah Valley University and Weber State University. For more information see www.utahsbdc.org

The following two success stories demonstrate the impact that SBDC assistance has on both urban and rural companies.

South Mountain Builders, Inc.

Website: www.southmb.com *Employees:* 8 *Location:* Riverton

Juan Cardenas started in the construction industry in Los Angeles in 1984 performing quality work. In due course, he relocated to Utah and in 1996 started South Mountain Builders (SMB) with only \$2,500. In 2003, Cardenas incorporated the company. His wife and family have been by his side from the start.

Seeking solutions, Cardenas came to the Salt Lake Small Business Development Center (SBDC) to reposition his business beyond residential construction. He initially received business counseling from Rudy Ortiz, and later with Kris Heslop. These SBDC business advisors helped Juan move SMB into commercial construction management and government contracting by introducing him to Jonnie Wilkinson of the Utah Procurement Technical Assistance Center (PTAC) and Nancy Byerly with the U.S. Small Business Administration (SBA).



Juan Cardenas with his wife, Norma, owners of South Mountain Builders.

These organizations gave him access resources for government contracting.

Partnering with larger companies, SMB leveraged their 8(a) small business certification to secure contracts for Federal projects. In 2012 SMB was able to achieve more than 300 percent sales growth, and 2013 sales are projected to grow 50 percent.

Before Juan successfully transitioned SMB, he built on his decades of experience to understand his clients' need. According to Jonnie Wilkinson, PTAC regional manager, "What sets South Mountain Builders apart is their attention to what the client wants and how they want it. South Mountain Builders delivers for the client."

Juan states, "the SBDC resources and introductions, like Nancy Byerly and Jonnie Wilkinson, provided South Mountain Builders with the know how to successfully add government contracting to our business and helped ensure we develop a successful ongoing business in the future. As South Mountain Builders' needs have changed, the SBDC has continued to move our growth forward, introducing us to Goldman Sachs 10,000 Small Businesses training program at Salt Lake Community College and marketing resources to further enhance our business skills and growth. These resources have allowed us to continue to grow."

Over the past six months, the company has added three new employees to support growth. Of this addition, Juan says, "The key remains delivering for clients." As SMB continues to expand capacity, the SBDC will continue to assist in this growth.

The Salt Lake SBDC congratulates Juan Cardenas and South Mountain Builders for their success in expanding into commercial construction management and government contracting.

Unshoes Minimal Footwear

Website: www.unshoesusa.com

Employees: 5

Location: Cedar City, Utah

Terral Fox first visited the Southern Utah University Small Business Development Center (SBDC) in May of 2011. He had recently started an online business making and selling custom-made minimal shoes. The custom-made shoes allow a barefoot feeling while still protecting the feet. Minimal footwear users promote its advantages as assisting with a more natural gait, which can increase foot strength, balance and decrease injury. Fox says that he never intended to sell sandals; he was just looking for his own perfect pair of minimal shoes and found a solution that would work for many other people as well.

A graphic designer by trade, Terral began drawing sketches of sandal designs and ordering different materials to experiment with. With some encouragement from his wife, Terral took his minimal shoes online and his business was born.

Since his initial visit to see Craig Isom and Joni Anderson of the SUU Small Business Development Center, Terral has had an ongoing counseling relationship with the SBDC and has participated in many small business training events sponsored by the SBDC. He also entered the SUU SBDC's Annual Best Business Idea Competition and tied for second place. The resulting prize money enabled him to move his business out of his home and into a bigger production facility.

Craig Isom, director of the SUU Small Business Development Center said, "It is very rewarding to see the response to the Best Business Idea Competition. There's a lot of talent in our community and many untapped ideas and opportunities. We're happy to see so many great ideas and to have the level of interest we have in this kind of event."

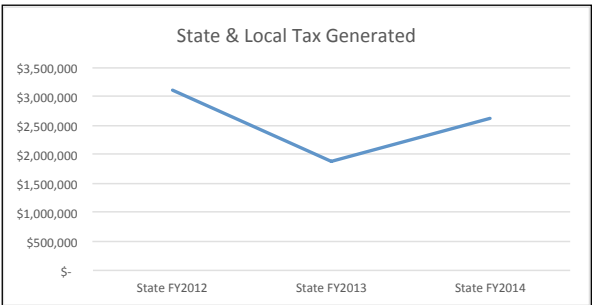
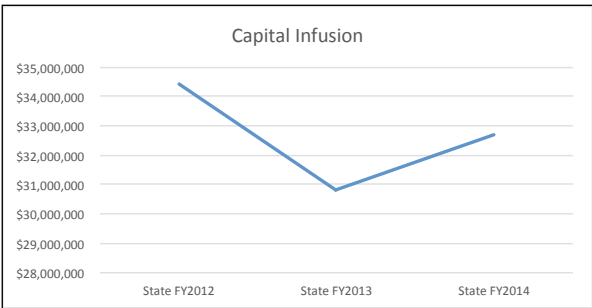
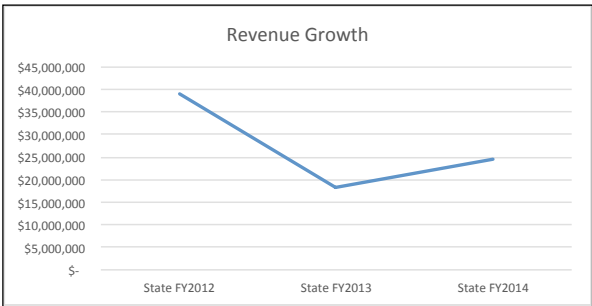
Terral is a member of Tech Up Southern Utah (TUSU), formerly SUTC, sponsored by the SUU SBDC, which brings Southern Utah high tech businesses together for education purposes as well as assistance in developing resources and networking. The founder of TUSU, Brent Drew, is a technology counselor for the SUU Small Business Development Center and Terral meets with him regularly. Brent said, "Sometimes the best thing we can do is present a variety of ideas, as we do in Tech Up, and let the small business owner pick or adapt those that really work for them. The Unshoe is a success because Terral was able to take a variety of ideas and adapt them to fit his needs."



Terral Fox, owner of Unshoes Minimal Footwear, at work in his Cedar City manufacturing facility.

Small Business Development Center Network

Terral is currently working on expanding his product line and will continue to utilize the resources available from the SUU Small Business Development Center as his business grows.



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

OVERVIEW

U.C.A. 63M-1-1201–1224



Utah Capital is an investment fund created to help Utah entrepreneurs gain access to diversified sources of capital. The fund is aligned with GOED's targeted Utah growth industries of software development & IT, life sciences, energy and natural resources, financial services and aerospace. Utah Capital plays an active role in guiding Utah-based companies—from helping early-stage Utah companies craft strategy and gain access to investment capital to assisting more established businesses evaluate expansion plans and financing options.

Prepared in accordance with the requirements of 63M-1-1206 (6) of the Utah Venture Capital Enhancement Act.

Portfolio Performance

- **0.1%** *net internal rate of return* including financing and administrative costs since fund inception
- **14.4%** *net internal rate of return* including financing and administrative costs for the reporting period
- **\$43.1 m** *net realized gain* since fund inception
- **\$37.6 m** *net unrealized gain* since fund inception
- **No new investment commitments** will be made under the current financing structure

Administrative Costs

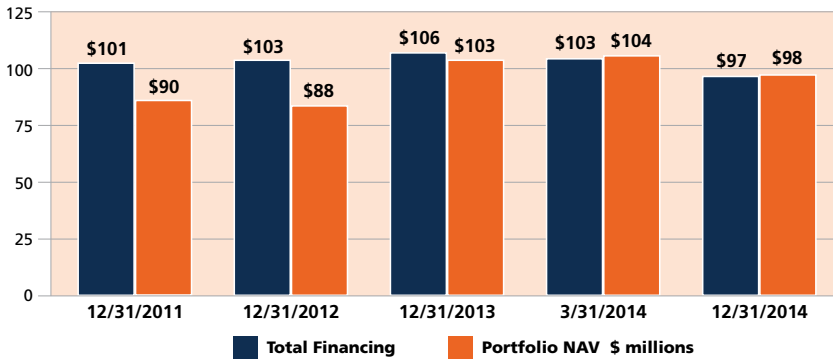
- **\$870 k** for the full year ending 12/31/2013 including:
 - a) \$427 k in total compensation paid to three full time employees and one part time employee
 - b) \$250 k investment allocation manager
 - c) \$178 k other (economic development, office, legal)
 - d) \$15 k business travel expenses

Utah Economic Development

- **73** *Utah companies* received investment capital from *Utah Capital portfolio funds* since fund inception
- **4,069** *new Utah jobs* added by *Utah companies* since fund inception
- **\$785 m** invested in *Utah companies* by *Utah Capital portfolio funds* since fund inception
- **\$16 m** invested directly by Utah Capital in *Utah companies*
- **\$2 m** deployed in seed capital via USBGI
- **89** *consulting sessions* during *reporting period*
- **32** *funding introductions* made during *reporting period*
- **60** *community events* supported during *reporting period*

Financing Costs

- \$3.9 m for the full year ended 12/31/2013
- Decrease of \$3 m over 2012



The combination of increased investment performance and a decline in financing costs due to the 2012 refinancing have allowed the fund to reduce current tax credit exposure to \$0. Although it is possible that tax credits may be used in the future, assuming steady investment performance and cash distributions, it is unlikely that the fund will require any tax credit redemptions over the next five years. The fund has received typical investment distributions over the reporting period sufficient to allow the fund to pay-down its financing obligations. Current financing matures in 2017. Management continues to evaluate low cost sources of financing to finance the program through completion. Consistent with legislation, Utah Capital will finance all new future vehicles with equity investment from the private sector.

Sources: Utah Capital analysis, LP Capital Advisors (fund allocation manager) analysis. Job figures are received directly from Utah Capital portfolio funds. **Community Event:** a Utah-based event focused on entrepreneurship and/or improving small business access to investment capital. **Consulting Sessions:** meetings between Utah Capital staff and a Utah Company seeking investment capital. **Financing Costs:** interest, dividends, and fees paid to investors of Utah Capital. **Funding Introductions:** introduction made by Utah Capital between a Utah Company and a source of investment capital. **Investment Commitment:** commitment by UCIC to invest in a portfolio fund. **Investment Distributions:** cash returns received from investments. **NAV:** net asset value of the remaining investment portfolio. **Net Internal Rate of Return:** the annualized rate of return calculated using dates of cash outflows (investments, operating costs), cash inflows (investment distributions), and residual value of assets (net asset value). **Net Realized Gains:** cash investment returns received above investment cost net of losses. **Net Unrealized Gains:** investment valuations above investment cost net of losses. **New Utah Jobs:** current number of Utah employees at a company that has received investment capital from a UCIC portfolio fund less number of employees at time of original investment by UCIC portfolio fund. **Reporting Period:** March 31, 2013 to March 31, 2014. **Tax Credit Exposure:** amount of tax credits that would need to be redeemed to satisfy outstanding financing obligations. **Total Financing:** aggregate outstanding balance of loans to Utah Capital. **USBGI:** Utah Small Business Growth Initiative. **Utah Capital Portfolio Fund:** any fund receiving an investment commitment from Utah Capital. **Utah Company:** any company headquartered in or with substantial operations in the state of Utah.

NOTE: Because of Utah Capital Investment's and the Governor's Office of Economic Development's different reporting requirements to the Utah legislature, there is a small duplication of job count caused by the following companies being reported by GOED as the state agency and UCI reporting its activities: Mediconnect, Workday, Instructure, 1-800 Contacts and Wilson Electronics.



For additional information about the Utah Capital visit utahcap.com or contact **Bret Jepsen**, Managing Director, at info@utahfof.com.

Overview

The Utah Science Technology and Research Initiative (USTAR) facilitates research, development and commercialization activities within Utah to expand the State's science and technology economy. USTAR invests resources in the two state-funded research universities, entrepreneur outreach centers partnered with regional universities and state-of-the-art core facilities. Funded in March 2006 the initiative focuses on:



RESEARCH

- World class researchers
- Stimulate entrepreneurship among researchers

BUILDINGS

- State-of-the-art core facilities
- Resource for researchers and industry

REGIONAL OUTREACH (TOIP)

- Strong community engagement
- Diversity of approaches and collaboration state wide

Since its inception, the vision and promise of USTAR has been to expand Utah's knowledge economy with a long-term commitment to support world-class science and technology research teams in targeted technical areas where multi-billion dollar global markets exist. In addition, USTAR was given the responsibility to provide resources for tech businesses and entrepreneurs throughout the state via outreach efforts.

"As we seek to attract new businesses to Utah and help existing businesses expand, we find USTAR to be an important asset. With its spin-out and spin-in features, its regional outreach programs that provide a wide range of services, USTAR provides an innovation infrastructure that expanding and re-locating businesses are looking for."

– Jeff Edwards, President & CEO, Economic Development Corporation of Utah

Researchers

Since 2006, the University of Utah (U of U) and Utah State University (USU) have attracted more than 50 highly regarded scientists and engineers working in the broadly defined fields of life sciences, nanotechnology, energy and digital media.

These USTAR funded researchers have proven adept at capturing millions of dollars in research funding and building world-class research teams comprised

Utah Science Technology and Research Initiative

of undergraduate, graduate and post-doctoral students. They are forming new ventures based on their respective technologies bringing more than \$400 million in new funding to the state.

Core Facilities

In collaboration with the Research Universities, USTAR invested in the construction of two state-of-the-art research buildings to provide research space, core facilities, and specialized equipment that is available to researchers across the State and Industry partners.

The U of U's James L. Sorenson Molecular Biotechnology Building is the centerpiece of a visionary plan to accelerate research, development and commercialization at the interface of medicine, nanotechnology, engineering, pharmacology and digital media. Opened in April 2012, this LEED Gold 208,000 square foot building contains wet lab and research computing space. It also includes a state-of-the-art nanofabrication facility with 18,000 square feet of cleanroom space, a bio-bay and a 5,300 square foot microscopy and materials characterization suite. These facilities are available to university researchers and can also be used on a fee for service basis by commercial partners.

In 2010, USU dedicated its USTAR BioInnovations Center, with more than 118,000 square feet of lab space to support synthetic bio manufacturing, advanced human nutrition, veterinary diagnostics and infectious disease and other innovation areas. The LEED Gold certified building includes a BioSafety Level 3+



Photo by Dan Hixon

The Utah Nanofab, located in the U of U's James L Sorenson Molecular Biotechnology Building, advances leading edge research, and facilitates economic growth by providing world-class nanofabrication facilities, infrastructure, and staff to academia and industry.

laboratory. This year USU has also added a scale up facility to enable industrial scale production of synthetic biology products.

Technology Outreach Innovation Program

The Technology Outreach Innovation Program (TOIP) is designed to support technology commercialization activities across the State. TOIPs are regionally focused and provide support to community members and USTAR researchers with innovative technology ideas to establish spinout companies.

Outreach centers are collocated with State higher educational institutions: Dixie State University, Salt Lake City Community College, Southern Utah University, Utah State University-Uintah Basin, Utah Valley University and Weber State University. In addition the TOIP program supports the BioInnovations Gateway (BiG), a collaborative technology incubator located at the Granite Technical Institute.

USTAR's TOIP provides a number of services:

USTAR Business Accelerators assist entrepreneurs in accelerating the development of start-up companies by providing resources and services. Business Accelerators emphasize rapid growth while providing support for obstacles that the start-up company may encounter.

USTAR Business Incubator programs focus on speeding up the growth and success of startup and early stage company by providing mentorship and support during the time it takes a company to get on its feet. Incubation time varies for each company.

The **USTAR Go-To-Market (G2M) Program** helps Utah's high potential technology companies perform customer and product validation activities before initiating equity fundraising or sales efforts.

Grant Support services include information and assistance in preparing and submitting SBIR-STTR applications. The SBIR and STTR programs offer more than \$2.5 billion dollars annually to support the development of technology by small businesses across the nation. USTAR's SBIR-STTR Assistance Center assists technology oriented businesses with new discoveries or innovative concepts to get the funding they need to continue their path towards commercialization.

Industry Support includes working with established companies and corporations to connect them with applied research and new innovations, or connect startups with valuable resources, helping to facilitate collaborative partnerships. Also, helping to identify gaps in needed areas such as education and workforce development.

Mentoring/Business Services provided by industry experts offer help and resources to companies for refining plans and strategies. One-on-one mentoring can help assist with setting goals for success while developing business plans.



The BioInnovations Gateway (BiG) is an innovative new resource for life science entrepreneurs and students. As an educational institution and workforce training facility, BiG provides access to laboratories, machines, office space and resources for high school and college students and entrepreneurs as they work together to develop next generation technologies.

USTAR regional offices and a network of experts help combine knowledge, guidance and encouragement to help bring business possibilities to life.

USTAR provides **Prototyping** services to early stage companies looking to validate their business model by providing a functionally limited proof of concept device. Prototyping support includes 3D printers, engineering assistance and machine shop time.

USTAR also works closely with other state agencies and partners to provide **Other Services** to enhance their mission where possible, thus allowing USTAR to fulfill its directive of increasing innovation through research and business development. An example of this work includes the State's Energy Triangle grant program, which is a partnership with the Office of Energy Development and the Governor's Energy Advisor.

For additional information about available services at USTAR outreach centers across the state, please contact the directors of each center. Contact information can be found on page 149.



For additional information about the Utah Science Technology and Research Initiative visit www.innovationutah.com or contact **Ivy Estabrooke, Ph.D.**, Executive Director at iestabrooke@utah.gov or 801-538-8622

OVERVIEW

The Utah Sports Commission helps to enhance Utah's economy, image and quality of life through the attraction, promotion and development of national and international sports, and is a catalyst for Utah in its Olympic legacy efforts.



Summary

Thirteen years after the creation of the Utah Sports Commission (USC), Utah continues to distinguish itself as a leader in the world of sports marketing, event attraction, Olympic legacy and sport development. USC leverage Utah's sports DNA to drive image-building and tourism.

Central to the success of the Utah Sports Commission has been the development of *TEAM UTAH*: a partnership of venues, local sports chapters, communities, public entities, and private organizations crucial to achieving success in the sports marketplace. These partnerships within the state have proven vital in attracting events and creating "Utah" branded events.



The season-ending Lucas Oil Pro Motocross Zions Bank Utah National, held at Miller Motorsports Park, brings an estimated \$9 million to Utah's economy and brings more than \$3 million in media value through its television broadcast.

The Utah Sports Commission's efforts have not only branded Utah as an international winter sports hub, furthering the state's strong Olympic legacy, but have positioned Utah globally as a year-round sports destination.

Impact

Since the Utah Sports Commission's creation in 2000, it has been a partner in 550 events that have generated an estimated \$1.5 billion in economic impact to Utah. Estimated tax revenue to the state from sport-related expenditures has been calculated at approximately \$90 million over the last 11 years. Many of these sporting events are broadcast on national or international television and bring additional impact to the state through media exposure and ad assets. Utah's sporting events have generated an estimated \$333 million in media value through more than 4,200 hours of television coverage.

2013–2014 Highlights

- Partnered with 43 sporting events across the state, generating approximately \$124 million in direct economic impact to Utah
- Partnered with 23 nationally or internationally televised events that provided Utah with approximately \$44 million in media value
- 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 approximately 6:1
- Negotiated the placement of 970 thirty-second television ad units aired during the broadcasts of Utah Sports Commission partnered events valued at \$1.5 million if purchased
- Expanded the Governor's State of Sport Awards event to approximately 1,000 attendees. Secured golf legends Jack Nicklaus, Johnny Miller and Billy Casper as the special guests
- Through promotional efforts with our partners, generated 125,752 votes from fans from all 50 states and 74 countries on the State of Sport Awards website created for the event



Photo by Sarah Brunson

Utah hosted the Olympic Trials in Ski Jumping & Nordic Combined this past winter, naming the first-ever women's ski jumping team to participate in an Olympic Games.

(Photo Credit: Sarah Brunson)



Golf Legend Johnny Miller accepts the Lifetime Achievement Award at the 3rd Annual Governor's State of Sport Awards event.



Speedskaters will take center stage at EnergySolutions Arena for the first-of-its-kind short track speedskating event, the Apolo Ohno Invitational, featuring the sport's top athletes in the world competing for prize money across 14 nail-biting races.

- Incorporated a Welcome Home Tribute for all returning Sochi Olympians/Paralympians into the Governor's State of Sport Awards.
- This winter, Utah was the center of activity for winter sports leading up to the Sochi Games. The Utah Sports Commission and its partners hosted 10 pre-Sochi events, including two Olympic Trials, a VISA Grand Prix held at Park City Mountain Resort, the VISA Freestyle International Moguls held at Deer Valley Resort and the FIBT Bobsled and Skeleton World Cup. These events had a large economic impact and ended with a historic Freeskiing Olympic Team Announcement at Park City Mountain Resort.
- Partnered in hosting the Team USA Media Summit, presented by the United States Olympic Committee, where more than 100 Team USA hopefuls for the 2014 Olympic and Paralympic Winter Games in Sochi, Russia participated
- Worked with USSA to bid on and win the 2019 World Freeskiing Championships



Tour of Utah - The Tour of Utah has enjoyed tremendous growth since its inception in 2004 and the Utah Sports Commission is proud to have been involved each year from the start.

Utah Sports Commission

- Host organization for the Utah Championship bringing an estimated \$4 million in economic impact and 16 hours of Golf Channel coverage
- Hosted the third annual “Pink on the Links” initiative which raised \$45,000 for the Huntsman Cancer Foundation
- Secured Red Bull Rampage for 2014
- Hosted the sports industry’s leading conference, Sports Travel Teams Conference, in Salt Lake City
- Became a Lucas Oil Pro Motocross National Sponsor – Utah Sports Commission and the state of Utah will be branded at every venue stop and advertising will be seen across the country



Photo by Tom Kelly

This past winter, Utah was the center of activity for winter sports in its own “Road to Sochi” leading up to the 2014 Sochi Winter Games as the Utah Sports Commission and its partners hosted 13 pre-Sochi events, including two Olympic Trials.



Ironman 70.3 St. George U.S. Pro Championship - Olympians and world champions battle it out during a 1.2 mile-swim, 56-mile bike ride, and 13.1-mile run in the shadows of Zion National Park and through the heart of multi-colored Snow Canyon State Park.



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

The mission of the World Trade Center Utah (WTC Utah) is to **help Utah companies**



WORLD TRADE CENTER®
UTAH

think, act, and succeed globally. WTC Utah is a licensed and certified member of the World Trade Centers Association headquartered in New York City, a network of 300 WTC's in 100 countries around the world focused on facilitating prosperity through trade and investment.

Our strategic partners include the Governor's Office of Economic Development, Salt Lake Chamber of Commerce, U.S. Commercial Service, Economic Development Corporation of Utah, Utah Technology Council, Utah Manufacturers Association, USTAR and the state's Institutions of Higher Education. Working with these 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 business community.

WTC Utah accomplishes its mission through four key objectives:

First, we **motivate and educate** Utah businesses to expand their global presence through our Global Utah newsletter and training seminars focused on topics of international business development, specific international trade issues and regional export opportunities.

Second, we build **Utah businesses'** capacity for international trade through B2B consultation including customized market intelligence reports, country and industry specific connections and resources, export related expertise, and World Bank procurement consultations by a Private Sector Liaison Officer to the World Bank Group who is based out of WTC Utah.

Third, we **expand Utah's global reach** through hosting regional and state-wide international business forums and networking opportunities including international diplomacy events honoring ambassadors and senior ranking economic development officials from all over the world.



The Utah delegation was greeted warmly by the State of Mexico Governor Eruviel Ávila Villegas.

World Trade Center Utah

Fourth, we **support our partners** in trade missions, diplomatic visits, increasing foreign direct investment in Utah and advocacy of issues that promote free trade.

In 2013, WTC Utah led business missions to Romania, Panama, Colombia and France; supported state-led trade missions to the UK, Peru and Mexico; and offered opportunities for energy sector companies to participate in the World Bank PSLO Energy Mission at the World Bank headquarters in Washington, DC. WTC Utah hosted more than 20 foreign delegations, trained more than 700 individuals in our educational seminars and workshops, and provided individual consultations to more than 200 companies and entrepreneurs on international trade and World Bank related issues. Additionally, WTC Utah co-

sponsored the first Utah Women in Global Business and Trade conference featuring the first recipient of the International Women of the Year award.

According to the U.S. Census Bureau data, Utah exports exceeded \$16 billion in 2013 (\$7.8 billion not including precious metals). Eighty-eight percent of Utah exporters are small to medium sized businesses (less than 500 employees). 90,000 jobs in Utah are directly tied to exporting and 350,000 jobs in Utah are related to international trade. Utah's top export destinations include Hong Kong, China, Canada and the United Kingdom.



WTC Utah trade mission participants visiting World Trade Center Bogota, Columbia.



Governor Herbert visited Parliament during the UK Trade Mission.



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

Derek B. Miller, President and CEO



**2014 Annual Report and
Business Resource Guide**

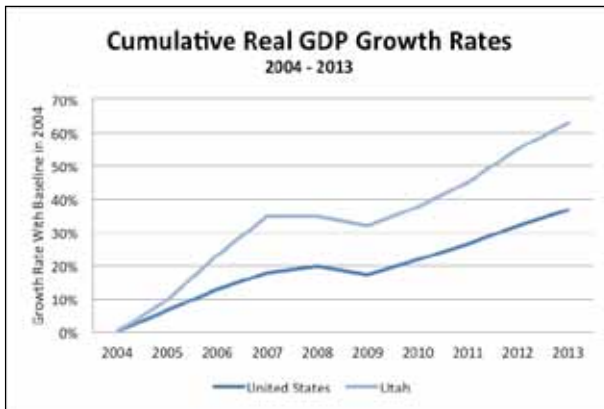
DATA



Overview

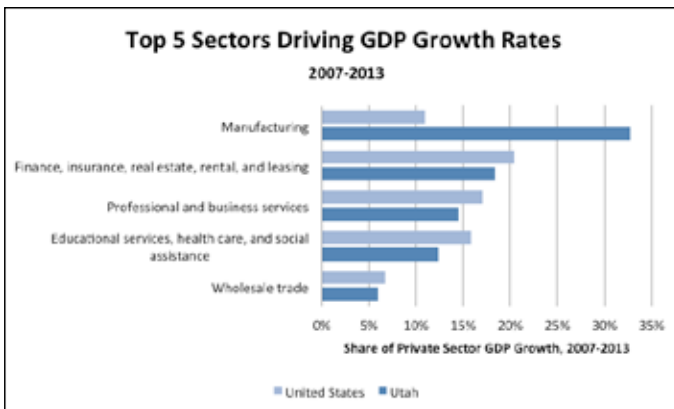
Utah industries that were responsible for most of the private sector growth between 2007 and 2013 tracked closely with national growth metrics. Figure 2 shows the five industries that account for the largest portions of GDP growth. For Utah, growth in the manufacturing sector was responsible for 33 percent of private sector GDP growth between 2007 and 2013; the finance, insurance, real estate, rental and leasing industry was responsible for 18 percent of growth, and the professional and business services sector was responsible for 14 percent of growth.

Economic growth between 2004 and 2007 in Utah exceeded the national average, increasing approximately 8 percent before the Great Recession. Utah managed to maintain slightly positive growth in 2008, and since 2008, Utah has the sixth highest GDP growth rate in the nation at 5.4 percent.



Cumulative Real GDP Growth, 2004-2013

Source: BEA, Regional Data, GDP & Personal Income, GDP by State (millions of current dollars)

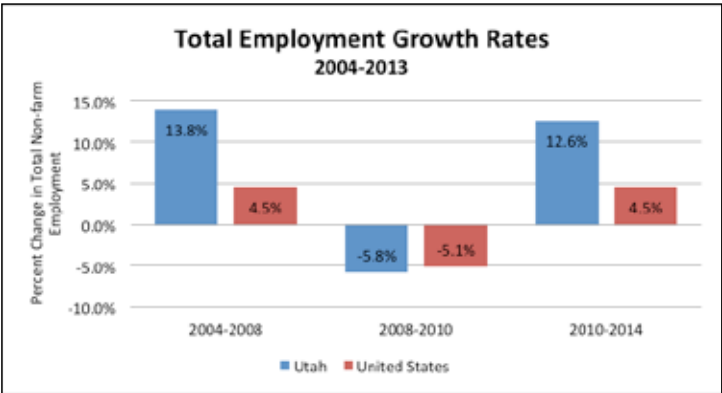


Top 5 Industries Driving GDP Growth, 2007-2013

Source: BEA, Regional Data, GDP & Personal Income, Industry Totals (millions of current dollars)

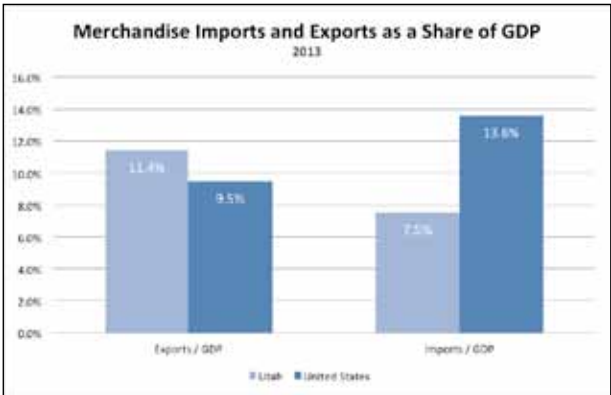
Employment growth in Utah outpaced that of the United States both before and after the recession. From 2004 to 2008 employment in Utah grew by 13.8 percent, compared to 4.5 percent nationally. However, employment during the recession fell by a slightly larger amount in Utah compared to the national rate (-5.8 percent and -5.1 percent, respectively). Since 2010, Utah employment growth has outstripped national employment growth, 12.6 percent compared to 4.5 percent.

According to PwC’s 2014 CEO survey, 62 percent of U.S. business leaders state that they are in a growth mode and are planning to hire more people this year. This represents the highest level of headcount expansion in the past five years for the survey.



*Employment, Hours, and Earnings from the
Current Employment Statistics survey (National)
Source: US Bureau of Labor Statistics*

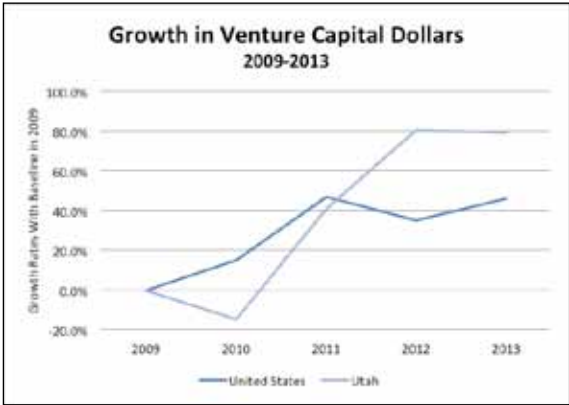
Utah’s role in the international economy shows strong self-reliance relative to the U.S. economy overall. Exports of merchandise to foreign countries in 2013 represented 11.4 percent of Utah GDP, compared to 9.5 percent nationally. Merchandise imports represented 7.5 percent of Utah GDP, compared to 13.6 percent of U.S. GDP. As of 2013, Utah’s merchandise exports exceed imports by 3.9 percent.



*Merchandise Imports and Exports as a Share of GDP, 2013
Source: tse.export.gov Utah 2013 Exports, NAICS total, All Merchandise from Utah; BEA
Source: BEA, Regional Data, GDP & Personal Income, GDP by State (millions of current dollars)*

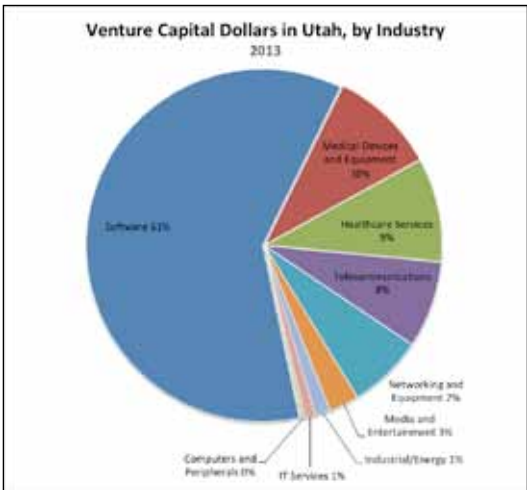
Venture Capital

Venture capital funding is attractive to entrepreneurs for several reasons, including the ability to attract a significant cash infusion and gain access to the expertise and contacts of the investors. Nationally, in terms of dollars and awards, venture capital investment has rebounded compared to post-recession levels. Utah initially lagged behind the national average throughout the recession. However, unlike the national trend, Utah has seen surprising growth since 2010. By 2012, venture capital investment growth compared to 2009 figures had grown 80 percent and had surpassed the national average by more than 20 percent.



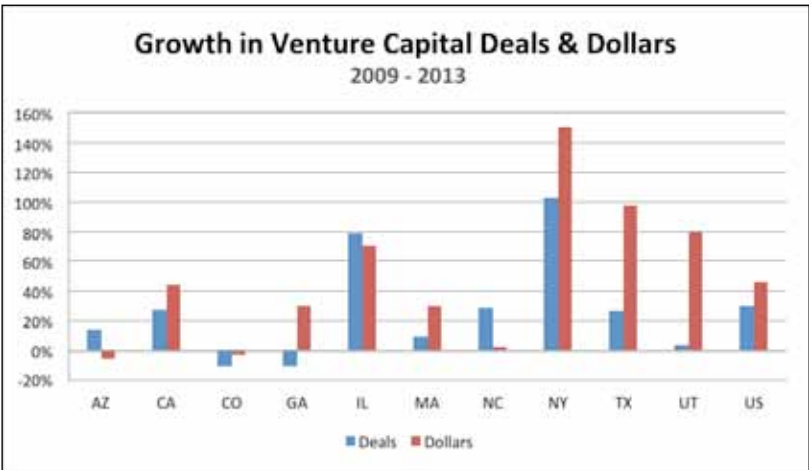
Growth in Venture Capital Dollars, 2009 – 2013
Source: PwC Historic Trend data

Several of Utah’s industries receive significant percentages of the venture capital invested in Utah: the software segment collected 61 percent of total venture capital funding in 2013; medical devices and equipment collected 10 percent; and healthcare services received 9 percent.

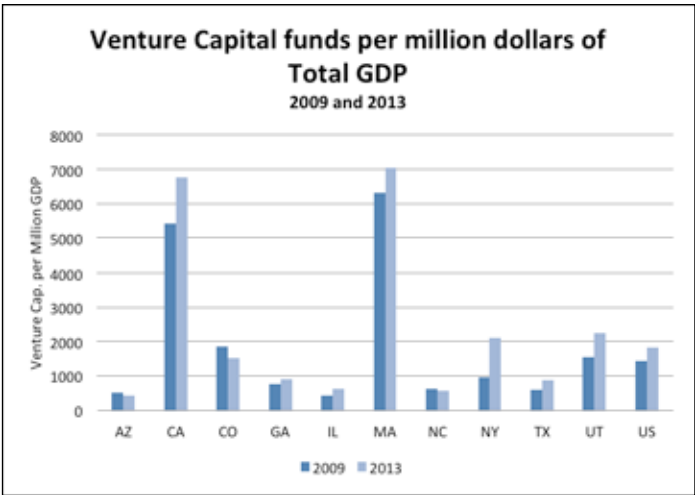


Venture Capital Dollars in Utah, by Industry, 2013
Source: PwC Historic Trend data

Utah shows strong performance above the national average and its peers in terms of both the venture capital funding as a share of the state economy and the growth in the number of deals since the end of the recession. From 2009 to 2013, Utah saw a 79 percent increase in dollars invested with only a 3 percent increase in number of deals, signifying that deals since 2009 have significantly increased in dollar amount.

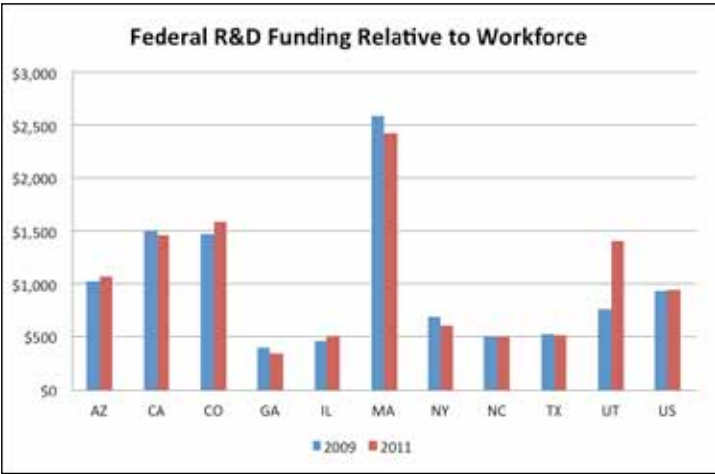


Growth in Venture Capital Deals & Dollars, 2009-2013
Source: PwC Historic Trend data



Venture Capital Funds per per Million Dollars of Total GDP, 2009 and 2013
Source: PwC Historic Trend data; BEA State GDP data

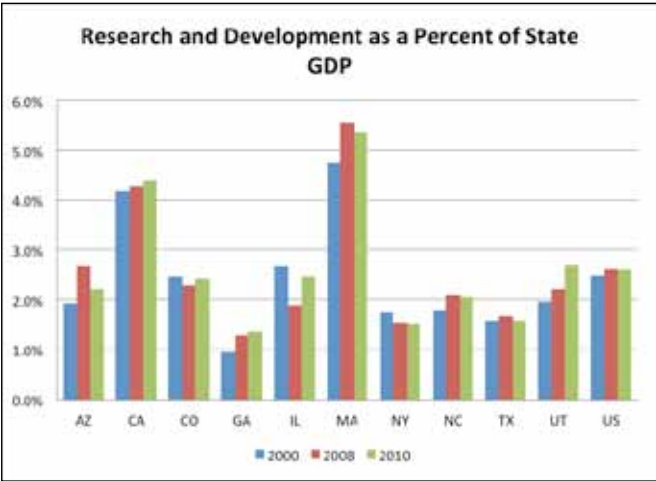
Utah performs comparatively well with other states in terms of federal R&D funding it receives and its academic research in the science and engineering fields. Utah ranks fourth among peer states shown in this graph in federal funding per employed worker and ranks third in terms of academic research in the science and engineering fields (see graph Academic Science and Engineering R&D per \$1,000 of GDP).



Federal R&D Funding Relative to Workforce

Source NSF.gov (<http://www.nsf.gov/statistics/seind14/index.cfm/state-data/table.htm?table=41>)

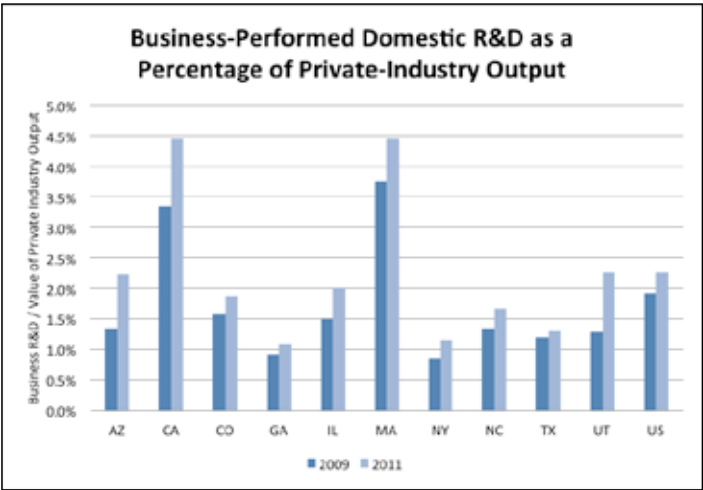
Utah ranks close to the national average in terms of its R&D investment relative to the size of its economy. Compared with other states as shown in this figure, as of 2010, Utah ranks third behind Massachusetts and California.



Research and Development as a Percent of State GDP, 2000, 2008, 2010

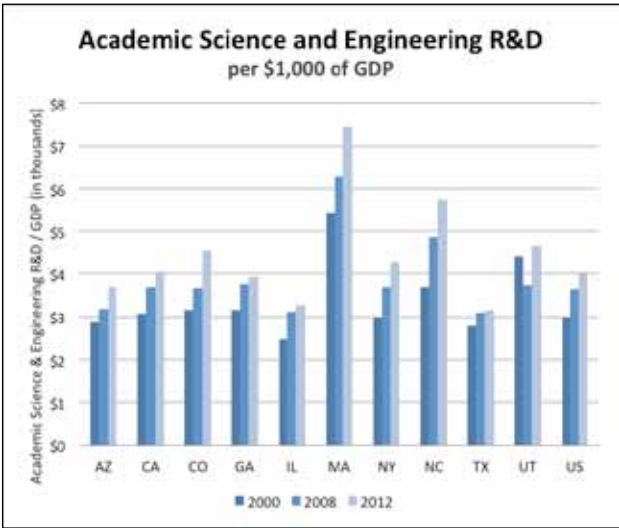
Source: NSF (<http://www.nsf.gov/statistics/seind14/index.cfm/state-data/table.htm?table=40>)

According to the National Science Foundation, approximately 80 percent of U.S. R&D is performed by the business sector. Only 11 states exceed the national average for business-performed domestic R&D relative to private industry output. Utah lagged behind the national average in 2009 but matched with the national average in 2011, the most recent year available.



Business-Performed Domestic R&D per Private-Industry Output

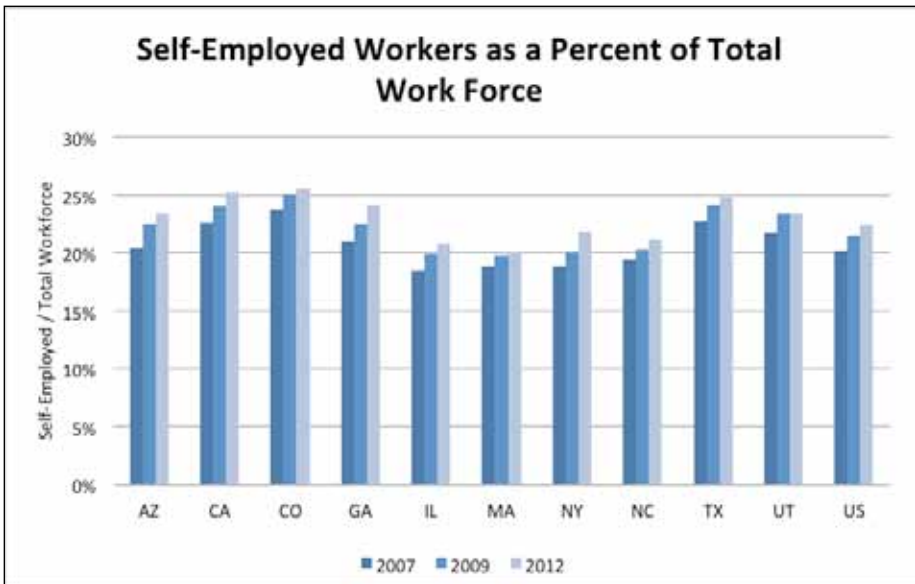
Source: NSF.gov (<http://www.nsf.gov/statistics/seind14/index.cfm/state-data/table.htm?table=46>)



Academic Science and Engineering R&D per \$1,000 of GDP

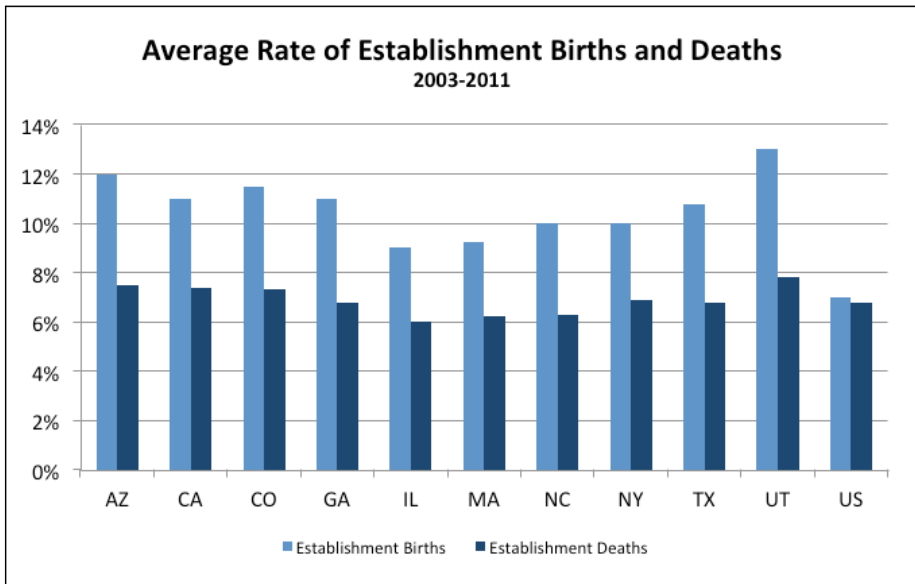
Source: NSF.gov (<http://www.nsf.gov/statistics/seind14/index.cfm/state-data/table.htm?table=47>)

Utah's high self-employment rate illustrates its strong entrepreneurial spirit. In 2012, approximately 23 percent of all employed Utahns owned their own businesses.



Self-Employed Workers as a Percent of Total Work Force

Source: BEA Total full-time and part-time employment by NAICS industry



Source: U.S. Census Bureau (2013) Business Dynamics Statistics (BDS) Data Tables: Establishment Characteristics – Establishment Age by Initial Establishment Size by State



**2014 Annual Report and
Business Resource Guide**

RESOURCES



Business Resource Center Contacts



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Heber City – Heber Valley BRC

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Kaysville – Northfront BRC

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801-756-6347
alpinecity.org
rnelson@alpinecity.org

Town of Alta

P.O. Box 8016,
Alta, UT 84092-8016
801-742-3522
801-363-5105
www.townofalta.com
kswb@townofalta.com

Town of Altamont

15547 West 4100 North
Altamont, UT 84001
435-454-3469

Alton Town

11 South 100 West
Alton, UT 84710
435-648-2635
altonut.com
altonut@xpressweb.com

Town of Amalga

6590 North 2400 West
Amalga, UT 84335
435-563-0376
amalgatown.com

American Fork City

51 East Main Street
American Fork, UT 84003
801-763-3000
afc.city.org

Annabella Town

295 East 300 North
Annabella, UT 84711
435-896-6571

Town of Antimony

120 North Main Street
Antimony, UT 84712
435-624-3488
435-624-3300 offices
antimonymtown@scinternet.net

Town of Apple Valley

1777 North Meadow Lark Drive
Apple Valley, UT 84737
435-877-1190
applevalleyut.org
nbronemann@applevalleyut.org

City of Aurora

20 South 120 East
Aurora, UT 84620
435-529-7643
auroracity.org

Ballard Town

2381 East 1000 South
Ballard, UT 84066
435-722-3393
ballardcity.org
ballard1@ubtanet.com

Bear River City

5871 N. 4700 W.
Bear River City, UT 84301
435-279-9047
bearrivercity.org

Beaver City

60 West Center Street
Beaver, UT 84713
435-438-2451
beaverutah.net

Bicknell Town

30 West 300 North
Bicknell, UT 84715
435-425-3315
capitolreef.org/bicknell.html

Big Water Municipal Corp.

Big Water Town Hall 60 Aaron Burr
Big Water, UT 84741
435-675-3760
bigwatertown.org

Blanding City

50 West 100 South
Blanding, UT 84511
435-678-2791
blanding-ut.gov

Bluffdale City

14350 South 2200 West
Bluffdale, UT 84065
801-254-2200
bluffdale.com

Boulder Town

351 North 100 East
Boulder, UT 84716
435-335-7300
boulderutah.com
info@boulderutah.com

City of Bountiful

790 South 100 East
Bountiful, UT 84010
801-298-6142
bountifulutah.gov

Cities and Towns

Town of Brian Head

56 North Highway 143
Brian Head, UT 84719
435-677-2029
brianheadtown.utah.gov

Brigham City

20 North Main Street
Brigham City, UT 84302
435-734-6600
brighamcity.utah.gov

Cannonville Town

25 South Red Rock Drive
Cannonville, UT 84718
435-679-8784
cansvown@scinternet.net

Castle Dale City

61 East 100 North
Castle Dale, UT 84513
435-381-2115
castledalecity.org

Castle Valley

HC 64 P.O. Box 2705
Castle Valley, UT 84532
435-259-9828
castlevalleyutah.com
castlevalley@castlevalleyutah.com

Cedar City

10 North Main Street
Cedar City 84720
435-586-2950
cedarcity.org

Cedar Fort Town

P.O. Box 389
Cedar Valley, UT 84013
801-768-2147

City of Cedar Hills

10246 North Canyon Road
Cedar Hills, UT 84062
801-785-9668
cedarhills.org

Centerfield Town

130 South Main
Centerfield, UT 84622
435-528-3296
centerfieldcity.org
office@centerfieldcity.org

Centerville City

250 North Main Street
Centerville, UT 84014
801-295-3477
centervilleut.net

Central Valley Town

50 West Center Street
Central Valley, UT 84754
435-893-9178
cvtown1@gmail.com

Charleston Town

3454 West 3400 South
Heber City, UT 84032
435-654-7177
charlestonutah.org

Town of Circleville

P.O. Box 69
Circleville, UT 84723
circlevilleutah.org

Clarkston Town

P.O. Box 181
Clarkston, UT 84305
435-563-9090

Town of Clawson

200 South Main Street
Clawson, UT 84516
435-384-2724
emerycounty.com/towns/clawson.htm
clawsontown@etv.net

Clearfield City

55 South State Street
Clearfield, UT 84015
801-525-2700
clearfieldcity.org

Cleveland Town

130 West Main Street
PO Box 325
Cleveland, UT 84518
435-653-2310
clevelandtown.org
emerycounty.com/towns/cleveland.htm
clevelandtown@etv.net

Clinton City

2267 North 1500 West
Clinton, UT 84015
801-614-0700
clintoncity.net
dcluff@clintoncity.com

Coalville City

10 North Main Street
Coalville, UT 84017
435-336-5981
coalvillecity.org
cityhall@coalvillecity.org

Cities and Towns

Corinne City

2420 North 4000 West
PO Box 118
Corinne, UT 84307
435-744-5566
corrinecity.com

Cornish Town

4733 West 14300 North
Cornish, UT 84308
435-760-6740 - Mayor Joseph
cornishtownhall@cv-w.com

Cottonwood Heights

1265 East Fort Union Blvd Ste 250
Cottonwood Heights, UT 84047
801-944-7000
cottonwoodheights.utah.gov
jpark@ch.utah.gov

Town of Daniel

981 W. Valley View Rd.
Daniel, UT 84032
435-654-5062
danielutah.org
lynneshindurling@danielutah.org

Delta City Corporation

76 North 200 West
Delta, UT 84624-9440
435-864-2759
www.delta.utah.gov

Deweyville Town

10870 North Highway 38
Deweyville, UT 84309
435-257-9922

City of Draper

1020 East Pioneer Road
Draper, UT 84020
801-576-6500
draper.ut.us
david.dobbins@draper.ut.us

City of Duchesne

PO Box 974
Duchesne, UT 84021
435-738-2464
duchesnecity.com
duchesne@ubtanet.com

Eagle Mountain City

1650 East Stagecoach Run
Eagle Mountain, UT 84005
801-789-6600
emcity.org/

East Carbon City

105 West Geneva Drive
East Carbon, UT 84520
435-888-4444
carbon.utah.gov

Elk Ridge City

80 East Park Drive
Elk Ridge, UT 84651
801-423-2300
elkridgecity.org
staff@elkridgecity.org

Elmo Town

75 South 100 East
Elmo, UT 84521
435-653-2125
emerycounty.com/towns/elmo.htm
knk@etv.net

Elsinore Town

35 West Main Street
Elsinore, UT 84724
435-527-3306
elsinoretown.com
elsinoretown@cut.net

Elwood Town

5235 West 8800 North
Elwood, UT 84337
435-257-5518
elwoodtown.com/
elwood@elwoodtown.com

Emery Town

65 North Center Street
Emery, UT 84522
435-286-2417
townhall@etv.net

Enoch City

900 East Midvalley Road
Enoch, UT 84721
435-586-1119
cityofenoch.org
robd@cityofenoch.org

City of Enterprise

375 South 200 East
Enterprise, UT 84725
435-878-2221
enterpriseutah.org
adam@enterpriseutah.org

Ephraim City

5 South Main Street
Ephraim, UT 84627
435-283-4631
ephraimcity.org
brant.hanson@ephraimcity.org

Escalante City

56 North 100 West
PO Box 189
Escalante, UT 84726
435-826-4644
escalant@scinternet.net

Cities and Towns

Eureka City Corporation

15 North Church Street
Eureka, UT 84628
435-433-6915
eurekautah.org
eureka15@cut.net

Fairfield Town

P. O. Box 271
Cedar Valley, UT 84013
801-766-3509

Fairview City

165 North State Street
Fairview, UT 84629
435-427-3858
fairviewcity.com/

Farmington City

160 South Main Street
Farmington, UT 84025
801-451-2383
farmington.utah.gov

Farr West City

1896 North 1800 West
Farr West, UT 84404
801-731-4187
farrwestcity.net
mayor@farrwestcity.net

Town of Fayette

100 East Center
Fayette, UT 84630
435-528-3883

Ferron City

20 East Main Street
Ferron, UT 84523
435-384-2350
ferroncity.org
ferroncity@ferroncity.org

Fielding Town

150 South 100 West
Fielding, UT 84311
435-458-3682

Fillmore City

75 West Center Street
Fillmore, UT 84631
435-743-5233
fillmorecity.org
teresa@fillmorecity.org

Fountain Green City

270 West 100 North
Fountain Green, UT 84632
435-445-3453
sanpete.com/pages/fountaingreen
ftngreen@hotmail.com
fountaingreencity.com

Francis Town

2317 South Spring Hollow Road
Francis, UT 84036
435-783-6236
francisutah.org
francistown@allwest.net

Fruit Heights City

910 South Mountain Road
Fruit Heights City, UT 84037
801-546-0861
fruitheightscity.com
bgreen@fruitheightscity.com

Town of Garden City

69 North Paradise Parkway, Building B.
Garden City, UT 84028
435-946-2901
gardencityut.us
townofgardencity@gmail.com

Garland City

72 North Main Street
Garland, UT 84312
435-257-3118
garlandutah.org
info@garlandutah.org

Town of Genola

74 West 800 South
Genola, UT 84655
801-754-5300
genolatown.blogspot.com
genolaclerk@gmail.com

Glendale Town

90 East Center Street
Glendale, UT 84729
435-648-2341

Glenwood Town

10 North Main Street
Glenwood, UT 84730
435-896-0260

Town of Goshen

10 West Main Street
Goshen, UT 84633
801-667-9910
goshentown@cut.net

Grantsville City

429 East Main Street
Grantsville, UT 84029
435-884-3411
grantsvilleut.gov

City of Green River

460 East Main Street
Green River, UT 84525
435-564-3448
greenriverutah.com

Cities and Towns

Gunnison City

38 West Center Street
Gunnison, UT 84634
435-528-7969
gunnisoncity.org
info@gunnisoncity.org

Hanksville Town

30 South Highway 95
PO Box 127
Hanksville, UT 84734
435-542-3451
hanksvilleclerk@gmail.com

City of Harrisville

363 West Independence
Harrisville, UT 84404
801-782-9648
cityofharrisville.com
questions@cityofharrisville.com

Town of Hatch

49 West Center
Hatch, UT 84735
435-735-4364
Clerk: 435-735-4160

Heber City

75 North Main Street
Heber City, UT 84032
435-654-0757
ci.heber.ut.us

City of Helper

73 South Main Street
Helper, UT 84526
435-472-5391
helpercity.net
jonaskerl@helpercity.net

Henefer Town

150 West Center Street
Henefer, UT 84033
435-336-5365
heneferutah.org
henefertown@allwest.net

Hideout

10860 North Hideout Trail
Hideout, UT 84036
435-659-4739
hideoututah.gov
clerk@HideoutUtah.gov

Henrieville Town

70 West Main Street
Henrieville, UT 84776
435-679-8581

Herriman City

13011 South Pioneer Street
Herriman, UT 84096
801-446-5323
herriman.org
info@herriman.org

Highland City

5400 West Civic Center Drive, Suite 1
Highland, UT 84003
801-756-5751
highlandcity.org

Hildale City

320 East Newel Avenue
Hildale, UT 84787
435-874-2323
hildaleutah.com/
hildalecity@hildaleutah.com

Hinckley Town

161 East 300 North
Hinckley, UT 84635
435-864-3522
hinckleytown.org
hclerk@frontiernet.net

Holden Town

56 North Main Street
Holden, UT 84636
435-795-2213
holdentown.utah@gmail.com

City of Holladay

4580 South 2300 East
Holladay, UT 84117
801-272-9450
cityofholladay.com

Honeyville City

2635 West 6980 North
Honeyville, UT 84314
435-279-8425
honeyvillecity.com/

Hooper City

5580 West 4600 South
Hooper, UT 84315
801-732-1064
hoopercity.com
hoopercity@hotmail.com

Howell Town

15970 North 17400 West
Howell, UT 84316
435-471-7332
howelltown@frontiernet.net

Huntington City

20 South Main Street
Huntington, UT 84528
435-687-2436
emerycounty.com/towns/huntington.htm
huntcity@etv.net

Cities and Towns

Huntsville Town

7309 East 200 South
Huntsville, UT 84317
801-745-3420
huntsvilletown.com

Hurricane City

147 North 870 West
Hurricane, UT 84737
435-635-4284
cityofhurricane.com

Hyde Park City

113 East Center Street
Hyde Park, UT 84318
435-563-6507
hydepark.utahlinks.org
cityoffice@hydeparkcity.org

Hyrum City

83 West Main Street
Hyrum, UT 84319
435-245-6033
hyrumcity.org

Independence

4530 East 2400 South
Independence, UT 84032
435-654-3031

Ivins City

55 North Main Street
Ivins, UT 84738
435-628-0606
ivins.com

Joseph Town

25 East 100 North
Joseph, UT 84739
435-527-4394

Junction Town

550 North Main Street
Junction, UT 84740
435-577-2840
junctionutah.com

Kamas City

170 North Main Street
Kamas, UT 84036
435-783-4630
kamascity.net

City of Kanab

76 North Main Street
Kanab, UT 84741
435-644-2534
kanab.utah.gov

Kanarrville Town

40 South Main Street
Kanarrville, UT 84742
435-867-1852
david@kanarrville.org

Kanosh Town

35 North Main Street
Kanosh, UT 84637
435-759-2652

Kaysville City

23 East Center Street
Kaysville, UT 84037
801-546-1235
kaysvillecity.com
mailbox@kaysvillecity.com

Kingston Town

40 West 100 South
Kingston, UT 84743
435-577-2270

Town of Koosharem

45 North Main Street
Koosharem, UT 84744
435-638-7598
koosharemtown@scinternet.net

LaVerkin City

435 North Main Street
LaVerkin, UT 84745
435-635-2581
laverkin.org

Laketown Town

20 North 200 East
Laketown, UT 84038
435-946-9000
laketownutah.com
info@laketownutah.com

Layton City

437 North Wasatch Drive
Layton, UT 84041
801-336-3800
laytoncity.org

Leamington Town

P.O. 38101
Leamington, UT 84638
leamington.utah@gmail.com

Town of Leeds

218 North Main Street
PO Box 460879
Leeds, UT 84746
435-879-2447
leedstown.org
clerk@leedstown.org

Cities and Towns

Lehi City

153 North 100 East
Lehi, UT 84043
801-768-7100
lehi-ut.gov

Town of Levan

20 North Main Street
Levan, UT 84639
435-623-1959
levantown.org
levantown@gmail.com

Lewiston City

29 South Main Street
Lewiston, UT 84320
435-258-2141
lewiston-ut.org

Lindon City

100 North State Street
Lindon, UT 84042
801-785-5043
lindoncity.org
acowie@lindoncity.org

Loa Town

80 West Center Street
Loa, UT 84747
435-836-2160
loatown@scinternet.net

Logan City

290 North 100 West
Logan, UT 84321
435-716-9005
loganutah.org
info@loganutah.org

Lyman Town

P.O. Box 23,
Lyman, UT 84749
435-836-2393

Lynndyl Town

P.O. Box 40207
Lynndyl, UT 84640
435-857-2425

Town of Manila

145 East Highway 43
Manila, UT 84046
435-784-3143
manilautah.com
dennisl@manilautah.com

Manti City

50 South Main Street
Manti, UT 84642
435-835-2401

Town of Mantua

409 North Main Street
Mantua, UT 84324
435-723-7054 or 723-1292
townofmantua@gmail.com

Mapleton City

125 West Community Center Way
Mapleton, UT 84664
801-489-5655
mapleton.org
mayorwall@mapleton.org

Marriott-Slaterville

1570 West 400 North
Marriott-Slaterville, UT 84404
801-627-1919
marriott-slaterville.org

Marysville Town

P.O. Box 160,
Marysville, UT 84750
435-326-4597
marysville.org
svwsteed@ihc.com - Wendy

Mayfield Town

52 North Main Street
Mayfield, UT 84643
435-528-5061
mayfieldtown.org
mayfield@gtelco.net

Meadow Town

45 South 100 East
Meadow, UT 84644
435-842-7128
bstewart7@frontiernet.net - Bonnie

Mendon City

P.O. Box 70
Mendon, UT 84325
435-753-3449
mendoncity.org
rodneysorensen@mac.com

Midvale City

655 West Center Street
Midvale, UT 84047
801-567-7200
midvalecity.org

Midway City

75 North 100 West
Midway, UT 84049
435-654-3227
midwaycityut.org

City of Milford

26 South 100 West
Milford, UT 84751
435-387-2711
milfordut.com

Cities and Towns

Millville City

P.O. Box 308
Millville, UT 84326
435-750-0924
millvillecity.org

Minersville Town

60 West Main Street
Minersville, UT 84752
435-386-2242
minersvilletown@utah.gov

City of Moab

217 East Center Street
Moab, UT 84532
435-259-5121
moabcity.org

Mona City

50 West Center Street
Mona, UT 84645
435-623-4913
monarocks.org
monacity@nebonet.com

Monroe City

10 North Main Street
Monroe, UT 84754
435-527-4621
littlegreenvalley.com
monroecity@msn.com

City of Monticello

17 North 100 East
Monticello, UT 84535
435-587-2271
monticelloutah.org

Morgan City

90 West Young Street
Morgan, UT 84050
801-829-3461
morgancityut.com

Moroni City

80 South 200 West
Moroni, UT 84646
435-436-8359
sanpete.com/pages/moroni
bkendall@cut.net

Mt. Pleasant City

115 West Main Street
Mt. Pleasant, UT 84647
435-462-2456
mtpleasantcity.com

Murray City

5025 South State Street
Murray, UT 84107
801-264-2681
murray.utah.gov
ttingey@murray.utah.gov

Myton City

125 East Main Street
PO Box 185
Myton, UT 84052
435-722-2711
mytoncity.com

City of Naples

1420 East 2850 South
Naples, UT 84078
435-789-9090
naplescityut.gov

Nephi City

21 East 100 North
Nephi, UT 84648
435-623-0822
nephi.utah.gov

New Harmony Town

P.O. Box 620
New Harmony, UT 84757
435-865-7522

Newton Town Corporation

51 South Center Street
Newton, UT 84327
435-563-9283

Nibley City Corporation

455 West 3200 South
Nibley, UT 84321
435-752-0431
nibleycity.com

North Logan City

2076 North 1200 East
North Logan, UT 84341
435-752-1310
northlogancity.org
jeff@northlogancity.org

North Ogden City

505 East 2600 North
North Ogden, UT 84414
801-782-7211
northogdencity.com
rscott@nogden.org

City of North Salt Lake

10 East Center Street
North Salt Lake, UT 84054
801-335-8700
nslcity.org
ken@nslcity.org

Oak City

50 West Center Street
Oak City, UT 84649
435-846-3473

Cities and Towns

Oakley City

960 West Center Street
Oakley, UT 84055
435-783-5734
oakleycity.com
oakley@allwest.net

Ogden City

2549 Washington Blvd
Ogden, UT 84401
801-399-4357
ogdencity.com

Ophir Town

10 Main Street
Ophir, UT 84071
435-830-2120

Orangeville City

25 North Main Street
Orangeville, UT 84537
435-748-2651
emerycounty.com/towns/orangeville.htm
orange@etv.net

Orderville Town

425 East State Street
Orderville, UT 84758
435-648-2538
townoforderville.com
towno@color-country.net

City of Orem

56 North State Street
Orem, UT 84057
801-229-7000
www.orem.org

Panguitch City Corporation

25 South 200 East
Panguitch, UT 84759
435-676-8585
panguitch.com
panguitchcity@gmail.com

Paradise Town

9035 South 100 West
Paradise, UT 84328
435-245-6737
paradise.utah.gov
clerk@paradise.utah.gov

Town of Paragonah

44 North 100 West
PO Box 600247
Paragonah, UT 84760
435-477-8979
paragonahtown@qwestoffice.net

Park City Municipal Corporation

445 Marsac Avenue
Park City, UT 84060
435-615-5001
parkcity.org
webmaster@parkcity.org

Parowan City

P.O. Box 576
Parowan, UT 84761
435-477-3331
parowan.org
pcmanager@infowest.com

Payson City

439 West Utah Avenue
Payson, UT 84651
801-465-5200
paysonutah.org

Perry City

3005 South 1200 West
Perry, UT 84302
435-723-6461
perrycity.org

Plain City

4160 West 2200 North
Plain City, UT 84404
801-731-4908
plaincityutah.org
dianeh@plaincityutah.org

Pleasant Grove City

70 South 100 East
Pleasant Grove, UT 84062
801-785-5045
plgrove.org

Pleasant View City

520 West Elberta Drive
Pleasant View, UT 84414
801-782-8529
pleasantviewcity.com
hgale@pleasantviewcity.com

Plymouth Town

20160 North 5200 West
Plymouth, UT 84330
435-239-7278

Portage Town

P.O. Box 4
Portage, UT 84331
435-866-2108

Price City

185 East Main Street
Price, UT 84501
435-636-3183
priceutah.net

Cities and Towns

Providence City

15 South Main Street
Providence, UT 84332
435-752-9441
providencecity.com

City of Provo

351 West Center
Provo, UT 84601
801-852-6000
provo.org

Town of Randolph

20 S. Main Street
Randolph, UT 84064
435-793-3185

Redmond Town

45 West Main Street
Redmond, UT 84652
435-529-3278

Richfield City

75 East Center Street
Richfield, UT 84701
435-896-6439
richfieldcity.com
webmaster@richfieldcity.com

Richmond City

6 West Main Street
PO Box 9
Richmond, UT 84333
435-258-2092
richmond-utah.com
richmondcity@richmond-utah.com

River Heights City

520 South 500 East
River Heights, UT 84335
435-752-2646
riverheights.org

Riverdale City

4600 South Weber River Drive
Riverdale, UT 84405
801-394-5541
riverdalecity.com
info@riverdalecity.com

City of Riverton

12830 South 1700 West
Riverton, UT 84065
801-254-0704
rivertoncity.com

Town of Rockville

P.O. Box 630206
Rockville, UT 84763
435-772-0992
rockvilleutah.org
rockville@rockvilleutah.org

Rocky Ridge Town

267 North Larkridge
Rocky Ridge, UT 84645
435-623-1707

Roosevelt City

255 South State Street
Roosevelt, Utah 84066
435-722-5001
rooseveltcity.com
jopsahl@rooseveltcity.com

Roy City

5051 South 1900 West
Roy, UT 84067
801-774-1020
royutah.org
admin@royutah.org

Rush Valley Town

52 South Park Street
Rush Valley, UT 84069
435-837-2280
rushvalleytown.com/index.html
townofrv@wirelessbeehive.com

Salem City

30 West 100 South
Salem, UT 84653
801-423-2770
salemcity.org
jeffn@salemcity.org

Salina City

90 West Main Street
Salina, UT 84654
435-529-7304
salinacity.org

Salt Lake City

451 South State Street
Salt Lake City, UT 84111
801-535-7704
ci.slc.ut.us

Sandy City

10000 Centennial Pkwy
Sandy, UT 84070
801-568-7100
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City of Santa Clara

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Multiple Business Disciplines**
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