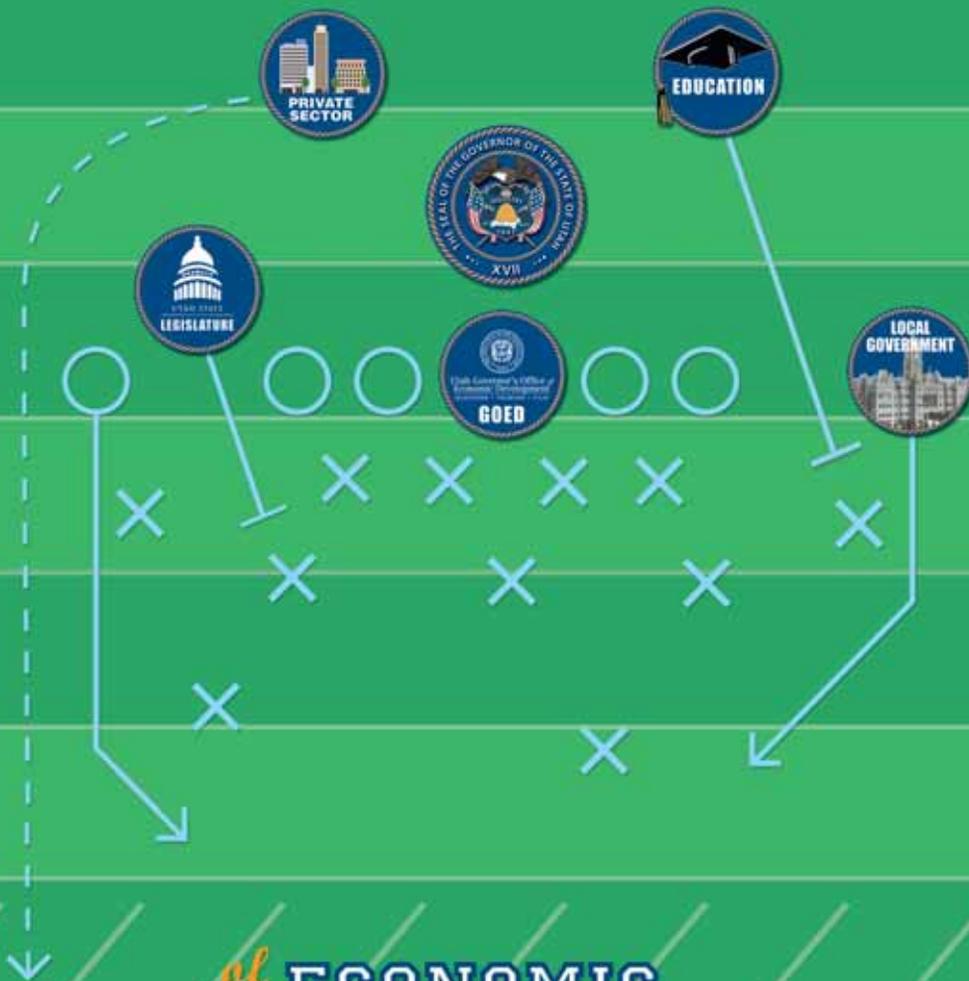




EXECUTING *the* FUNDAMENTALS



of ECONOMIC DEVELOPMENT

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





Utah Code Annotated Contents

Alternative Energy Development Tax Credit 63M-4-501, 505	25
Business Expansion and Retention Program (BEAR Program) 63M-1-904	52
Business Resource Centers (BRC) 63M-1-2704	21
Economic Development Tax Increment Financing (EDTIF) 63M-1-2406, 2407	25-36
Enterprise Zones 63M-1-403	51
Governor’s Economic Council 63M-1-1304	72
Industrial Assistance Fund (IAF) 63M-1-901, 909	26-36
Life Science and Technology Tax Credit 63M-1-2910	25
Motion Picture Incentive Program (MPIP) 63M-1-1800, 1802	61-62
Office of Consumer Health Service, Avenue H, 63M-1-2504	41
Outdoor Recreation Office 63M-1-3301	45
Pete Suazo Utah Athletic Commission 63C-11-101	47
Private Activity Bond Authority (PAB) 63M-1-3001	23
Renewable Energy Development Incentive (REDI) 63M-1-2800	23
Rural Development Office 63M-1-1606	51
Rural Disadvantaged Communities 63M-1-2006	52
Rural Fast Track (RFT) 63M-1-904	52
STEM Action Center 63M-1-3201-3207	55
Technology Commercialization and Innovation Program (TCIP) 63M-1-704	57
Utah Film Commission 63M-1-1802	43
Utah Fund of Funds 63M-1-1206	85
Utah Office of Tourism 63M-1-1404	65
Utah Recycling Market Development Zones 63M-1-1103	24



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	19
Business Resource Centers: Entrepreneurial Development.	21
Corporate Recruitment and Incentives	23
International Trade and Diplomacy Office (ITDO).	37
Office of Consumer Health Services, Avenue H	41
Outdoor Recreation Office	45
Pete Suazo Utah Athletic Commission.	47
Procurement Technical Assistance Centers (PTAC)	49
Rural Development.	51
State Science Advisor	53
STEM Action Center	55
Technology Commercialization and Innovation Program (TCIP)	57
Utah Broadband Project	59
Utah Film Commission	61
Utah Office of Tourism.	65
Governor’s Office of Economic Development Partners	71
Governor’s Economic Council (GEC)	72
Economic Development Corporation of Utah (EDCUtah).	73
Manufacturing Extension Partnership.	77
Office of Energy Development	79
Small Business Development Center Network (SBDC).	81
Utah Fund of Funds	85
Utah Science Technology and Research Initiative (USTAR)	87
Utah Sports Commission	91
World Trade Center Utah	95
Economic Development Resources	97
Business Resource Centers	98
Chambers of Commerce	100
Cities and Towns	103
Economic Development Contacts by County	116
Higher Education	118
Procurement Technical Assistance Centers.	121
Small Business Development Centers	122
USTAR Technology Outreach and Innovation Program Regional Offices . . .	123
GOED Contacts	124



Vision Statement

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



Exelis, prime vendors and subcontracts illustrate the breadth of Utah's composite supply chain.

Four Objectives

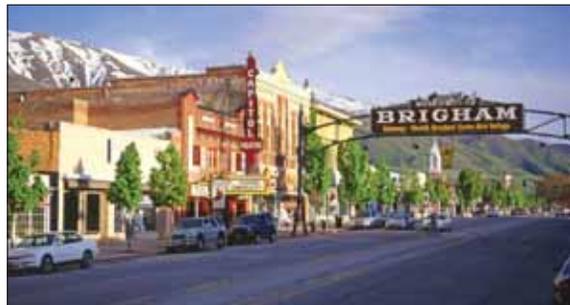
1. Strengthen and grow existing Utah businesses, both urban and rural
2. Increase innovation, entrepreneurship and investment
3. Increase national and international business
4. Prioritize education to develop the workforce of the future



An aerial view of downtown Salt Lake City.



UTA's TRAX Green Line connects the capital city to Salt Lake International Airport.



Brigham City anchors the northern reach of Utah's dynamic Wasatch Front corridor.

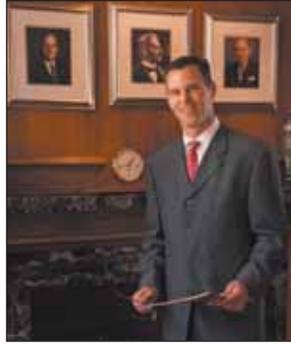


State of Utah
GARY R. HERBERT
Governor

GREG BELL
Lieutenant Governor

Governor's Office of Economic Development

SPENCER P. ECCLES
Executive Director



Dear Legislators and Economic Development Partners,

The Governor's Office of Economic Development continues to consistently execute the Governor's Vision: 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 execute on the fundamentals of economic development, Utah's economy and our residents continue to reap the benefits of living and working in Utah. As we grow, we are keeping a good balance; our economy is strong and our quality of life is among the best in the world.

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. We continue to receive consistently high third party ratings, earned by maintaining our focus on the fundamentals:

- AAA bond rating
- Well-educated and productive workforce
- Low tax rates
- Sensible regulatory environment
- Quality of life

Just this year Governor Gary R. Herbert, oftentimes in partnership with the legislature, established the STEM Action Center program, fully reorganized the rural development program and enhanced the State's emphasis on outdoor recreation by establishing the Outdoor Recreation Office. The new outdoor office will take a long-term strategic approach as the team partners with key stakeholders to improve outdoor business and recreational opportunities in Utah.

In the coming year GOED is committed to developing and executing:

- The Governor's vision and four key economic development objectives.
- A coordinated global branding and marketing strategy in order to leverage Utah's many accolades and positive reports.
- An increase in the global mindedness of all Utah residents and continue to diversify and grow our export base.
- The unprecedented partnerships forged over the previous years.

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

I know that as we work together to refine and execute our strategic plans that we will continue to be in a position of strength and Utah will continue to capitalize on the wave of opportunities moving toward our great State.

Thank you,

Spencer P. Eccles



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



GOED Management Team



Spencer P. Eccles, Executive Director

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

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



Sophia DiCaro, Deputy Director

Sophia is the Deputy Director and Chief Operating Officer for the Governor's Office of Economic Development. Prior to this appointment, she served as the department's finance director. Before joining GOED, Sophia spent seven years in the Governor's Office of Management and Budget in various roles. Sophia is an active board member of the Utah Multicultural Commission and is the co-chair of the Economic Development Subcommittee. She also teaches occasionally at the University of Utah and was recently recognized as being one of Utah's 30 Women to Watch.



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

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



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

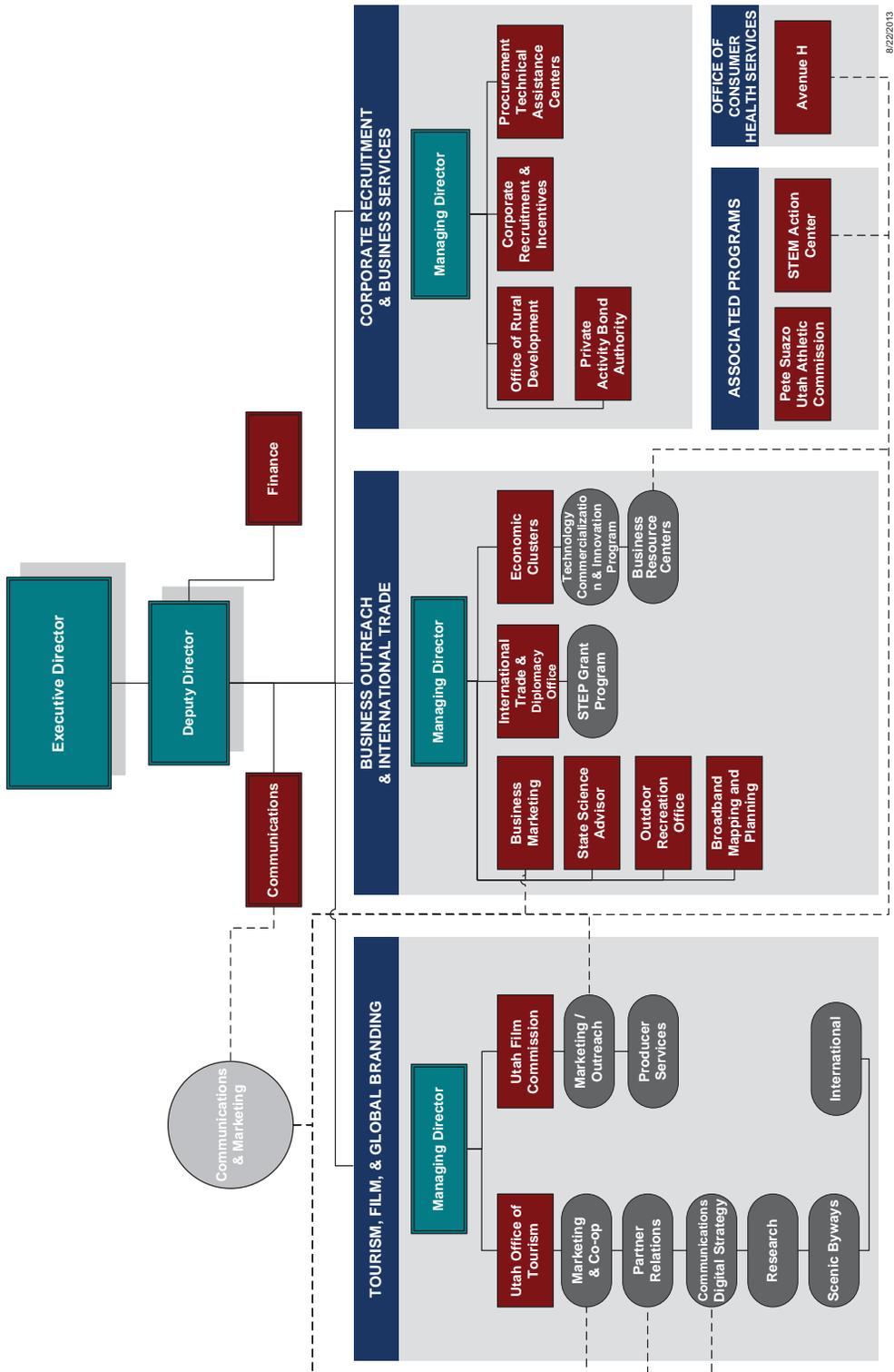
Vincent Mikolay serves as the managing director of Business Outreach and International Trade, which includes the Utah Clusters Initiative, Technology Commercialization and Innovation Program and State Science Advisor. His prior positions included working with several early-stage technology startups and 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. Prior to returning to state service Varela worked for many years as a marketing consultant to major Utah business operations. One of her most public positions was as spokesperson and deputy chief of staff to Governor Mike Leavitt over an eight year span. She has been in the persuasion business for most of her career during which she organized many successful campaigns, including the statewide ballot initiative that positioned Utah to host the 2002 Olympic Winter Games. Working behind the scenes, Ms. Varela built brands such as the Kennecott Land Daybreak community and the Prosperity 2020 movement, which is focused on improving Utah's workforce readiness and educational outcomes.

GOED Organizational Chart



8/22/2013

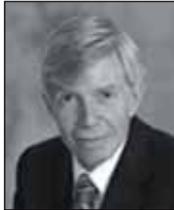
GOED Board Members



Mel Lavitt
Needham and Company, LLC
Term End: 2013
Park City

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

Board Assignments:
Chairman and Incentives Committee



Jerry Oldroyd
Ballard Spahr Andrews & Ingersoll

Term End: 2015
Salt Lake City

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

Board Assignments:
Incentives Subcommittee Chair



Mike Dowse
Amer Sports

Term End: 2015
Ogden

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

Board Assignments:
Incentives Committee and Outdoor Products



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

Term End: 2015
St. George

Bevans is owner and CEO of both Design To Print, Inc. and Steamroller Copies, Inc., printing graphics for organizations such as the NBA and Olympic committees.



Jake Boyer
The Boyer Company

Term End: 2013
Salt Lake City

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

Board Assignments:
Incentives Committee and Financial Services



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



Brent Brown
Brent Brown Automotive Group

Term End: 2015
Salt Lake City

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

Board Assignment:
Aerospace & Defense



Kate Riggs
Independent Business Advisor

Term End: 2015
Park City

Riggs is an experienced advisor with nearly two decades of strategic public affairs experience.

Board Assignments: Incentives Committee and IT & Software



Peter Mouskondis
Nicholas & Company

Term End: 2013
Salt Lake City

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

Board Assignments:
Incentives Committee



Lorena Riffo Jenson
VOX Creative

Term End: 2015
Salt Lake City

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



Winston Wilkinson
Winston Wilkinson & Associates

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



Josh Romney
Founder, The Romney Group

Nominee



Margo Jacobs
Strategic Marketing Consultant

Nominee

PROGRAMS

#1

Pollina Corporate Top 10 Pro-Business States

Pollina Corporate Real Estate Inc.



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

Targeted Economic Clusters

Business Marketing Initiative

Business Resource Centers: Entrepreneurial Development

Corporate Recruitment and Incentives

International Trade and Diplomacy

Office of Consumer Health Services – Avenue H

Outdoor Recreation Office

Pete Suazo Utah Athletic Commission

Procurement Technical Assistance Centers (PTAC)

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.

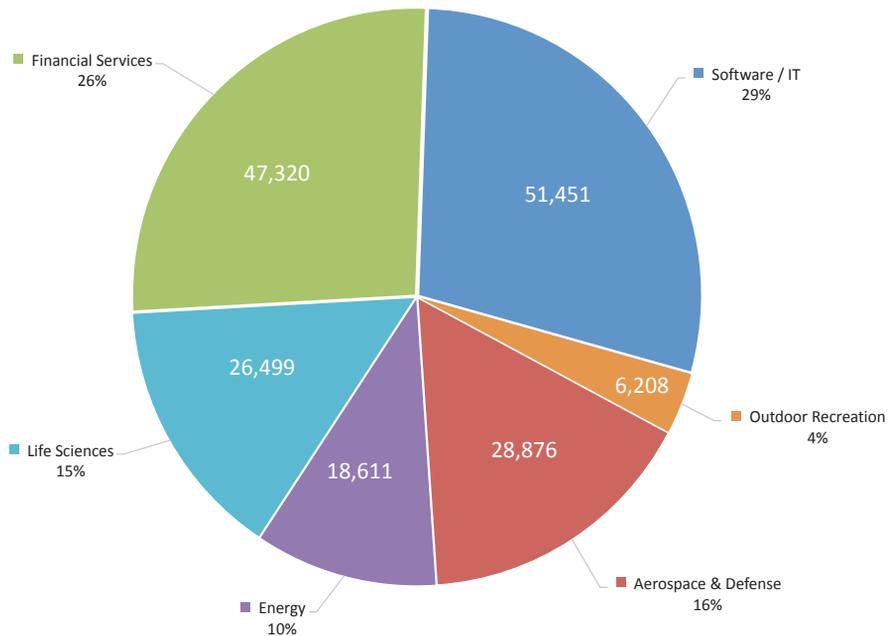
Through a framework focused on growing jobs, cluster directors review an industry in conjunction with trade associations, critical agency partners and key organizations to develop strategic plans that address issues in the areas of advocacy, innovation, capital, manufacturing, infrastructure, workforce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

The result is a vibrant and growing Utah economy that can be seen in the 178,259 jobs in our six clusters up from 171,390 the previous year—a growth rate of 4.0%. Individual cluster growth scores can be seen on the following pages.

Cluster Jobs – 2012

Utah's 6 strategic industry clusters account for 178,965 jobs as of Q4 2012

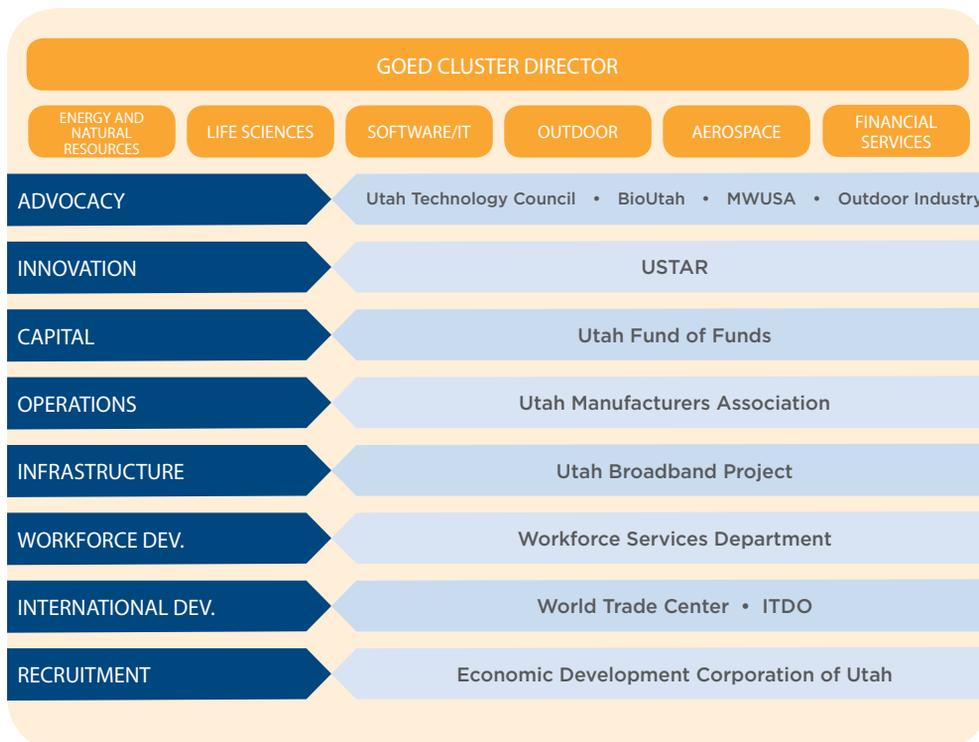
The following chart shows each cluster's contribution to those jobs.



Prepared by Adam Turville, Business Intelligence Analyst, GOED
Source: Utah DWS, GEOD Analysis of Utah DWS data

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

The foundational economic importance of the energy sector was recognized by Governor Gary R. Herbert when he identified energy as one of the Four Cornerstones of Utah's economic recovery. Currently the energy sector provides over 18,600 jobs in the state and 1.5% of the Utah workforce. These positions, on average, pay about 175% of the state's median wage. Clearly these are good jobs, and there's every indication that the sector is poised to grow. At this time Utah is the 11th biggest producer of oil in the country, and the 9th biggest producer of natural gas. However, as oil prices remain high, as natural gas finds additional domestic uses and/or export markets, and as technologies continue to open up previously unrecoverable resources, Utah's conventional fossil fuel production is

ENERGY & NATURAL RESOURCES	
Establishment Count	1,005
Cluster Jobs	18,611
Percent of Utah Total Jobs	1.5%
Avg. Annual Wage	\$90,164
Percent of Utah Avg. Wage	222%

expected to continue to rise. Additionally, unconventional fossil resources such as oil shale and oil sands are right on the cusp of a breakthrough, with a handful of projects taking care of final permits and financing, with plans to break ground in the next 2-3 years. Similarly, in the realm of large-scale renewable energy development, the rapid decline in technology costs, particularly in



Photo by Stevie Emerson

Utah Geological Survey geologists taking samples of a geothermal hot spot in Utah's Black Rock Desert basin.

the realm of solar photovoltaic panels, has prompted a burst of activity in southern Utah, with large firms tying up land and assessing transmission capacity. The United States is, as a whole, experiencing a revolution in energy development, and Utah is positioned to be ever more important to the nation's energy independence.

In the spring of 2011, the Utah Office of Energy Development (OED) was formed in response to Governor Herbert's 10-Year Strategic Energy Plan, and has now been positioned as the primary resource for advancing energy development in Utah. In its first year, 2011, OED hosted over 1,000 attendees at its first annual Utah Governor's Energy Development Summit. When the second Summit's attendance jumped to 1,400, the high levels of attendance and sponsorship clearly demonstrated that the Governor is not alone in anticipating energy's growing importance to the state.

While those companies and jobs that constitute Utah's energy sector range from urban to rural—from attorneys and petroleum engineers to oil well operators and wind turbine maintenance technicians—energy production is a particular boon for rural counties. Indeed, in Carbon, Duchesne and San Juan Counties, 40% of all property tax revenue comes from energy development, and in Uintah, Millard and Emery Counties, between 55-80% of all property taxes flow from energy development. In total, energy production in those counties and others was valued at \$4.6 billion in 2012, and accounted for \$587 million in revenues to the state and other political subdivisions. Energy is big in Utah, and it's getting bigger.

Targeted Economic Clusters

Life Sciences

Utah's life sciences industry employs more than 26,499 employees, 2.1% of the Utah workforce. This places Utah first among the western states for life science businesses per capita and second for overall industry growth.

Utah's life science cluster boasts an average wage that is 149% above the overall Utah average.

Utah is specialized in its industry concentration compared to the nation and outpaces national growth in all four life sciences industry subsectors. A comparison of the life sciences industry in Utah to that of the nation using standard national industry classifications reveals that across four major subsectors—Medical Devices and Equipment; Drugs and Pharmaceuticals; Research, Testing and Medical Labs; and Biomedical Distribution—Utah is specialized with at least a 20% higher level of industry concentration than is found at the national level for that subsector. Furthermore, each of the major subsectors of the life sciences industry is growing faster in Utah.

LIFE SCIENCES	
Establishment Count	982
Cluster Jobs	26,499
Percent of Utah Total Jobs	2.1%
Avg. Annual Wage	\$66,013
Percent of Utah Avg. Wage	162%

The 2012 Battelle Study, *Accelerating Utah's Life Science Industry*, called for economic development to focus on four major strategies to accelerate growth of the life science cluster:

- 1) Develop, retain and attract bioscience talent
- 2) Ensure access to capital at all stages of firm development
- 3) Significantly increase University/Industry collaborations
- 4) Advocate for Utah's life science industry

Capitalizing on information from this report, the Utah Cluster Acceleration Partnership (UCAP), a collaboration between the Governor's Office of Economic Development, the Utah System of Higher Education and the Department of Workforce Services, created four working groups, led by industry and academic partners, to address issues within the four areas. These working groups have identified and solved major hurdles associ-



Governor Herbert visits with GOED life science cluster director Kevin Jessing in an incubator lab at BioInnovations Gateway.

ated with each of these cluster growth strategies. As an example, this fall, Utah Valley University (UVU) will implement a Regulatory Affairs curriculum that directly addresses the needs of the cluster. As we complete 2013, we continue to increase the effectiveness of these groups.

Fiscal Year 2013 also saw the creation of BioUtah, an independent industry trade organization. BioUtah had its genesis in November 2012 with the merger of two life sciences organizations: the Intermountain Biomedical Association and MD4. Approximately 80 life sciences-oriented organizations that were part of the Utah Technology Council were also folded into BioUtah, making BioUtah the premier advocacy organization for life sciences businesses and organizations in Utah.

Information Technology & Software Development

Utah's information technology and software development industries have been vibrant forces for growth in the Utah economy for nearly three decades. This cluster is the largest of the strategic clusters and represents about 4% of all jobs in the State, ending calendar year 2012 with 51,451 jobs in IT/Software companies in Utah, a growth rate of 6.5% year-over-year. As well, there are roughly 4,100 business establishments within the IT/Software industry in Utah in 2012, representing an 8% growth rate over 2011. The average wage in the IT/Software industry is \$76,052 about 94% higher than the state average wage. Total wages for the IT/Software sector from 2011 to 2012 grew at a rate of 14%.

IT/SOFTWARE	
Establishment Count	4,111
Cluster Jobs	51,451
Percent of Utah Total Jobs	4.0%
Avg. Annual Wage	\$76,052
Percent of Utah Avg. Wage	187%

Utah has been home to significant IT and software companies for many years, a legacy that continues to this day. In 1985, two of the three largest software companies in the world, Novell and WordPerfect, were based in Utah—Microsoft was the third. In recent years, Utah has had significant successes such as Omniture, led by Josh James, going public and later being acquired by Adobe Systems. James then turned around and restated his commitment to Utah by starting Domo, a Utah-based business intelligence company, with more than \$125 million in funding from investors including Benchmark, Greylock Partners and Andreessen Horowitz.

Digital interview provider, Hirevue, announced plans to add 540 jobs in Utah, which includes \$30 million in capital expansion and over \$170 million in new state wages over the next seven years.

Targeted Economic Clusters



Brad Petersen enjoying a rafting trip with his family on the San Juan River in southeastern Utah.

Outdoor Products and Recreation

The outdoor products and recreation cluster continues to grow. The Governor's Office of Economic Development recently appointed a new Director, Brad Petersen, of the legislatively created Outdoor Recreation Office, which strives to increase Utah's recognition as a best place for outdoor business and recreation.

The cluster met with great success during their Outdoor Retailer Summer and Outdoor Retailer Winter shows. The Outdoor Retailer shows' contract was extended until 2016, which will bring great revenue and business opportunities to the State.

The Outdoor Products and Recreation Cluster works with a broad range of well-known outdoor companies: Amer Sports, Rossignol, Voile, Bluehouse, Black Diamond, Petzl, Lizard Skins, Specialized and Quality Bicycle Products.

OUTDOOR RECREATION	
Establishment Count	177
Cluster Jobs	6,208
Percent of Utah Total Jobs	0.5%
Avg. Annual Wage	\$41,950
Percent of Utah Avg. Wage	103%

Aerospace and Defense Cluster:

The aerospace and defense cluster continued growing through 2012, adding almost 30 employees to a base of 28,000 jobs representing about 2.3% of all jobs in Utah. The sector represents almost 3% of all state wages, with average wages about 70% higher than the Utah average wage.

The Aerospace and Defense Utah Cluster Acceleration Partnership (UCAP) process continues. The program established a cooperative program between L-3 Com and Salt Lake Community College to train electronic electrician technicians and assemblers at the college's new Westpointe Campus. The program graduated approximately 170 students from its first class this year; all of which were hired by L-3 Com.

GOED has teamed up with Mountain West Unmanned Systems Alliance (MWUSA) and the Economic Development Corporation of Utah (EDCUtah) to establish Utah as one of the Federal Aviation Administration (FAA) sites for the evaluation of civilian use of Unmanned Aerial Systems in the National Airspace. The State has applied to the FAA to be selected as one of its six Unmanned Aerial Systems (UAS) test sites. Unmanned Aerial Systems are already a significant component of Utah's aerospace industry and a key part of Utah's initiative for growth of high-technology employment.

Selection as a test site will officially establish Utah as a viable national hub for UAS efforts resulting in stimulated high end job growth, increased and enhanced research opportunities for higher education and sustained economic impact. If the FAA selects Utah as one of its testing sites, the state could see a direct increase in a possible excess of 10,000 full time private sector jobs during the ten-year period following the OTA award.

Utah exhibited at the annual Association for Unmanned Vehicle Systems International (AUVSI) conference at which were highlighted the excellence and capabilities of Utah's Unmanned System's companies and academic institutions.

AEROSPACE AND DEFENSE	
Establishment Count	158
Cluster Jobs	28,876
Percent of Utah Total Jobs	2.3%
Avg. Annual Wage	\$73,505
Percent of Utah Avg. Wage	180%



Utah State University's AggieAir™ service center at the Utah Water Research Laboratory deploys a number of their own autonomous UAS in support of environmental research and monitoring.

Targeted Economic Clusters

Governor Gary R. Herbert hosted a gathering of major aerospace and unmanned system companies, including AAI, Sierra Nevada Corp, L-3, Boeing, John Deere, Lockheed-Martin, ImSAR. Additionally high-level executives from the DoD, FAA and other Federal agencies attended.

In June, ITT Exelis was awarded a multi-million dollar contract from Lockheed Martin to fabricate composite blade seal components for all variants of the F-35 Lightning II program.

Financial Services Cluster

With 91 state-chartered institutions and a combined total of \$403.4 billion in total asset distribution, the State of Utah has become a major player in the financial services industry. Utah boasts the highest number of industrial banks in the nation with 31 chartered industrial banks and has eight of the top ten industrial banks in the country by asset size.

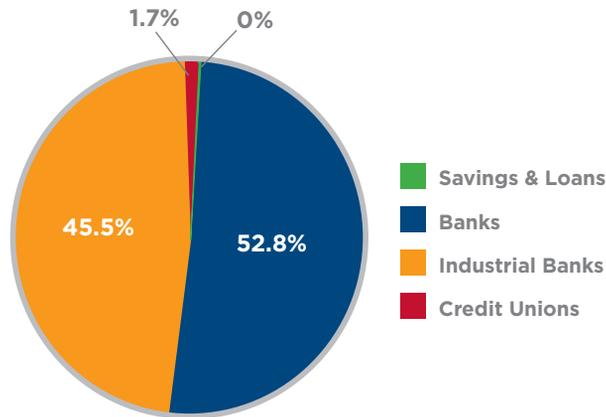
FINANCIAL SERVICES	
Establishment Count	4,571
Cluster Jobs	47,320
Percent of Utah Total Jobs	3.9%
Avg. Annual Wage	\$65,771
Percent of Utah Avg. Wage	162%

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.

Utah's State Chartered Institutions by Total Asset Distribution





EnerBank USA supervisor trains lender at loan call center. Top customer service and strong work ethic contribute to the continued growth of Utah as a financial services epicenter.

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 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

Targeted Economic Clusters

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 and has eight of the top ten in the country by asset size.

MountainWest Capital Network (MWCN)

MWCN is Utah's first and largest business networking organization devoted to supporting entrepreneurial success. MWCN works to foster the flow of information about capital formation and distribution, educates and mentors and recognizes and rewards performance in Utah. MWCN tracks and reports deal flow in the state. For 2010, there were 149 total deals creating a transaction value of \$3,670,899,000 up from \$3,463,000,126 in 2009 due to improving national economic conditions. This data is broken down in the following table. The data provided is not a complete listing of all deals in Utah, since many are confidential and not reported and some have insufficient data for inclusion.

Utah Microenterprise Loan Fund

Over the past nineteen 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 810 small businesses across the state.

Through their loans (\$1,000-\$25,000), they've been able to help people with low to moderate incomes supplement their earnings, helped women find the flexibility they need to balance their work and families, and worked with child care providers to increase the number of children they are able to have in their care. They have 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.



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 brand 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

In FY2013, GOED's business website saw 94,991 unique visitors, up 4.45% from FY2012. Facebook, Twitter and LinkedIn channels all saw growth in followers of 10% or more over the same time period. The Facebook site alone had 249 posts during the year, with a "reach" (viewership) of 103,101. Content of the posts ranged from in-state services, industry cluster, corporate recruitment news, and Utah accolades.

GOED Business Marketing is revamping the Business.utah.gov website for launch in September 2013 to add blogging capabilities and searchable databases for corporate recruitment and in-state services promotion.

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 70 to more than 250 in FY2013.

A highpoint of the UBA program was the coordination of Governor Herbert's "trade mission" style business outreach trip to California in conjunction with Governor McDonnell of Virginia. Utah and Virginia are the top-ranked states for business according to Forbes Magazine. The two-day trip included receptions in



Business Marketing Initiative

Southern and Northern California, and Utah economic development staff made direct contact with more than 100 business leaders in a variety of industries.

Clusters

GOED launched print and online campaigns in two high-growth vertical markets—Life Sciences and IT. The campaigns generated 26 leads, 4,400 click-throughs and more than seven million online impressions. In addition, we placed three print ads in two medical device publications, and attracted a 150-person, three-day medical device conference to Salt Lake City in June. The life sciences campaign arose directly from Utah industry feedback gathered in the UCAP process.

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 27 print ads and five online banner campaigns. On the event side, GOED Business Marketing collaborated with EDCU at major trade shows including ICSC (retail), AUVSI (aerospace/defense), Game Developers (IT) and Supercomputing (IT).

In-state Business Services

Seven print ads with Utah-based publications promoted Business Resource Centers, PTAC, International 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.

Global Branding

Surveys were conducted with corporate site selection consultants and IT executives. Perceptions of Utah as a place to do business have improved since a 2008 survey, with quality workforce, low operating costs and quality of life as key highlights. In addition, Business Marketing coordinated a request for information to facilitate an analysis of the “Utah: Life Elevated” slogan, with particular emphasis on its currency in the business world.



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-1-2704

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 can 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, the 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, investors, micro-loan 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

Business Resources Centers: Entrepreneurial Development

access to statewide resources and programs. They are formed at a local level with partners who are federal, state, county, city, public or private business service providers.

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

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

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

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



The Northfront Business Resource Center at the Davis Applied Technology Center in Kaysville, Utah, provides one-stop access to key partners in business incubation and growth.



For additional information about Business Resource Centers visit business.utah.gov or contact Vincent E. Mikolay, Managing Director, at vmikolay@utah.gov or 801-538-8799

OVERVIEW

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

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

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

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

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

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

A post-performance refundable tax credit for up to 100% of new state revenues (state corporate/partnership income, sales and withholding taxes) over the life of the project (up to 20 years) for renewable/alternative energy generation and related manufacturing.

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

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

Corporate Recruitment and Incentives



State Street Plaza

- 180 affordable and market-rate, 1- to 3-bedroom apartments.
- 28,000 SF of retail space.
- Commercial arcade atrium of specialty shops, cafes, restaurants and theaters connecting to a beautiful open plaza.

Approved Projects for CY2013

Note: PAB operates on a calendar year. Figures reflect 2013 allocation amounts, but 2012 job creation figures. Project and dollar figures reflect projects state-wide awarded from January – July 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	\$0				
Single Family Homes	\$122,587,500	N/AP	2,024	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.

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

Businesses within a Recycling Zone can claim state income tax credits of 5% on the investment in eligible equipment for the handling and/or consumption of recycled materials. Currently recycling zones are located in 20 of the 29 counties. Fifty companies within these zones have invested over \$354 million in machinery and equipment since 1997. In 2012, 12 companies have invested over \$13.7 million and during 2011, 24 companies invested \$40.3 million and during 2010,

16 companies invested \$24.1 million. Total to date employment gain in FY2013 was 158 employees.

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

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

During 2011, GOED awarded four companies a total of \$1M in tax credits to be distributed over three years. 2013 was the second year to measure economic impact; the new projects associated with the tax credits resulted in the creation of 59 jobs during 2012 and 2013.

During 2013, GOED awarded \$204,750 in post-performance tax credits to be distributed over three years, for ten investors to invest in three life science companies.

Alternative Energy Development Tax Credit, U.C.A. 63M-4-501, 505

As of this date no companies have applied for nor have any tax credits been issued. We expect the first tax credits to be applied for in the coming year.

Funds for employee training may be available

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.

For state fiscal year 2013 (July 1, 2012 – June 30, 2013) DWS has paid out \$334,216^[1] of the Job Growth Training Fund to GOED. The funds are to be used by GOED in their employer recruitment efforts and are specific to assisting companies with their training of incumbent, or new, employees. The training curriculums may be based in-house or hosted by an external education institution by both existing and new companies in the State of Utah.

^[1] Funding is not tied to individual income or asset restrictions. The funding is to be used as deemed appropriate by GOED in concert with existing Utah, or new to Utah, employer requesting the funding.

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

An EDTIF is a post-performance incentive with a maximum cap tax credit that can be up to 30% of the state corporate income, sales and withholding taxes paid 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.

Corporate Recruitment and Incentives

Aggregate Total of Offered Incentives from 2006 to 2013

- From 2006 to 2013 the State incented the creation of 19,105 jobs.
- To date the incented companies have created 11,933 or 62.4% of the committed jobs.
- From 2006 to 2013 the State committed to issue tax credits to the companies who earn credits over the 10 year average term of their commitments, totaling \$810,277,207.
- Since 2006 the aggregate incentives, which have been claimed by the companies who have created jobs, is \$58,901,449 or 7%.

IAF/EDTIF Performance/2006									
Company Name	City/Town	Incentive Type	Term	Number of Contracted Jobs Over Term	Wages Paid Over Term	New State Tax Revenue Over Term	Capital Investment in Facility	Maximum Cap Incentive Earned Over the Term	
Rosignol/Quicksilver	Park City	EDTIF	10	100	\$ 71,900,000	\$ 7,365,000	\$ -	\$ 2,500,000	
Varian Medical Systems	Salt Lake City	EDTIF	10	100	\$ 57,508,000	\$ 9,593,000	\$ 15,000,000	\$ 1,000,000	
KraftMaid Cabinetry	West Jordan	EDTIF	10	1,333	\$ 400,300,000	\$ 16,217,000	\$ 107,000,000	\$ 3,243,000	
Silicon Valley Bank	Salt Lake City	IAF	5	300	\$ 135,626,000	\$ 8,136,000	\$ 7,000,000	\$ 990,000	
Heritage Plastics	Milford	EDTIF	10	100	\$ 25,075,000	\$ 9,657,000	\$ 5,300,000	\$ 1,500,000	
Nucor	Brigham City	EDTIF	10	225	\$ 97,640,000	\$ 7,844,500	\$ 27,000,000	\$ 2,353,350	
Qwest	Logan	EDTIF	10	574	\$ 207,342,000	\$ 16,734,000	\$ 25,806,267	\$ 2,500,000	
Viracon	St. George	IAF	5	250	\$ 32,599,000	\$ 4,118,000	\$ 25,000,000	\$ 750,000	
West Desert High Astro	Millard Co.	Econ Opp	2	28	\$ 9,553,000	\$ -	\$ 19,000,000	\$ 350,000	
IM Flash Technologies Inc.	Lehi	EDTIF	5	1,850	\$ 488,000,000	\$ 12,546,000	\$ 3,000,000,000	\$ 14,639,000	
Cephalon	Salt Lake City	EDTIF	5	365	\$ 24,900,000	\$ 11,071,000	\$ 100,000,000	\$ 2,100,000	
West Liberty Foods	Tremonton	EDTIF	10	500	\$ 131,400,000	\$ 6,920,000	\$ 50,000,000	\$ 2,000,000	
DBT America	Huntington	IAF	5	12	\$ 5,593,065	\$ 613,000	\$ 4,000,000	\$ 45,000	
Allegheny Technologies	Tooele Co.	EDTIF	10	150	\$ 73,364,000	\$ 14,346,000	\$ 300,000,000	\$ 3,250,000	
Average Term:				8					
Totals:				5,887	\$ 1,760,800,065	\$ 125,160,500	\$ 3,685,106,267	\$ 37,220,350	
2006 Jobs created to date by aggregate:				3,480 or 59%					
2006 Aggregate incentive paid to date:								\$27,599,012 or 74%	

IAF/EDTIF Performance/2007								
Company Name	City/Town	Incentive Type	Term	Number of Contracted Jobs Over Term	Wages Paid Over Term	New State Tax Revenue Over Term	Capital Investment in Facility	Maximum Cap Incentive Earned Over the Term
US Food Service	Ogden	EDTIF/IAF	10	200	\$ 73,096,000	\$ 8,314,000	\$ 29,000,000	\$ 2,000,000
Charlotte Pipe	Cedar City	EDTIF	10	40	\$ 22,958,000	\$ 2,858,000	\$ 36,000,000	\$ 857,000
Dannon	West Jordan	EDTIF	10	295	\$ 96,050,000	\$ 51,438,000	\$ 175,000,000	\$ 8,350,000
Amer Sports	Ogden	EDTIF/IAF	10	230	\$ 132,962,000	\$ 26,451,000	\$ 3,250,000	\$ 7,935,000
ICU Medical	Taylorsville	EDTIF	10	175	\$ 68,974,000	\$ 10,879,000	\$ 18,850,000	\$ 3,000,000
Smith Sport Optics	Clearfield	IAF	10	64	\$ 13,815,000	\$ 755,000	\$ 1,700,000	\$ 300,000
Syracuse Castings	Tooele	EDTIF	10	89	\$ 20,863,000	\$ 1,950,000	\$ 1,590,000	\$ 585,000
Mainove	Clearfield	EDTIF	10	63	\$ 19,560,000	\$ 953,000	\$ 5,000,000	\$ 286,000
Cedar City Fiber Optic	Cedar City	Econ Opp	1	0	\$ -	\$ -	\$ 2,655,608	\$ 400,000
Air Liquide	Salt Lake City	EDTIF	10	43	\$ 27,863,000	\$ 3,704,000	\$ 21,000,000	\$ 1,111,000
Outdoor Retailers Convention	Salt Lake City	Econ Opp	6 mo	615	\$ -	\$ -	\$ -	\$ 250,000
Totals:		Average Term:	8	1,814	\$ 476,141,000	\$ 107,302,000	\$ 294,045,608	\$ 25,074,000
2007 Jobs created to date by aggregate:								
2007 Aggregate incentive paid to date:								\$4,416,524 or 18%

“It’s been six 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



Corporate Recruitment and Incentives

IAF/EDTIF Performance/2008								
Company Name	City/Town	Incentive Type	Term	Number of Contracted Jobs Over Term	Wages Paid Over Term	New State Tax Revenue Over Term	Capital Investment in Facility	Maximum Cap Incentive Earned Over the Term
Delta Air Lines	Salt Lake City	Econ Opp	16 mo		\$ -	\$ -	\$ -	\$ 250,000
FiberTek	Nephi	EDTIF/IAF	10	99	\$ 36,589,000	\$ 13,612,000	\$ 32,500,000	\$ 4,000,000
Thermo Fisher Scientific	Logan	EDTIF	10	196	\$ 68,054,000	\$ 9,118,000	\$ 21,100,000	\$ 2,735,000
Barnes Aerospace	Ogden	EDTIF	15	474	\$ 150,221,000	\$ 7,927,000	\$ 11,800,000	\$ 2,000,000
Procter & Gamble	Box Elder Co.	EDTIF	20	1,185	\$ 1,278,000,000	\$ 280,739,000	\$ 540,000,000	\$ 85,000,000
Hershey	Ogden	EDTIF	10	123	\$ 48,860,000	\$ 13,009,000	\$ 38,000,000	\$ 2,600,000
Southern Classic Foods	Ogden	IAF	10	94	\$ 22,332,000	\$ 1,262,000	\$ 10,260,000	\$ 300,000
Goldman Sachs*	Salt Lake City	EDTIF	20	375	\$ 886,727,000	\$ 81,763,000	\$ 20,200,000	\$ 20,000,000
Barnes Bullets	Mona	IAF	10	42	\$ 13,370,000	\$ 446,000	\$ 5,000,000	\$ 200,000
Disney Interactive	Salt Lake City	EDTIF	10	565	\$ 330,678,000	\$ 16,989,000	\$ 15,100,000	\$ 5,250,000
Oracle	West Jordan	EDTIF	12	100	\$ 73,574,249	\$ 50,415,374	\$ 260,000,000	\$ 15,124,000
eBay*	South Jordan	EDTIF	10	50	\$ 23,799,980	\$ 109,110,945	\$ 436,000,000	\$ 27,277,000
Cementation	Sandy	EDTIF	10	422	\$ 130,226,301	\$ 16,585,538	\$ 5,500,000	\$ 3,317,000
Fresenius	Ogden	EDTIF	10	1,111	\$ 303,339,000	\$ 16,630,445	\$ 340,000,000	\$ 4,157,611
Totals:		Average Term:	11	4,836	\$ 3,365,770,530	\$ 617,607,302	\$ 1,735,460,000	\$ 172,210,611
2008 Jobs created to date by aggregate:								
2008 Aggregate incentive paid to date:								
\$19,873,274 or 12%								

* Consolidated Incentive

“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 Utah 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

IAF/EDTIF Performance/2009									
Company Name	City/Town	Incentive Type	Term	Number of Contracted Jobs Over Term	Wages Paid Over Term	New State Tax Revenue Over Term	Capital Investment in Facility	Maximum Cap Incentive Earned Over the Term	
Boart Longyear	Salt Lake City	EDTIF	10	200	\$ 222,535,427	\$ 12,144,432	\$ 3,000,000	\$ 3,036,000	
Reokitt Benokiser	Tooele Co.	EDTIF	10	141	\$ 49,289,036	\$ 9,506,507	\$ 35,000,000	\$ 1,901,000	
Jet Aviation - DNA**	Ogden	EDTIF/IAF	15	650	\$ 420,769,000	\$ 27,716,041	\$ 6,900,000	\$ 8,315,000	
Cephalon	Salt Lake City	EDTIF	10	60	\$ 37,267,447	\$ 6,732,766	\$ 18,000,000	\$ 1,683,200	
Quality Bicycle Products	Weber	EDTIF	10	71	\$ 33,426,126	\$ 10,860,159	\$ 5,700,000	\$ 2,172,232	
SA International	Salt Lake City	EDTIF	10	129	\$ 63,963,000	\$ 7,130,805	\$ 370,000	\$ 1,782,701	
Top Ten Reviews	Ogden	EDTIF	7	165	\$ 45,287,172	\$ 3,658,878		\$ 731,775	
Duncan Aviation	Provo	EDTIF	15	657	\$ 336,840,838	\$ 22,144,311	\$ 58,000,000	\$ 6,643,293	
Delta Air Lines - Tokyo	Salt Lake City	Econ Opp						\$ 250,000	
Nelson Laboratories - DNC ^{^^}	Taylorville	EDTIF	10.5	393	\$ 157,538,750	\$ 9,982,877	\$ 13,745,000	\$ 1,996,600	
Sum Products Corporation	Salt Lake City	EDTIF/IAF	10	80	\$ 276,114,563	\$ 34,022,025	\$ 14,600,000	\$ 2,513,600	
Keystone Aviation HondaJet	Salt Lake City	EDTIF	10	72	\$ 18,830,731	\$ 8,701,701	\$ 4,000,000	\$ 1,740,300	
ATK Aerospace Structures	Clearfield	EDTIF	20	848	\$ 1,664,771,288	\$ 109,108,187	\$ 250,000,000	\$ 32,732,500	
Dynamic Confections - DNA**	Draper	EDTIF	11	110	\$ 70,198,304	\$ 4,119,278	\$ 4,000,000	\$ 823,856	
Great Salt Lake Minerals - DNA**	Ogden	EDTIF	11	50	\$ 27,313,426	\$ 1,024,253	\$ 42,000,000	\$ 153,638	
Vensys Corporation - DNA**	South Jordan	EDTIF	7	100	\$ 18,719,026	\$ 4,177,496	\$ 10,000,000	\$ 835,000	
eBay*	Draper	EDTIF	10	200	\$ 70,106,217	\$ 6,879,345	\$ 40,500,000	\$ 1,719,800	
Microsoft*	Lehi	NA	NA	100	\$ -	\$ -	\$ -	NA	
			Average Term:	11					
Totals:				4,026	\$ 3,512,960,341	\$ 277,909,051	\$ 505,815,000	\$ 69,030,495	
2009 Jobs created to date by aggregate:				139 or 3.4%					
2009 Aggregate incentive paid to date:								\$2,457,267 or 3.5%	

* Consolidated Incentive
 ** Did Not Accept

"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

Corporate Recruitment and Incentives

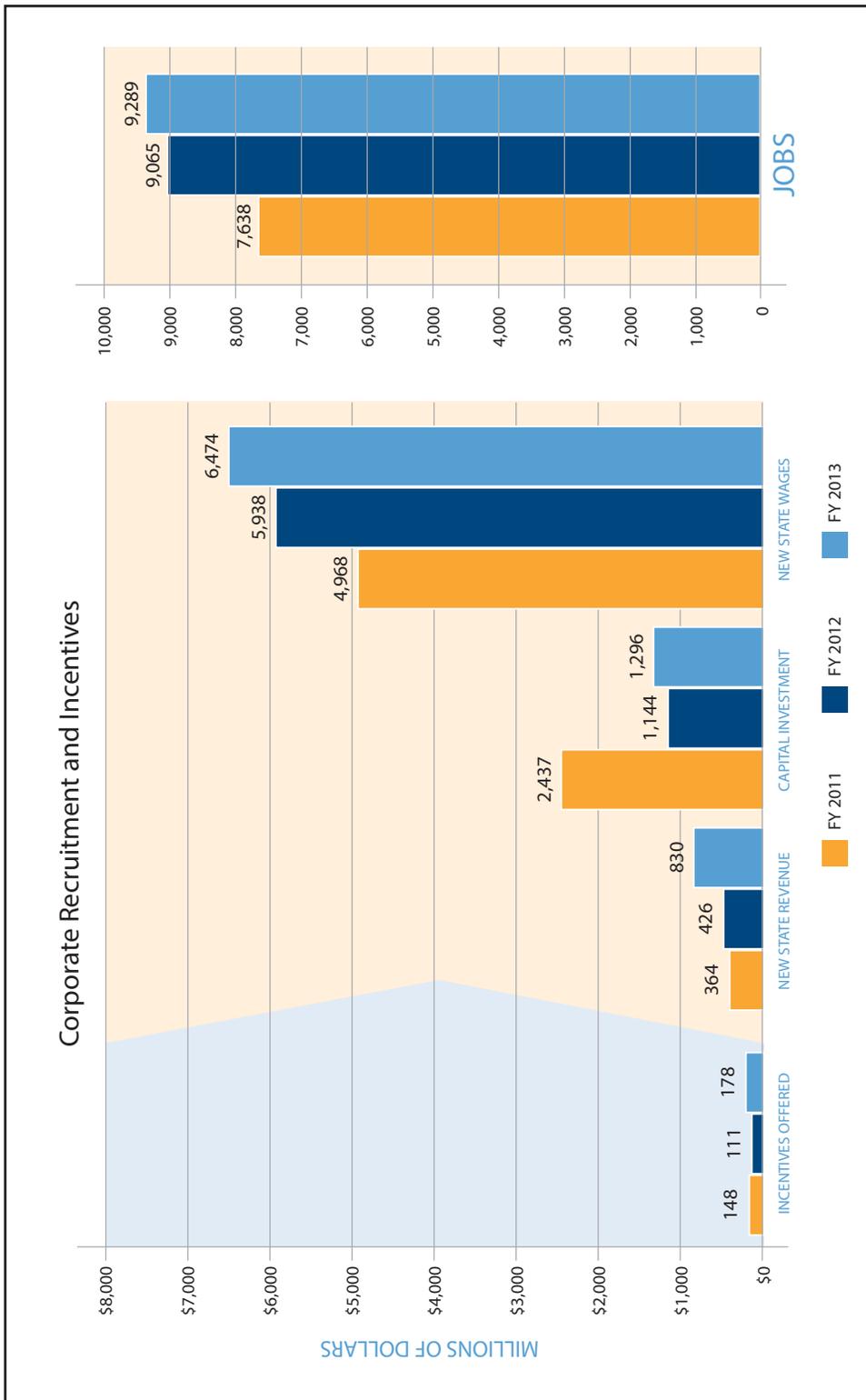
IAF/EDTIF Performance/2010								
Company Name	City/Town	Incentive Type	Term	Number of Contracted Jobs Over Term	Wages Paid Over Term	New State Tax Revenue Over Term	Capital Investment in Facility	Maximum Cap Incentive Earned Over the Term
Mozy, Inc.	Pleasant Grove	EDTIF	10	91	\$ 45,401,339	\$ 2,716,229	\$ 2,200,000	\$ 543,200
Edwards Lifesciences	Draper	EDTIF/IAF	15	1,300	\$ 776,525,500	\$ 50,943,077	\$ 14,500,000	\$ 11,521,000
Goldman Sachs	Salt Lake City	EDTIF	20	690	\$ 1,713,742,314	\$ 157,611,362	\$ 51,000,000	\$ 47,283,409
Haemonetics - DNA**	Draper	EDTIF	5:5	220	\$ 26,147,393	\$ 1,699,300	\$ 17,000,000	\$ 169,900
eBay*	Draper	EDTIF	10	207	\$ 61,375,816	\$ 8,512,554	\$ 81,000,000	\$ 2,128,139
Fairchild Semiconductor - DNA**	West Jordan	EDTIF/IAF	4	538	\$ 122,053,164	\$ 5,374,453	\$ 49,500,000	\$ 1,269,200
Merit Medical Systems	South & West Jor	EDTIF	10	392	\$ 95,729,691	\$ 25,667,302	\$ 11,000,000	\$ 4,360,000
MediConnect Global Inc.	Ephraim City	EDTIF	10	306	\$ 45,500,000	\$ 7,019,315	\$ 470,000	\$ 1,754,800
Lofthouse	Ogden	EDTIF	5	115	\$ 15,130,735	\$ 692,170	\$ 22,500,000	\$ 138,434
Janicki Industries	Layton	EDTIF	10	50	\$ 20,592,500	\$ 1,581,374	\$ 19,500,000	\$ 316,275
Petersen Inc. - DNA**	Fair West City	REDI	5	53	\$ 10,647,987	\$ 983,456	\$ 3,000,000	\$ 344,209
Royal Bank of Scotland	Taylorsville	EDTIF	15	260	\$ 389,488,515	\$ 34,429,044	\$ 6,270,000	\$ 8,607,261
Totals:		Average Term:	10	4,222	\$ 3,322,274,954	\$ 297,229,636	\$ 277,940,000	\$ 78,435,827
2010 Jobs created to date by aggregate:				1,290 or 31%				
2010 Aggregate incentive paid to date:								\$1,328,203 or 1.7%

* Consolidated Incentive

** Did Not Accept

“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



Corporate Recruitment and Incentives

IAF/EDTIF Performance/2011									
Company Name	City/Town	Incentive Type	Term	Number of Contracted Jobs Over Term	Wages Paid Over Term	New State Tax Revenue Over Term	Capital Investment in Facility	Maximum Cap Incentive Earned Over the Term	
Adobe Systems Inc.	Holladay	EDTIF	20	927	\$ 1,631,697,764	\$ 134,130,419	\$ 298,000,000	\$ 40,239,126	
Black Diamond Equipment	Lehi	EDTIF	10	55	\$ 32,765,324	\$ 1,977,661	\$ -	\$ 395,500	
ATK Aerospace Systems	Clearfield	EDTIF	20	802	\$ 939,920,000	\$ 62,993,537	\$ 390,000,000	\$ 18,898,061	
Litehouse	Hurricane	EDTIF	10	162	\$ 37,624,584	\$ 2,512,354	\$ 11,200,000	\$ 502,400	
Newell Window Furnishings (Levolor)	Ogden	IAF	5	465	\$ 82,007,804	\$ 3,845,108	\$ 800,000	\$ 150,000	
Sundance Institute	Park City	Econ Opp	-	100	-	-	-	\$ 150,000	
Overstock - DNA**	Provo	EDTIF	10	150	\$95,480,000	\$4,494,496	-	\$ 1,123,600	
Czarnowski	St. George	EDTIF/IAF	7	50	\$18,459,664	\$915,344	\$ 7,000,000	\$ 187,300	
CSN Stores	Ogden	EDTIF	10	868	\$ 188,989,700	\$ 8,472,758	\$ 1,500,000	\$ 548,500	
JBS USA Holdings, Inc. - DNA**	Hyrum	EDTIF	10	420	\$ 115,569,462	\$ 8,797,836	\$ 30,000,000	\$ 1,759,500	
Liberty Safe and Security Products	Payson	EDTIF	7	50	\$ 10,251,032	\$ 2,281,968	\$ 8,000,000	\$ 342,000	
Air Products	Tooele	EDTIF	5.5	57	\$ 19,344,879	\$ 1,042,683	\$ 40,000,000	\$ 208,500	
Genpak	Cedar City	EDTIF	5	125	\$ 15,000,000	\$ 574,064	\$ 22,700,000	\$ 125,000	
ITT Corporation	Salt Lake City	EDTIF	15	2,707	\$ 1,300,000,000	\$ 112,000,000	\$ 120,000,000	\$ 33,656,000	
IM Flash Technologies Inc.	Lehi	EDTIF	15	200	\$167,686,106	\$7,068,833	\$1,500,000,000	\$ 45,900,000	
EMC Corporation	Draper	EDTIF	10	500	\$313,600,626	\$12,476,673	\$7,600,000	\$ 3,513,700	
Utah Sports Commission	Salt Lake City	Econ Opp	0	0	\$ -	\$ -	\$ -	\$ 100,000	
			Average Term:						
				10					
Totals:				7,638	\$ 4,968,396,945	\$ 363,583,734	\$ 2,436,800,000	\$ 147,799,187	
2011 jobs created to date by aggregate:				1,711 or 22%					
2011 Aggregate incentive paid to date:								\$2,121,767 or 1%	

** Did Not Accept

“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

Corporate Recruitment and Incentives

IAF/EDTIF Performance/2012									
Company Name	City/Town	Incentive Type	Term	Number of Contracted Jobs Over Term	Wages Paid Over Term	New State Tax Revenue Over Term	Capital Investment in Facility	Maximum Cap Incentive Earned Over the Term	
Morgan Stanley Smith Barney	South Jordan	EDTIF	5	80	\$ 11,478,802	\$ 446,900	\$ 2,800,000	\$ 89,000	
eBay*	Draper	EDTIF	20	2,200	\$ 2,737,441,997	\$127,186,975.00	\$ 80,000,000	\$ 38,156,092	
Fiberspar	Salt Lake/Tooele	EDTIF	10	276	\$ 80,452,430	\$ 7,374,613	\$ 23,600,000	\$ 1,474,900	
SAIC	Salt Lake/Utah/Da	EDTIF	10	294	\$ 127,686,410	\$ 8,689,153	\$ 10,000,000	\$ 2,192,288	
Home Depot	Ogden	EDTIF	10	691	\$ 67,365,753	\$ 2,609,333	\$ 12,000,000	\$ 521,867	
Lifetime Products		EDTIF	20	482	\$ 221,136,866	\$ 12,774,363	\$ 46,000,000	\$ 3,193,591	
Incomm	Salt Lake County	EDTIF	5	101	\$ 21,771,000	\$ 1,703,877		\$ 340,775	
Pepperidge Farm	Richmond	EDTIF	10	54	\$ 11,667,527	\$ 2,115,978	\$ 45,000,000	\$ 481,685	
L-3	Salt Lake County	EDTIF	10	500	\$ 389,782,590	\$ 22,106,729	\$ 6,100,000	\$ 5,526,682	
Hexcel Corporation	Salt Lake County	EDTIF	10	616	\$ 348,019,091	\$ 31,071,844	\$ 650,000,000	\$ 7,767,961	
Futura	Davis County	EDTIF	10	143	\$ 57,886,740	\$ 11,982,206	\$ 23,155,000	\$ 1,694,786	
UPS - DNA**	North Salt Lake	EDTIF	10	175	\$ 96,531,000	\$ 3,740,943	\$ 4,800,000	\$ 935,000	
Workday	Salt Lake	EDTIF	10	250	\$ 156,978,924	\$ 13,815,759		\$ 2,763,151	
Visit Salt Lake	Salt Lake	Econ Opp	1	557	\$ 13,700,473	\$ 2,612,159			
Family Dollar	St. George	EDTIF	20	450	\$ 297,464,933	\$ 15,068,314	\$ 90,000,000	\$ 3,764,578	
Schiff Nutrition	Salt Lake City	EDTIF	6	400	\$ 17,659,408	\$ 1,540,932	\$ 1,500,000	\$ 308,186	
Xactware Solutions Inc.		EDTIF	20	859	\$ 756,844,710	\$ 129,051,958	\$ 130,000,000	\$ 32,262,990	
FLSmidth	Midvale	EDTIF	10	124	\$ 86,817,275	\$ 11,734,578	\$ 16,000,000	\$ 2,993,645	
Peterbilt	Salt Lake	EDTIF	5	145	\$ 43,606,015	\$ 2,590,691	\$ 3,475,000	\$ 518,138	
EMC Corporation	Salt Lake	EDTIF	12	750	\$ 475,109,938	\$ 20,695,868	\$ 4,000,000	\$ 5,173,967	
Rock West Composites	West Valley	EDTIF	5	93	\$ 15,605,000	\$ 875,711		\$ 175,142	
Totals:		Average Term:	11	9,065	\$ 5,938,475,882	\$ 426,117,941	\$ 1,143,630,000	\$ 109,339,424	
2012 jobs created to date by aggregate:				858 or 9%					
2012 Aggregate incentive paid to date:								\$974,598 or 1%	

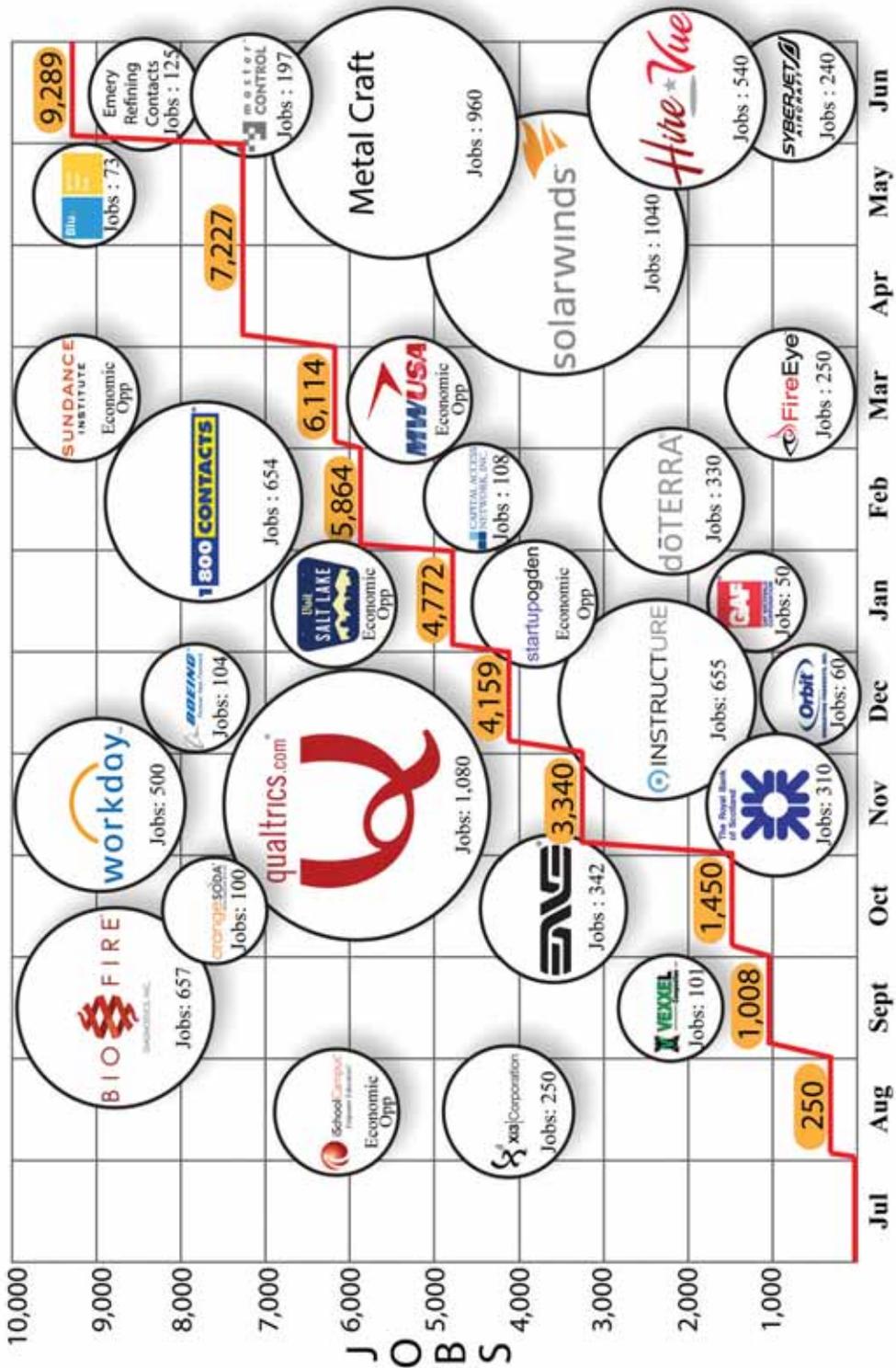
* Consolidated Incentive

** Did Not Accept

“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

Corporate Recruitment and Incentives



Fiscal Year 2013

Corporate Recruitment and Incentives

IAF/EDTIF Performance/2013										
Company Name	City/Town	Incentive Type	Term	Number of Contracted Jobs Over Term	Wages Paid Over Term	New State Tax Revenue Over Term	Capital Investment in Facility	Maximum Cap Incentive Earned Over the Term		
Xi3	Salt Lake	EDTIF	5	250	\$ 169,733,873	\$ 98,005,932	\$ 32,244,000	\$ 2,045,825		
Vexxel		EDTIF	5	101	\$ 21,082,477	\$ 1,687,884	\$ 4,000,000	\$ 377,577		
BioFire Diagnostics, Inc	Salt Lake	EDTIF	20	657	\$ 718,135,714	\$ 97,747,954	\$ 50,000,000	\$ 24,436,989		
Boeing	Salt Lake	EDTIF/Training Dollars	20	104	\$ 146,800,428	\$ 5,505,016	\$ 219,000,000	\$ 1,376,254		
ENVE Composites, Inc.	Weber	EDTIF/Training Dollars	7	342	\$ 63,315,427	\$ 5,345,694	\$ 20,000,000	\$ 1,336,424		
Orange Soda, Inc.		EDTIF/Training Dollars	10	100	\$ 44,500,541	\$ 2,679,245	\$ 5,000,000	\$ 535,849		
GAF	Cedar City	EDTIF	15	50	\$ 38,272,300	\$ 3,546,848	\$ 40,000,000	\$ 886,712		
Qualtrics	Provo	EDTIF	7	1,080	\$ 295,308,110	\$ 43,123,085	\$ 2,400,000	\$ 10,780,771		
Royal Bank of Scotland	Taylorsville	EDTIF	15	310	\$ 286,603,064	\$ 21,100,497	\$ 2,642,908	\$ 5,275,124		
Workday	Salt Lake	EDTIF	15	500	\$ 719,396,231	\$ 54,072,074	\$ 20,000,000	\$ 8,370,052		
Orbit Irrigation Products, Inc.	North Salt Lake	EDTIF/Training Dollars	10	60	\$ 68,391,417	\$ 22,251,565	\$ 36,990,000	\$ 2,408,896		
Instructure, Inc.	Cottonwood Heights	EDTIF	7	655	\$ 238,429,143	\$ 9,464,847	\$ 2,100,000	\$ 1,892,969		
Visit Salt Lake	Salt Lake	Econ Opp	2	557	\$ 35,094,645	\$ 6,568,298	\$ 5,117,700			
Startup Ogden	Ogden	Econ Opp	1	6	\$ 4,500,000	\$ 192,250	\$ -			
DoTerra	Draper	EDTIF	10	330	\$ 136,436,895	\$ 83,279,071	\$ 60,000,000	\$ 16,655,814		
1-800 Contacts	Draper	EDTIF	15	654	\$ 455,652,989	\$ 35,205,239	\$ 59,000,000	\$ 8,801,310		
Capital Access Networks	Salt Lake City	EDTIF	7	108	\$ 38,460,169	\$ 8,113,436	\$ 1,915,000	\$ 2,028,959		
FireEye	Lehi/Draper	EDTIF	10	250	\$ 152,798,326	\$ 14,412,622	\$ 3,000,000	\$ 3,603,155		
Sundance	Park City	Econ Opp	3							
UAV		Econ Opp								
Blu	Salt Lake	EDTIF	7	73	\$ 49,263,500	\$ 2,312,681	\$ 6,000,000	\$ 462,536		
Solanwinds	Draper	EDTIF	20	1,040	\$ 1,436,554,953	\$ 109,548,587	\$ 50,000,000	\$ 32,864,576		
SyberJet	Cedar City	EDTIF	20	240	\$ 288,047,817	\$ 67,243,048	\$ 380,000,000	\$ 16,810,761		
Metal Craft	Cedar City	EDTIF	20	960	\$ 740,694,392	\$ 60,622,028	\$ 20,000,000	\$ 15,155,507		
MasterControl	Salt Lake City	EDTIF	5	197	\$ 54,120,978	\$ 4,180,294	\$ 15,000,000	\$ 836,059		
HireVue	Salt Lake City	EDTIF	7	540	\$ 172,876,212	\$ 10,090,469	\$ 30,000,000	\$ 1,513,573		
Emery Refining Contacts	Green River	EDTIF	12	125	\$ 99,162,222	\$ 63,561,103	\$ 231,885,000	\$ 12,712,221		
			Average Term:							
Totals:			11	9,289	\$ 6,473,631,883	\$ 829,849,787	\$ 1,296,294,608	\$ 171,167,313		
2013 Jobs created to date by aggregate:										
2013 Aggregate incentive paid to date:										
\$30,804 or .02%										

Corporate Recruitment and Incentives

FY2013 Summary:

- Sum of Contracted Jobs from 2006 to 2013: 19,105
- Jobs created to date by aggregate from 2006 to 2013: 11,933 or 62.4%

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

- Cash rebates \$95,410,849 representing 3 companies
- Tax credits \$560,739,737 representing 82 companies

Actual Partial Rebates for FY2013:

- 2 projects with actual payouts totaling \$1,492,784

Actual Tax Credits for FY2013:

- 44 projects with actual tax credits totaling \$11,365,913

Industrial Assistance Fund (IAF), U.C.A. 63M-1-901, 909

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 (balances of contractually obligated incentive payments):

- Standard IAF \$8,271,600 representing 30 companies
- Rural Fast Track Program commitments \$1,535,647 representing 58 organizations
- Economic Opportunity \$3,882,367 representing 8 companies
- 3 projects with actual payouts totaling \$353,000
- 10 projects with actual tax credits totaling \$404,696
- 2 Economic Opportunities with actual payouts totaling \$540,715



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

OVERVIEW

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

Business Mentoring and Training

ITDO helps Utah companies do business internationally and expand existing markets. This assistance is provided in one-on-one mentoring, region-specific training seminars and trade missions. Additionally, ITDO holds numerous networking events.

In FY2013, ITDO assisted approximately 700 companies through individual meetings and trained over 1,500 individuals on international trade issues through more than 50 training events. ITDO led eight trade missions in FY2013 to various countries such as Mexico, Thailand and Indonesia. ITDO also coordinated a Governor-led Trade Mission to Tel Aviv, Jerusalem and Ramallah in April 2013. While there Governor Herbert pitched venture capitalists, politicians and technology leaders on how Utah is a wise place for foreign investment.

ITDO also helped sponsor the first ever International Summit in September. Nearly 300 individuals attended the conference to learn more about international business. A schedule of upcoming events can be found at <http://business.utah.gov/international-trade/International/>.



ITDO director Harvey Scott (second from left, back) with Franz Kolb and Utah's seven foreign trade representatives at last year's first annual International Summit.



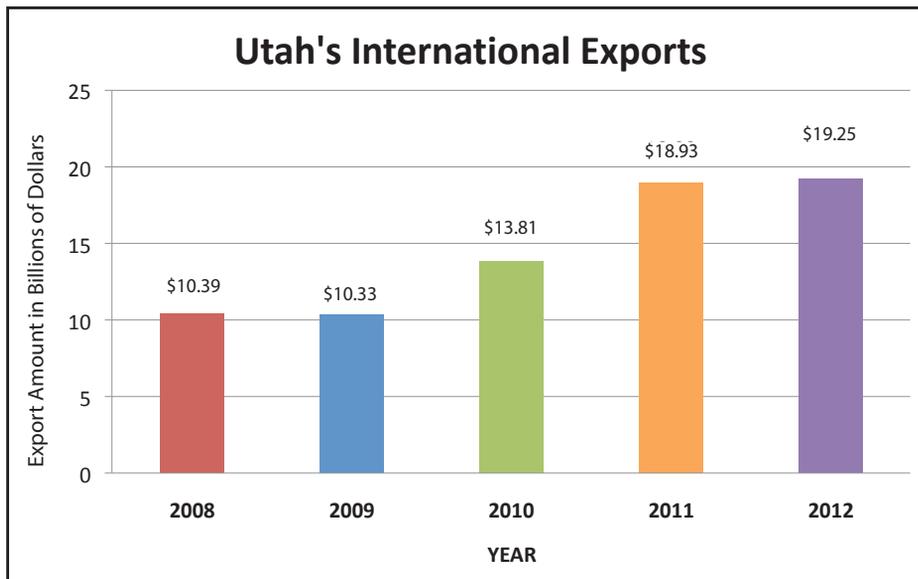
Governor Gary R. Herbert presents the President of Israel, Shimon Peres, Psalm 145 in its entirety. There had long been a missing line in this acrostic in the Hebrew Bible until recently when a professor from BYU, Dr. Donald Parry, used the Dead Sea Scrolls to help locate the missing line.

Diplomacy

ITDO represents the State of Utah and the Governor on all diplomatic and trade matters, including hosting foreign dignitaries and delegations. Because of the strong relationships between Utah and numerous foreign countries, ITDO is able to connect Utah companies to diplomats and business leaders around the world. ITDO helped host over 20 Ambassadors from around the world in FY2013.

Export Growth

ITDO works closely with a number of internationally focused partners, including the U.S. Commercial Service, World Trade Center Utah, Small Business Administration and World Trade Association of Utah to promote export growth in the state. Utah has experienced strong economic growth related to international trade. From 2008 to 2012, Utah's exports grew by 85.15% (compared to the national average of 20.1%). Previously Utah saw triple digit export growth ('07-'11) and is now focusing on increasing diversified exports to targeted international markets. These exports help fuel job creation in Utah, especially for small and medium-sized businesses.



U.S. Census Bureau – Foreign Trade

Trade Reps

ITDO also contracts with seven trade representatives who are located in ITDO's target markets: China, Brazil, Europe, Korea, Japan, Mexico and Chile. These representatives solicit foreign direct investment for the state and aid Utah companies when expanding their business overseas.

State Trade and Export Promotion Program (STEP)

With 95% of the world's customers living outside the United States and less than one percent of our small businesses selling abroad, our small businesses are missing out on lucrative opportunities to find their new customers, expand their business and create new higher-paying American jobs (United States Senate, Committee on Small Business and Entrepreneurship).

The State Trade and Export Promotion (STEP) Program is a federal and state funded program to expand Utah business internationally.

STEP Goals:

Double Exports from the state of Utah by 2014.

Services:

- Training
- Export readiness Assessment
- Market Research
- International Trade Mission
- International Trade Shows

International Trade and Diplomacy

Benefits

- Assistance from international trade experts
- Opportunity to develop and direct contact with international partners
- Reimbursements for Gold Key Services to companies that qualify

Company Requirements

- A qualifying company that is new to export OR has exported but is entering a new market
- Meets federal definition of a small business
- Has been in business for no less than 1-year
- Is operating profitable based on U.S. operations
- Has a strategic plan for exporting



Franz Kolb, GOED regional director – Europe, Middle East, Africa and India, hosts a discussion with the South African Consul General, Mr. Cyril S. Ndaba.



For additional information about International Trade and Diplomacy visit business.utah.gov or contact Harvey Scott, Director of International Trade and Diplomacy, at hscott@utah.gov or 801-538-8885

OVERVIEW

U.C.A. 63M-1-2504



AvenueHisUtah’sstate-basedapproachto 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 before. They know how much insurance 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. AvenueH’sdefinedcontributionmodelgivesemployee’scontroloverhealth care costs and lets employees choose the policy that works best for them. Three participating carriers currently offer more than 140 plans ranging from high-deductible options to comprehensive coverage.

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 Department of Health and Human Services. The Governor proposed a bifurcated approach that would see the state continue to run AvenueH 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 them. 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.



Dr. Allyson Servoss visits with a patient at Intermountain Healthcare's Salt Lake Clinic.

Small Businesses and Defined Contribution

Avenue H's primary market is small businesses with 2-50 employees. They 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% 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 more than 140 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 approach and to facilitate the use of Avenue H as their enrollment mechanism.

FY2013: Year In Review

Participation continues to grow each year. At the end of FY2010, its “beta testing” phase, the Utah Health Exchange had 11 small business groups offering health benefits and health savings accounts (HSAs) to their employees. By the end of FY2011, its first full year of operation, Avenue H had grown to encompass 157 small business groups. Reporting FY2013 results, there are now 7,782 members covered which comprises 342 small businesses offering health benefits and HSAs to their 2,739 participating employees.

It has also become apparent that the vast majority of groups that join Avenue H choose to continue coverage upon reaching their annual renewal date. Existing small employer groups participating in Avenue H began to renew in January 2012 and the administration of renewals has continued each month thereafter. In FY2013, 88% of groups renewed with Avenue H during their re-enrollment cycle. This is a significant percentage, considering that in the traditional market fewer than 30% of companies tend to renew with the same plan from year to year.

In October 2012, the Office of Consumer Health Services announced new branding and relaunched the exchange to consumers as Avenue H Health Insurance Marketplace. The relaunch included the first advertising ever done in OCHS’s five-year history. The campaign featured highway billboards in and around Salt Lake City; newspaper, magazine, and digital advertising targeted throughout the state; and Hispanic-language radio spots in metropolitan areas. The result was a significant increase in companies offering insurance for the first time. Before the campaign, roughly 30% of groups did not have prior coverage; after the campaign, that percentage increased to 68%.

Work in Progress

Avenue H’s Advisory and Steering Board was established in 2010 and is composed of health care providers, insurance agents, state agencies and community groups. Members advise Avenue H staff regarding topics including operating a state-based marketplace, consumer ease of use and transparency. Action items this year have included a decision on a state-based marketplace, Medicaid expansion,



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

Photo courtesy of Intermountain Healthcare

marketing and outreach activities, and coordination with legislative workgroups.

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 monthly producer newsletter that highlights the latest Exchange initiatives, gives additional instruction and offers tips and tricks.



Avenue H
Health Insurance Marketplace

A new path to Utah's best small business healthcare solution.

Offering affordable health insurance benefits to employees has many small business owners facing an uphill climb. Avenue H is the first step in a better direction.

Head straight to AvenueH.com
Avenue H is an online health insurance marketplace designed to help Utah's small businesses control costs while offering expanded health coverage options to their employees.

With more options available in one place, Avenue H helps small business owners and employees with:

- Expanded Choices:** Employees can now offer many more health plan options and employees can easily compare plans and providers to select the option that's best for their family.
- Simplified Management:** Employees contribute a set dollar amount toward each employee's health benefit. Employees get to choose between multiple plans, insurance companies and provider networks.
- Controllable Costs:** You can predict and control health benefit costs from year to year.

Find a broker near you at AvenueH.com

Avenue H is Utah's Health Insurance Solution.

"The Right Approach to Health Care Reform"

Throughout FY2013, Avenue H worked to improve its technology to meet consumer needs and to create better efficiencies. Improvements are also a major focus for FY2014. Avenue H awarded a new technology contract on June 10, 2013 for a new partner that will integrate two of Avenue H's systems under one solution. This new solution will have a more consumer-focused approach to the design of the enrollment interface, as well as intuitive tools, simplified enrollment processes, real-time rate quotes and decision support tools. This will help the Avenue H system better handle the expected influx of groups preparing for the Affordable Care Act's January 1, 2014, effective date.



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

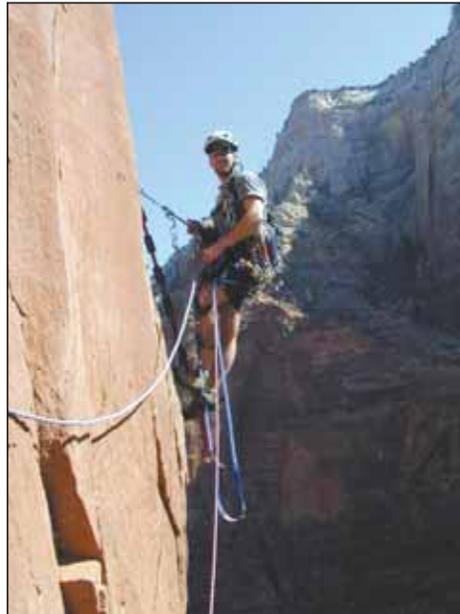
U.C.A. 63M-1-3301

Brad Petersen recently accepted the position of director for the newly created Utah Outdoor Recreation Office within the Governor's Office of Economic Development. The responsibilities of the previous Outdoor Recreation Cluster director are being consolidated in this new position that was created in the 2013 legislative session. The new Outdoor Recreation Office and associated vision statement highlight the importance of promoting economic development in the outdoor industry and improving recreational opportunities in Utah.

As a result of the new comprehensive approach to managing the state's recreation economy there is significant industry enthusiasm and optimism for continuing to build the Outdoor Products and Recreation Cluster. The Utah based outdoor industry continues to gain momentum.

FY2013 highlights:

- Liberty Mountain Sports, a leading independent distributor of technical outdoor products and climbing brands in the U.S. has relocated its Utah headquarters to Sandy as a result of continued growth. In a strategic plan to invest in the expansion of distribution systems and to accommodate additional product lines Liberty Mountain constructed a new, larger and more efficient building.
- The Winter and Summer Outdoor Retailer Trade Shows continue at the Salt Palace Convention Center in Salt Lake City through the end of 2016. The contract extension comes after 18 months of vigorous work with Salt Lake City to answer concerns about inadequate housing and infrastructure for the OR Winter and Summer Market shows—two of the fastest growing shows in the country. In the last four years, the Outdoor Retailer Summer Market Show has seen a 13% average growth in overall attendance and an average 11% growth for the Winter Market show, with both



Brad Peterson climbing Moonlight Buttress in Zion National Park.

Outdoor Recreation Office

showing experiencing double digit percentage growth in the number of attending stores over those same four years.

- PETZL, a leading manufacturer of technical climbing equipment and hands-free lighting, is constructing a new 80,000-square-foot facility in West Valley City, in the heart of Utah's Salt Lake Valley. Petzl estimates it will invest more than \$20 million in its new North American headquarters.
- Enve Composites makes all of its rims in Ogden and, soon, will be making all of its components there too. They tried outsourcing components to Asia, but lead times were long, stock levels were hard to control and the quality issue was so important that they decided it was about the same price to bring it all back in house. Enve wheels were featured in the 2013 Tour de France.
- Goal Zero in Bluffdale was launched from philanthropic beginnings with the goal of creating zero illiteracy, zero poverty and zero hunger. Over the last five years, the company's innovative full solar energy systems have grown to 2013 revenues of \$60 million.
- A Taiwan/China delegation of more than 20 executives from major bike companies will be touring Utah, as guests of Ogden City, to evaluate the viability of making Utah their U.S. based headquarters.



ENVE Composites manufactures high-end, multiple-award-winning carbon bicycle rims.



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 over 3,000 spectators attending large events.



Photo by Rob Nerbut

Daniel Gunn of the Pit Elevated makes his way into the cage at Steelfist Fights.

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 also were fortunate to see Bellator, a major national promotion, hold the Bellator 90 MMA event at the Maverick Center in West Valley in February 2013. The event was nationally televised to an estimated 737,000 viewers and received an additional 473,000 viewers for its replay on Spike Television.



Samson Phommabout of Absolute MMA battles Ben Guymon for the win at SteelFist Fights.

Photo by Rob Norbutt



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.

Procurement Technical Assistance Centers (PTAC)

OVERVIEW:

Helping Utah Companies secure military and government contracts

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 FY2013 indicate that PTAC helped Utah Small businesses obtain more than \$346 million in contracts, creating or retaining an estimated 7,000 jobs. PTAC's budget is provided by a federal grant from the Department of Defense, and matching dollars by 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 eight offices throughout the state from Logan to St. George. The primary focus is to help Utah companies identify, respond and win government contracts—ranging from local opportunities, as well as worldwide work. As contracts are awarded recipient companies expand their market share; 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.

There are specific services available from PTAC offices as follows:

- Bid match software to find bid opportunities
- One-on-one counseling
- Workshops and conferences
- Registration assistance (ARC, Duns, SAM)
- Networking facilitation through "Outreach Events"
- Contracting partnerships
 - Prime/Sub
 - Mentor/Protégé
 - Teaming Agreements
 - 8 (a)/ Hub Zone Opportunities



Utah-based Xi3 patented computer architecture on display at the Utah Supplier Development Council/PTAC Small Business Vendor Fair.

Procurement Technical Assistance Centers (PTAC)

- Bid proposals (response to an RFP)
- Product Specifications / Standards
- 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, US Army Corps of Engineers, National Security Agency, Department of Defense, other government agencies, colleges and universities in Utah and others.

Procurement Symposium

The 8th Annual Procurement Symposium will be held on October 22, 2013, at the South Towne Expo Center in Sandy, where 500-700 people can network with large companies and government agencies. This reverse trade show will have 50-70 of these contractors and agencies in booths in order to facilitate networking opportunities for Utah companies statewide.

The attendees will learn how to sell to the government and military. Attendees will be able to choose three of nine Breakout Sessions on topics chosen to cover important information for Utah companies. They will also hear several featured speakers—to be announced soon. These sessions are focused on helping small Utah companies improve their skills and knowledge ranging on topics from financial resources and how to maximize opportunities—to the task of seeking Hill Air Force Base contracting opportunities.



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

OVERVIEW

U.C.A. 63M-1-1606

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, the Workforce Services and Economic Development Legislative Interim Committee and other state and federal agencies.

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

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

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

Business and Economic Development Assistance

- Rural Development Grants

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

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

Businesses within an Enterprise Zone can claim state income tax credits for investing in plant and depreciable machinery and equipment, creating new, above average wage jobs, and the rehabilitation of older facilities. In 2012, over \$9.3 million in tax credits were awarded, estimated to equal over \$80 million of business investment in rural Utah. In 2013, over \$12.3 million in credits were awarded coupled with significant private business investment in Rural Utah.

Rural Development

- Targeted Business Tax Credits

Companies can receive refundable state income tax credits for non-retail businesses in qualifying enterprise zones. Each year, GOED awards a maximum of \$300,000 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.

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

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

- Business Expansion and Retention Program (BEAR Program) (U.C.A. 63M-1-904)

The Business Expansion and Retention Program is designed to assist in growing new and existing rural businesses, influencing rural job creation, and increased 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.

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

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

Rural Fast Track Program FY 2013		
OFFERS		
County	State Incentive	Private Investment
Carbon	\$265,000	\$941,433
Juab	\$63,950	\$1,016,671
Sanpete	\$80,000	\$218,800
Grand Total	\$408,950	\$2,176,904
DISBURSEMENTS		
County	State Incentive	Private Investment
Carbon	\$177,632	\$517,094
Emery	\$157,000	\$409,227
Grand	\$20,484	\$40,967
San Juan	\$49,580	\$100,160
Grand Total	\$404,696	\$1,067,448

SOURCE: GOED



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

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.

New State Science Advisor Appointed

Carol Lynn George, Ph.D. was appointed by Governor Gary R. Herbert in May 2013. Changes to the position were made, giving the SSA more responsibility for workforce development.

STEM Action Center

The SSA has been working with the STEM Action Center, helping to staff the Center and ensure the successful deployment of pilot programs for school year 2014. The STEM Action Center will prioritize STEM education— which comprises science, technology, engineering, and mathematics instruction—to develop Utah's workforce of the future. Prioritization initiatives will increase the number and quality of STEM educators and professionals, and will drive research and implementation of STEM education best practices across Utah. The STEM Action center will leverage a \$10 million investment appropriated by the state in HB 139 to create a hub of STEM Action Center partners collaboration.

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 EDC Utah will provide a framework for aligning education and workforce development in order to advance economic development at the regional and community level.

Science, Technology and Innovation Plan (STIP) iUtah and EPSCoR

The STIP is a comprehensive, state-level strategic plan to support the growth of Utah's science and technology community. It is a partnership between GOED, the Department of Workforce Services, the Utah System of Higher Education and

the state's Experimental Program to Stimulate Competitive Research (EPSCoR) program. Currently, the iUtah initiative is in its second year of a four year NSF EPSCoR Award of 20 million dollars to preserve Utah's water resources, increase education, outreach and diversity, and build the workforce of the future through capacity and innovation building research.

The Utah Cluster Acceleration Partnership (UCAP)

A partnership between GOED, the Utah System of Higher Education and the Utah Department of Workforce Services has resulted in the Utah Cluster Acceleration Partnership reports for several key economic clusters. These reports provide industry recommendations to support greater alignment of education and training programs in Utah's universities or colleges with the talent demands of Utah companies.

UCAP 2.0

UCAP grants are given out to pursue one or more of the following goals:

1. Increase Economic Cluster Connectivity and Educational Alignment
2. Respond to Skills Gap
3. Enhance the Role of the Regional Institutions in Economic Development
4. Promote Regional Stewardship

The primary functions for UCAP have always been and continue to be to accelerate industry clusters in Utah and to strengthen the alignment between industry and education. The primary outcome measurement for UCAP moving forward will be the amount of new annual capacity created to award certificates and/or degrees that meet the Governor's 66% by 2020 initiative, with specific relevance towards educational programs that serve cluster industries in the state. Total funding for UCAP grants is \$1,500,000 with project limits of \$200,000.



For additional information about the State Science Advisor visit business.utah.gov or contact Carol Lynn George, at cgeorge@utah.gov or 801-538-8739

OVERVIEW

U.C.A. 63M-1-3201, 3207

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 serving the community by coordinating STEM-related activities, creating and coordinating proven STEM education best practices, facilitating educator access to those tools, align public STEM education and higher STEM education activities.

In order to advance STEM the STEM Action Center Board will use 2013 appropriation to build the math skills of sixth, seventh and eighth graders and for college math readiness.

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

The STEM Action Center is leveraging a \$10 million investment appropriated by the state in HB 0139 to create a hub of collaboration to improve the effectiveness of all the STEM Action Center partners.

STEM Action Center Pilot Program

The first call to action for the new STEM Action Center was to pilot a state-wide "best practice" technology in select classrooms throughout the state to help close the performance gap for 7th and 8th grade math, as well as college readiness in math in over 150 classrooms.

The culmination of these efforts began on Friday, August 9 with 185 teachers representing over 70 different schools coming together for a full-day of professional learning to prepare to implement 11 different "best-in-class" technologies in academic year 2013-2014.

The initial pilot phase is targeted to reach more than 31,500 Utah students in over 70 different schools in grades 7, 8 and 10. This represents more than 25% of the total targeted population in the state.



Utah teachers learning about new math instructional technology that is a part of the STEM Action Center pilot.

STEM Action Center

STEM Action Center Board Chair and Board Announced

The Executive Board of the STEM Action Center has been appointed to support the goals outlined in HB139. With the board in place, specific goals for STEM education are being prioritized.

Jeffery Nelson, President and CEO of Nelson Laboratories, has been appointed by the Governor as the Chair of the STEM Action Center Board. Serving as the STEM Action Center Chair, Nelson will oversee the STEM Board's decisions and STEM Education's progress throughout the state.

Mr. Nelson is a Specialist Microbiologist with the National Registry of Certified Microbiologists. He currently serves as the Vice Chairperson for BioUtah, a trustee on the Westminster College Board, and as an adjunct professor at Westminster College.

The STEM Action Center Board is comprised of:

- Jeffery Nelson, President and CEO, Nelson Laboratories, STEM Chair
- Spencer P. Eccles, 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
- Christine Kearl, Deputy for Education, Office of the Governor
- Gene Levinzon, Managing Director, Goldman Sachs
- Stan Lockhart, Government Affairs Manager, IM Flash Technologies
- Martell Menlove, Superintendent, State Board of Education
- C. Mark Openshaw, State Board of Education
- Brad Rencher, Senior Vice President and General Manger, Adobe
- Bert VanderHeiden, Vice President of Aerospace Structures, ATK



For additional information about the STEM Action Center visit business.utah.gov or contact Meredith Mannebach, at mmannebach@utah.gov or 801-538-8765

OVERVIEW

U.C.A. 63M-1-704

The Technology Commercialization and Innovation Program (TCIP) supports the acceleration and commercialization of promising technologies developed at Utah's universities and colleges. The Program leverages the investments made by USTAR as well as the millions of dollars of federal research grants that are awarded to the State's colleges and universities each year. The TCIP offers grants to Utah colleges and universities who are seeking to commercialize their technologies, as well as to companies who license technology from these institutions. The primary goal of the TCIP is to accelerate commercialization of university-based research and innovation in order to drive economic development and job creation in the State, which supports the Governor's objective to create 100,000 jobs in 1,000 days.

The TCIP 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 \$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 the same application of a technology. TCIP grants require matching funds from federal or private sources to augment the State's investment. Funding recommendations are made by a panel of private sector individuals with expertise in the areas of Information Technology (IT); Life Science (LS); Materials Manufacturing Energy and Environment (MMEE).

FY2013 Grant Solicitation Report

The TCIP conducted three grant solicitation cycles in FY2013. The program received 86 grant applicants totaling over \$3.4 million in funding requests; \$1.76 million was awarded to 44 different applicants. The 44 funded projects are broken down as follows:

Institution: Brigham Young University: 2; University of Utah: 29; Utah State University: 5; Weber State University: 6; Utah Valley University: 2

Economic Cluster: Information Technology: 12; Life Science: 19; Materials,



TCIP- and USTAR-supported Vaporsens, a spin-out of University of Utah research developed by Dr. Ling Zang, uses nanowire net technology for travel safety, homeland security and narcotics detection.

Technology Commercialization & Innovation Program

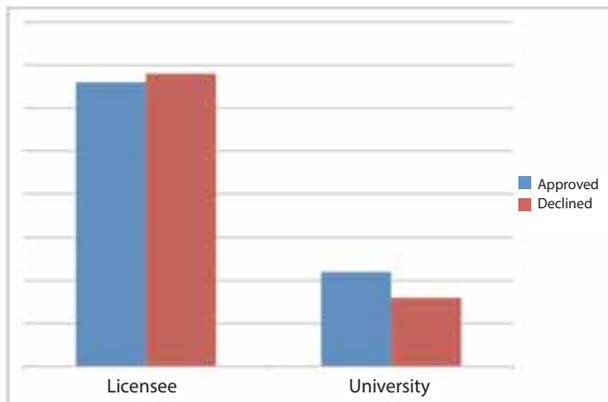
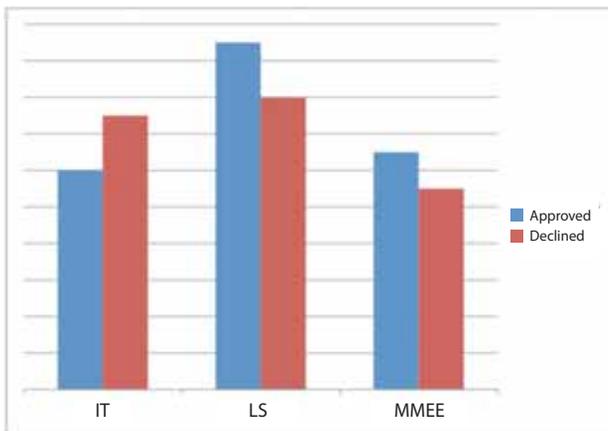
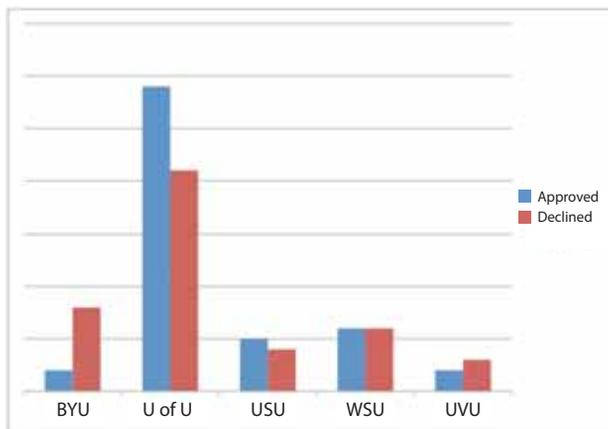
Manufacturing, Energy, Environment: 13

Applicant type: Licensee: 33; University: 11

These charts provide an overview of this year's funding decisions by institution, economic cluster area and applicant type.

Summary

Utah is ranked the top State for business and careers by Forbes magazine, in part because of the state's commitment to efficiency and effectiveness. Consistent with that goal, the TCIP strives to execute a highly effective and efficient program with a view toward accelerating economic development and creating jobs for the citizens of the State of Utah.



For more information about the Technology Commercialization and Innovation Program, contact Program Coordinator Sharon Cox at scox@utah.gov or 801-538-8770

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.

The Advisory Council released their inaugural report in June 2012. The report details the programs and organizations that have made Utah a leader in broad-

Do you know how your community stacks up?

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

The screenshot shows the user interface of the broadband.utah.gov website. On the left, there is a "List Providers At" section with a search box for address, zip, or city, and a "Map Overlay" section with a "Click anywhere on the map to see providers for that location." Below that is a "Provider Results" table with columns for "Provider Name" and "Max Speeds". The table lists providers like Comcast, Dish Network, and others. In the center is a map of Utah showing broadband coverage with a yellow location marker. On the right, there are "Data Filters" for "Download Speeds" and "Upload Speeds", "Technology Type" (Fiber, Cable, DSL, etc.), and "Map Display" options like "Broadband Coverage" and "Map Background".

Utah Broadband Project

band adoption and deployment and highlights the recommendations made by the Council to continue coordinating efforts to expand broadband access and use. Going forward, the Council will engage in targeted approaches to aggregated demand for broadband deployment and extend resources to improve broadband use and accessibility across the state.



The Utah Broadband Project team highlights statewide assets during the Utah Rural Legislation Day in the Capitol Rotunda.

Regional Broadband Planning Council Initiative

Utah Broadband Project recently launched a Regional Broadband Planning Council Initiative which partners with Utah's Associations of Governments (AOG). The Regional Broadband Planning Councils will be organized within the seven AOG regions to address broadband planning on a local level. The initiative looks forward to significant community participation. For more information please visit our site at <http://broadband.utah.gov/resources/regional-planning/>

Utah Broadband Accolades

The Census Bureau reported in June that Utah is number one for Internet access, showing that only 7.5% of Utahns aged three or older do not have Internet access, which is the lowest in the nation.

"First Quarter, 2013 State of the Internet" report sited Utah as fastest average Internet connection speed in the West. Utah was ranked No. 5 overall and the only Western state in the top 10.



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-1-1800, 1802

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

Motion Picture Incentive Program

The purpose of the Motion Picture 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 the state is capable of competing successfully with other states and countries that offer film production incentives. The MPIP allows Utah to foster a strong and local motion picture industry that will contribute substantially to improving the state's economy. The MPIP functions as a tax credit or cash rebate for approved productions and operates on a post-performance basis on expenditures that are made in the state.



"Dear Dumb Diary" (Hallmark Channel), Salt Lake City, Utah.

State Approved Rebate Percentages

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

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

Utah Film Commission

FY2013 Motion Picture Incentive Program (MPIP) Report

For FY2013 the MPIP operated with both an up to 25% tax credit or cash rebate and a 15% cash rebate.

PROJECT	UTAH JOBS	DAYS	INCENTIVE AMOUNT	ECONOMIC IMPACT
Cash Rebate				
*Kings of Crash	46	63	\$111,467	\$843,752
After the Wedding	43	20	\$101,300	\$675,000
Aquabats! SuperShow	55	25	\$355,200	\$1,420,700
*Friend Request	52	18	\$43,872	\$407,972
My Turn on Earth	25	15	\$65,700	\$438,000
*Red Machine	64	5	\$88,465	\$589,766
Beauty In The Beast	26	12	\$33,000	\$219,800
In Football We Trust	9	100	\$45,100	\$300,400
Sundance Channel HQ	26	8	\$71,500	\$476,400
Roborex	50	17	\$82,500	\$550,000
Thirst 45	22	\$120,000	\$800,000	
Shadow Cabal 2	35	20	\$68,197	\$454,646
Turning Point Season 4	16	20	\$51,716	\$344,776
K-9 Adventures: Legend of the Lost Gold	65	19	\$75,000	\$500,000
The Freemason	88	15	\$36,000	\$240,140
Storm Riders	34	22	\$63,000	\$420,016
Tax Credit				
Saints and Soldiers 3	N/A	N/A	\$90,000	\$600,000
*Gold Fever	190	60	\$477,649	\$1,910,594
*Haunt	165	24	\$463,219	\$1,852,878
Breaking Point: Season 2	24	0	\$362,500	\$1,450,000
*Cloud 9	375	30	\$1,588,005	\$6,352,019
Need for Speed	69	8	\$321,000	\$1,604,700
*Granite Flats 2-4	217	23	\$546,417	\$2,185,667
Magnificent Death from a Shattered Hand	105	35	\$1,589,800	\$6,359,100
American Ride 5-6	90	45	\$303,000	\$1,211,700
Granite Flats 5-13	90	72	\$2,008,500	\$8,034,000
Dear Eleanor	40	50	\$631,300	\$2,525,200
Best Seat for the End of the World	101	30	\$876,800	\$3,507,200
Dear Dumb Diary	173	24	\$1,000,000	\$4,000,000
The Chess Game	117	36	\$555,500	\$2,222,000
The Mentor	72	23	\$337,500	\$1,350,000
Mythica	61	100	\$425,000	\$1,700,000
Bone Tomahawk	91	23	\$577,500	\$2,310,000
Gettysburg 2.0	N/A	N/A	\$84,788	\$565,253
The Better Half	N/A	N/A	\$539,500	\$2,159,000
Saffire	N/A	N/A	\$920,011	\$3,680,044
36 PROJECTS	1,980	583	\$15,110,006	\$64,260,723

*Actual amounts. All other numbers are projected amounts.

NEED FOR SPEED – Dreamworks

In July of 2013 the production of Need for Speed was filmed in Moab and at The Bonneville Salt Flats in Tooele County, and is based upon “Need for Speed” videogame. Need for Speed tells the story of Tobey Marshall, a street racer played by Aaron Paul (Breaking Bad) who joins a cross country race only to find out there is a bounty on him placed there by his former business associate.

Overall the DreamWorks production of Need for Speed has a projected Utah qualifying spend of \$1.7 million and according to details provided by the production company NFS hired 70 Utah residents during the course of eight in-state production days.

Need for Speed directed by Scott Waugh and starring Aaron Paul will be released in theaters on March 14, 2014.



On location for “Need for Speed”(DreamWorks), Bonneville Salt Flats, Wendover, Utah.

CLOUD 9

In January 2013, Disney Channel returned to Utah for the production of Cloud 9 filmed entirely on location in Park City, Snowbird, Solitude, Brighton and Salt Lake City. Cloud 9 tells the story of Kayla a prima donna snowboarder who was unceremoniously dropped from her team and forced to train with Will Cloud a former snowboarding champion who is struggling after a career ending wipe-out.

Cloud 9 employed 375 Utah residents and left \$6.4 million in the state over three months much of that being spent on salaries goods and services provided by various Utah support services and vendors.

Cloud 9 directed by Paul Hoen and starring Luke Ben-



On the set of “Granite Flats”(BYUtv), Salt Lake City, Utah.

Utah Film Commission

ward (Dear John, We Were Soldiers) and Dove Cameron (The Mentalist) will air in Winter 2014

Sustainable Competition

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



On the set of *The Lone Ranger* (Walt Disney Pictures), Moab, Utah.



The Aquabats! Supershow! (Hub Network) on the Bonneville Salt Flats, Wendover, Utah.



For additional information about the Utah Film Commission visit film.utah.gov or contact Marshall Moore, Director, at mdmoore@utah.gov or 801-538-8740, 800-453-8824



OVERVIEW

U.C.A. 63M-1-1404

FY2013 was a strong year for tourism, with continued growth in the number of visits to the state and raised awareness of Utah as a prime travel destination. In 2012, travelers spent an estimated \$7.4 billion in Utah, contributing \$960 million in tax revenues to the state, and establishing tourism as one of the state's major economic contributors. A new Mighty Five™ national parks campaign, public relations strategy and expanded partnerships are all contributing to the Utah Office of Tourism's (UOT) continued success.

The mission of UOT is to brand and promote Utah's great experiences and destinations for visitors and citizens in an inspiring way to support and enhance economic vitality and quality of life in our state. The marketing program is concentrated on travel from non-resident visitors, generating one or more overnight stays. The office's primary source of funding is the Tourism Marketing Performance Fund (TMPF), which calculates the funding based on the previous year's tourism-related tax revenues. This fund is strictly to be used for out-of-state marketing, with 10% passed directly to the Utah Sports Commission to attract major sporting events to the state and 20% allocated to a co-operative marketing program with regional destination marketing partners and non-profit organizations. The balance is used for advertising, public relations and major event sponsorships such as the Sundance Film Festival and Tour of Utah.

To maximize the effectiveness of the TMPF marketing budget, UOT focuses our marketing campaigns on a select group of seven proven Western markets for the summer campaign and three winter markets, Los Angeles, New York, and Washington D.C./Baltimore. 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 New York Times, Los Angeles Times, Outside, Sunset, NY Post, Town & Country, Fodors, and CBS This Morning and Afar.

International tourism also plays a key role in Utah's economy, with visitors from Canada, France, Germany, the United Kingdom, Japan, Australia, Brazil, China and Mexico. To support robust international visitation, UOT has agent offices in Germany, France, the UK and Japan and attends trade shows focused on the international, travel-trade market.

Collectively, UOT's marketing and communications effort provide an integrated, comprehensive and multi-faceted promotional effort to inspire new and returning visitors to plan their vacations in Utah.

Tourism Marketing and Performance Fund (TMPF)

FY 2013 • Original Appropriation \$9.0 million

• Co-Op Marketing	\$1,800,000
• Sports Commission	\$900,000
• Total Advertising	\$6,300,000
– Non-Winter	\$4,095,000
– Winter	\$2,205,000

Advertising Campaigns

Non-Winter 2012

Economic Impact	\$160.30 million
Tax Revenue	\$7.53 million
State ROI	\$3.19
Local ROI	\$2.20

Winter 2012-13

Economic Impact	\$167.11 million
Tax Revenue	\$7.85 million
State ROI	\$4.22
Local ROI	\$2.92

Highlights

- Vicki Varela appointed Managing Director of Tourism, Film and Global Branding. Varela assumed the role in February 2013. The office has been restructured to focus on creating an integrated global brand, building partner relations and creating a multi-platform communications strategy.
- Tourism’s economic contribution continues to grow. Total spending by travelers in Utah was an estimated \$7.4 billion between January and December 2012, a 7.8% increase over the prior year, according to D.K. Shifflet and Associates.
- Tourism swells state and local tax coffers. Total state and local taxes generated by traveler spending as reported in 2013 was \$960



The Navajo Loop, one of the classic hikes through the spectacular Bryce Canyon National Park.



Shredding the hoodoos in Brian Head Ski Resort.

million, an increase of 8% compared to 2011. 2012 Tax Relief per Household was \$1,076, up from \$1,007 in 2011.

- Powerful storytelling with new Mighty 5 ad campaign. The UOT 2013 spring and summer marketing campaign, “The Mighty Five™,” focused on Utah’s five national parks and the amazing range of experiences available in the parks and surrounding areas. Regional DMO partners are reporting an excellent response from visitors through comments and visitor inquiries.
- FY2013 ad campaigns demonstrate strong ROI. Strategic Marketing and Research, Inc. estimates the total economic impact of the 2012 summer advertising campaign was \$160.3 million and the 2012-13 winter advertising campaign was \$167.1 million as was reported in FY2013. The average state return on investment is \$3.70 and local return on investment is \$2.56.
- Strong national and state park visitation. In 2012, visitation to Utah’s Mighty Five™ national parks jumped 4% to reach a 30-year high at 6.5 million as was reported in FY2013. Out-of-state and international visitors are drawn to Utah

by our national parks, and then discover our state parks. Visits to Utah's 43 state parks also showed increases, up 5.6% in 2012 to 5 million. UOT has an integrated strategy to promote both national and state parks as marquee travel destinations.

- Hotel occupancy rates continue to climb. Hotel/Motel occupancy was 65.1% in 2012, an increase from 2011 (62.7%).



The wildflowers in Utah's high country reach their peak in early July. Albion Basin, at the head of Little Cottonwood Canyon, draws visitors from across the state to enjoy rugged mountains blanketed with color.

- TMPF co-operative marketing funds state-wide projects. The Utah Board of Tourism Development approved 36 of 44 Co-operative Marketing applications in 2012 from non-profit entities around the state. This funded nearly \$1.9 million in regional marketing strategies promoting Utah to out-of-state visitors. By law, the TMPF allocates 20% of the total fund each year to Co-operative Marketing. Since its inception in 2005, the program has provided \$14.9 million to support 327 marketing campaigns around the state. With local match, expenditures have totaled \$29.8 million. Funding has gone to local partners in 27 counties around the state, enabling large and small tourism partners to promote their specific destinations and events.
- Utah's ski experience receives #1 accolades. Ski Magazine awarded Park City Mountain Resort #1 for Easy Access, Alta #1 for Best Snow, Brighton #1 for Most Blue Sky Days, and Powder Mountain #1 for Best Value.
- Utah's signature hiking trails receive awards. National Geographic's "Best of the Best" 20 Legendary Hikes ranked Arches Devil's Garden Trail to Landscape Arch #3, Zion Narrows #11, and Canyonlands Elephant Hill to Druid Arch #16.
- The Lone Ranger as a showcase for Utah's landscapes. Disney's The Lone Ranger was filmed in southern Utah in 2012 and released in theaters nationwide on July 3, 2013. The film highlights many of the iconic western landscapes in southern Utah. UOT partnered with Disney to generate a commercial featuring iconic Utah landscapes and scenes from The Lone Ranger. The ad was shown in theaters in Denver, San Francisco, Los Angeles and Las Vegas and was seen by an estimated 2.7 million theatergoers.

- Strengthening Utah's network of tourism partners. To more effectively engage tourism partners at destination marketing organizations and convention and visitors bureaus we have created two new advisory committees — Public Relations and International. Also, a Welcome Center Action Committee is developing a road map for improving Utah's network of welcome centers. In all three committees, the initial meetings have created a lively dialog with partners as we share strategies and tactics to maximize our collective tourism marketing efforts.
- 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 premiere travel destination for international audiences. Through Brand USA's joint media planning and buying, UOT receives a match of 20 cents to a dollar for every dollar spent on advertising. This generates greater international reach and impact. Additionally, we receive an in-kind monetary match when we contribute research, photography or video that Brand USA uses to promote U.S. travel.



- Building Utah's profile as an outdoor recreation destination. Utah's world-class outdoor recreation opportunities run the spectrum from skiing The Greatest Snow on Earth® to descending the whitewater rapids of the Green River.

One of the most unique experiences in Utah's Mighty 5 national parks, the historic fruit orchards in Capitol Reef national park allow visitors to pick their own apples, pears, peaches and other fruits throughout the summer season.

Utah is an ideal playground for the rapidly growing numbers of outdoor enthusiasts. UOT is partnering with Brad Peterson, Director of Outdoor Recreation 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.

Utah Office of Tourism

- Creating a robust Customer Relations Management (CRM) system. The Office of Tourism is launching a strategy for communicating with our partners and customers on a consistent basis through email and other digital communications. The CRM will measure when and how we communicate with all constituents, and the actions that follow. This CRM system may also provide demographic and lifestyle information on their key customer bases (geography, household income, age, gender, magazines read, etc.) that allows them to create national and international travel stories that effectively tailor our advertising and communications for maximum efficacy.
- Expanded media mix with National and international travel stories. We routinely pitch Utah travel stories to journalists and field media inquiries from national and international media outlets. In FY2013, our office conducted 84 international media and trade familiarization trips (FAMs) with 213 participants, generating 382 TV, radio and print articles in France, Germany and Japan. Domestically, we hosted 279 journalists on 82 FAM trips and generated 624 articles. Using conservative methodologies, this earned media coverage provided \$26,372,182 advertising value equivalent (AVE) to the state.

Tourism by the Numbers 2012

• TRT	\$37,110,033
• National Parks	6.5 million
• Nat. Monuments	5.1 million
• State Parks	5.0 million
• Skier Days 12/13	4.0 million
• SLC Airport	20.1 million
• VisitUtah.com*	201,323
• Welcome Center	440,290
• Travel Guides	86,176

*partial year

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



PARTNERS

#1

Economic Dynamism

The 2012 State New Economy Index



OVERVIEW

U.C.A 63M-1-1304

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

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

Spencer P. Eccles, Chair
Executive Director, GOED

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

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

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

Will West, Control4
Board Chair, Utah Capital Investment
Corporation for the Utah Fund of Funds

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

Ronald Jibson
Board Chair, President and CEO of Questar

At Large

Randy Shumway
President, Cicero Group

Pat Richards
Board Chair, Utah Symphony

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

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

OVERVIEW

Economic Development Corporation of Utah (EDCUTah) is an investor-based public/private partnership that works with government and private industry as



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

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

A New Record for Jobs Created and Retained

During FY2013, 31 companies announced decisions to either relocate or expand in Utah. These companies will add 9,405 jobs to the state's economy, retain another 1,931 jobs, and will make capital investments in Utah totaling more than \$1.4 billion. Here's a breakdown:

Jobs Created	9,405
Jobs Retained	1,931
Capital Investment	\$1.4 billion
Square-footage	3.5 million
Headquarters relocations	9

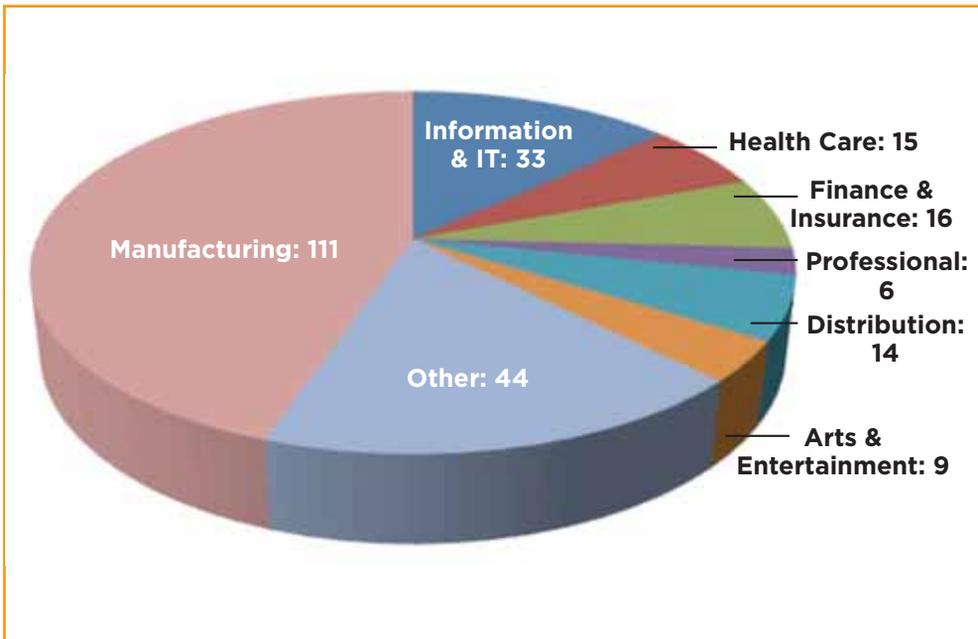
"It's been another record year for economic development with 9,405 jobs created and another 1,931 jobs retained during EDCUtah's fiscal year," said EDCUtah President and CEO Jeff Edwards. "If you roll up the last three years, we are up to nearly 30,000 jobs created and retained. This is a fantastic time for economic development in Utah."

Economic Development Corporation of Utah

Notable project wins during the fiscal year include Emery Refining, with 125 jobs in Emery County; SyberJet, with 1,200 jobs in Cedar City; HireVue, with 540 jobs in South Jordan; SolarWinds, with 1,040 jobs in Utah County; Boeing with 100 jobs in West Jordan and Enve with 324 jobs in Ogden.

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. Adobe's expansion in Utah for example prompted many other companies to call EDCUtah and GOED for information about Utah's IT sector.



EDCUtah closed the year with 82 site visits. Further, EDCUtah has a record 354 open projects, over 50 more than this same time last year.

Rankings

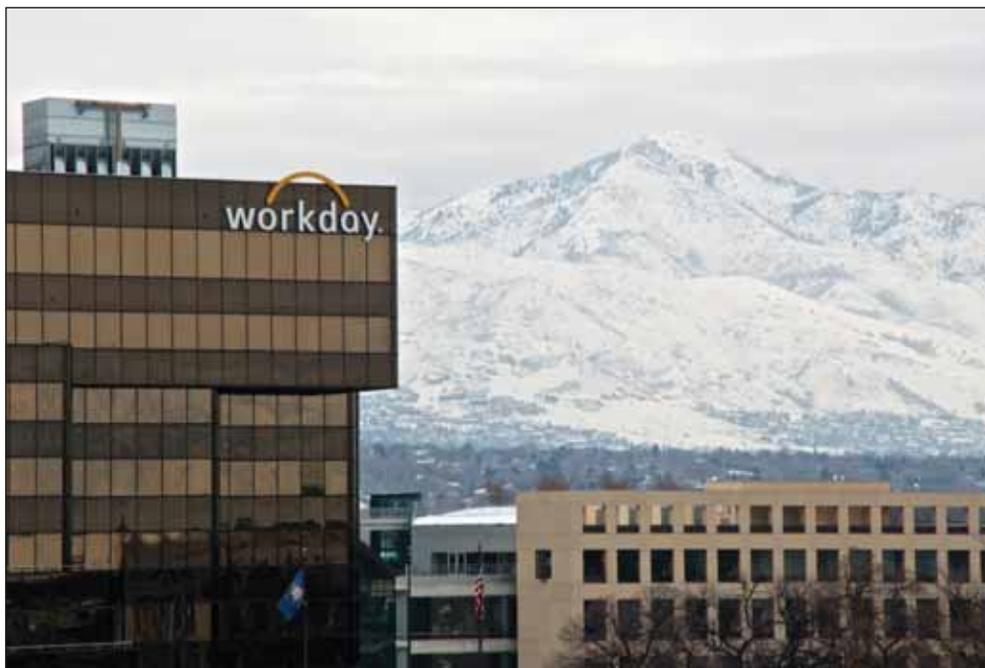
During the fiscal year, Utah enjoyed significant rankings from the national media and organizations like Pollina Corporate Real Estate, which ranked Utah at the top of its list of Ten Pro Business States. These credible rankings are important because they draw attention to the state, piquing the interest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

Strong Partnership

EDC Utah'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. EDC Utah 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 EDC Utah to our partners in education, local government and the business community.

Fiscal Year 2013 Wins

- PB Systems, Inc.
- Xi3 Corporation
- Monson Snowboards
- Mindcrest
- BioFire Diagnostics, Inc
- Vexxel
- earthmine
- United States Cold Storage
- Enve Composites
- Orange Soda, Inc
- Klune Industries
- U.S. Translation Company
- Qualtrics
- Royal Bank of Scotland
- Workday
- Instructure
- Orbit Irrigation Products, Inc.
- GAF
- Boeing
- Petzl America
- 1-800 Contacts
- doTERRA
- Capital Access Network Inc.
- FireEye
- GeoMetWatch
- Solarwinds
- Blu
- SyberJet
- HireVue
- Master Control
- Emery Refining



Workday, a leader in enterprise cloud applications for human resources and finance.



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% 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 4,330 manufacturing jobs
- Produced \$195 million in additional employee wages
- Generated \$25.5 million in additional state tax revenue

The nature of manufacturing in Utah is diverse, entrepreneurial, and most companies fall under the classification of "small business"—employing less than 500 employees. Yet these small companies have a large impact on the state's economy. Manufacturing provides significant employment with an industry payroll

of over \$56 billion—the largest industry payroll in the state—and is one of only three industry sectors that employ more than 100,000 Utahns.

MEP's greatest impact is at the enterprise level, where it can work with company owners, managers and workers to assess needs and prepare a plan to meet company-specific issues. From the front office to the shipping dock, MEP centers across the country are helping U.S. manufacturers grow and compete globally by applying proven principles to both the bottom line as well as the top line. This makes MEP in Utah more relevant than ever, as Utah manufacturers need to not only cut costs and improve performance, but to

define their markets — including new export markets — and produce products that differentiate them to their consumers. MEP is strategically positioned to work with GOED in the state's economic development initiatives, with emphasis on technology and innovation, sustainability and continuous improvement.

GOED and MEP as partners have not lost sight of the overall importance of manufacturing to the state: its largest employee base, livable wages, tax contributions, creation of secondary jobs and a major role in producing most 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.



Futura Industries, Clearfield

Futura employees preparing a load of finished aluminum extrusions for shipment to customers. Futura Industries has manufactured custom aluminum extrusions since 1946. Their products are sent from their manufacturing site at the Freeport Center to customer locations throughout the world. Seeking out the best from workplace teams and individuals, and rewarding those efforts have made Futura an industry leader winning multiple safety, environment and manufacturing awards, including "Manufacturer of the Year" from MEP.



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

Starting in 2011 with Governor Gary R. Herbert's release of his 10-Year Strategic Energy Plan, the state began to take an enhanced interest in advancing responsible energy development throughout Utah. Shortly after the publication of the Plan, the legislature carried out the Plan's first recommendation, which was the creation of an Office of Energy Development (OED) dedicated solely to advancing all forms of responsible energy development in the state. Led by Samantha Mary Julian, formerly GOED's energy and natural resources cluster director, OED is tasked with implementing the state energy policy (63M-4-301), facilitating the development of the state's conventional and alternative resources, and promoting energy education and outreach.

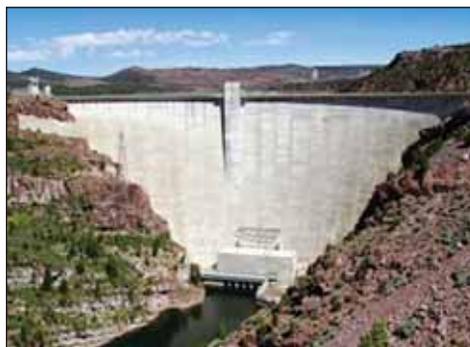
OED has staff dedicated to the promotion of conventional, unconventional, renewable and energy efficiency resources, as well as alternative transportation energy infrastructure. Staff focuses primarily on energy policy and economic development, however given the environmental and social nexuses that define energy development, OED staff deals regularly with public lands issues, environmental issues, new technologies, public relations and education. Finally, and perhaps most importantly, OED has a number of development tools that will be critical to Utah's energy future.

The State Energy Program

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

Alternative Energy Development Incentive

The AEDI is a tax credit designed to advance the development of large-scale renewable energy and unconventional energy projects. The post-performance



The Flaming Gorge Dam is a 502-foot dam above the Green River in Daggett County. This hydroelectric facility has a 151.5 megawatt capacity.

Office of Energy Development

credit will be equivalent to 75% of all newly generated state revenues, and will last for a period of 20 years, providing a long-term incentive that will bolster two sectors that will be of vital importance to Utah in the coming years.

Utah Energy Infrastructure Authority

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

U-Save Energy Fund

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



Photo courtesy of Garry Miller/Chasel Energy

A load of crude oil is being picked up for transport to the refinery from the producing Oil and Gas Well in Monument Butte Field in Duchesne County.



Photo courtesy of Garry Miller/Chasel Energy

A crew prepared the drill stem to connect another drill pipe to continue drilling while on a drilling rig in Uintah County.



For more information about the Office of Energy Development, contact Samantha Mary Julian, Director, at sjulian@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 14 locations across Utah, including 10 regional centers and 4 service locations staffed by 30 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.

2012 was an exceptionally productive year for the Utah SBDC. The economic impact from our efforts (see below) outpaced 2011 results in the areas of state tax revenue, client sales increased, and jobs created/retained. Capital infused into Utah client companies was \$32 million.

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

The regional offices are located at Utah State University—College of Eastern Utah (Price 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

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

Caregiver Support Network

Website: www.caregiversupportnetwork.com

Employees: 140

Location: Kaysville

Caregiver Support Network has been selected as a nominee for the Small Business Development Center 2013 annual business awards. Owners, Joleen Huber

Small Business Development Center Network

and Chris Ann Woods have been nominated for their vision, determination and leadership, which helped them grow their business and for their passion and commitment to provide the best possible service to their customers.

Caregiver Support Network (CSN) provides 24-hour a day, award winning, full-service medical and non-medical care for adults and caregivers in Salt Lake, Davis, Weber, Morgan, Box Elder and Cache Counties. CSN has been the recipient of the Health Insight Quality Award every year since 2006 and Best of State since 2008. They are also one of the top 500 Women-owned businesses nationally.

“Joleen and Chris Ann are very confident business leaders. They have had a major impact on their community, their clients and their families,” said Andrew Willis, their Utah SBDC consultant.

The company began in 1999 as a home health, hospice and personal care agency. Huber and Woods purchased the company in 2012. Huber had been a part-owner since 2004, and Woods had been working for CSN since 2005. Prior to purchasing the company, Huber and Woods contacted the Small Business Development Center (SBDC) in Kaysville for guidance.

With assistance from the SBDC, Huber and Woods created a business plan and a financial model. The SBDC also provided them support as they prepared to purchase the business.

CSN has built their success on developing specialty programs, not usually available in the home setting, which best meet the needs of their customers. CSN also strives to find creative ways to save money, so that they can offer the greatest possible value for their customers and for the community. CSN’s specialty programs, such as Alzheimer’s Disease and Dementia Care, Allen Cognitive Level Screening (ACLS), Balance and Dizziness Therapy, Caregiver Coaching, Chronic Disease Management, Infrared Light Therapy and Lymph Edema Treatment, are provided to help customers return home sooner, recover faster and remain independent as long as possible.

Huber, Woods and CSN employees are passionate about providing the best possible care to their customers. Some of their activities include working with hospitals to reduce the readmission rates for congestive heart failure patients, and publishing a variety of resources, planners and newsletters to keep the community up to date on best practices and effective care-giving strategies.

Caregiver Support Network has been committed to giving back to the communities they serve. CSN has donated over \$100,000 to the Caregiver Support Network Foundation, a 501(c)3 non-profit that is dedicated to assisting Utah seniors and caregivers in need.



Stan's Burger Shak

Website: www.stansburgershak.com

Employees: 51

Location: Hanksville

Working with his son, Duke, Stan Alvey opened Stan's Burger Shak in 1984, a small restaurant for tourists and locals in Hanksville, Utah. Within a few years, Duke and his wife Jessica began working as key employees for the business. Together they learned to run every aspect of the business. They also learned ways to keep the business alive, a major accomplishment for any business in the rural, remote community of Hanksville with a population of 200. By 1996, the Alvey's decided to purchase the business from Duke's father.

Stan's Burger Shak has become a legendary restaurant for both locals and tourists traveling to Lake Powell. A vacation tradition for many, the Alvey's have been serving some of the same out-of-state visitors for over twenty years.

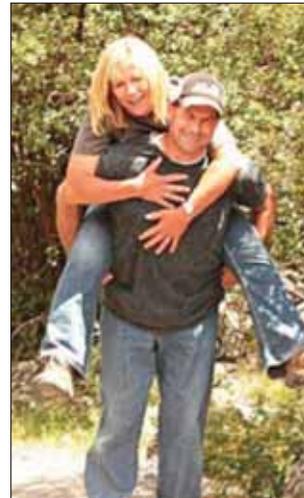
In addition to cultivating a rich collection of customers over the years, the Alvey's have also cultivated new business opportunities. Since 2005, they have purchased a Chevron station and acquired the Whispering Sands Motel. The motel has become a thriving business in Hanksville with uncompromising quality.

In 2012, the Alvey's contacted the Small Business Development Center (SBDC) to leverage their growth opportunities. They attended a FastTrac® Growth Venture™ class, taught by Keith Church, a counselor at the Snow College SBDC, and continued to work with him to implement their plans.

"The SBDC has been wonderful to work with. It opened our eyes to a different way of thinking about business and growth," Jessica said. The Alvey's also took advantage of an SBDC customer service training for their employees.

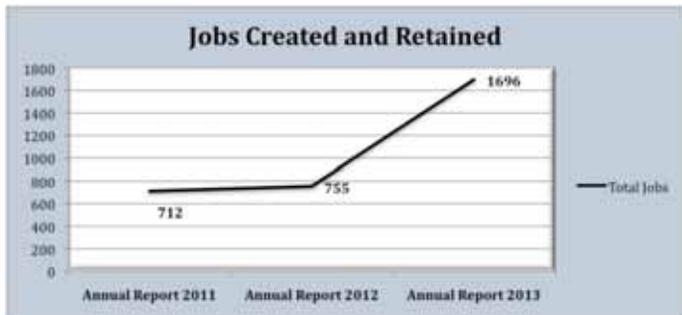
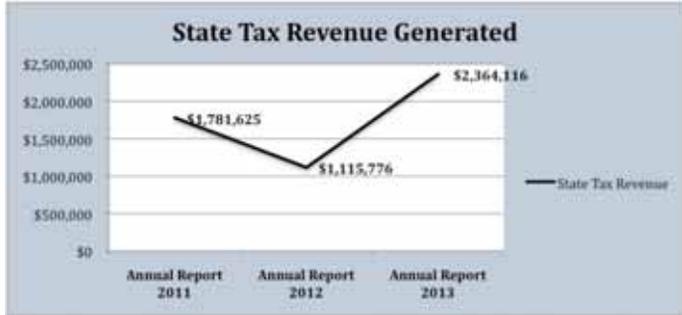
"Many small businesses try to save money by limiting staff, but that results in poor service and overall business decline," Jessica said. "The real turning point in our success was when we stopped worrying about saving money and how well we could do. Instead we focused on how well the customers, employees and the community would do. That's when we began to grow!"

In the spring of 2013, Dale and Jessica acquired a fourth business—Duke's Slickrock Grill, Campground and RV Park. The Alvey's have come a long way since they took ownership of Stan's Burger Shak. Having started out with just ten employees, the Alvey's now provide employment for 51 people—nearly a quarter of Hanksville's population.



Small Business Development Center Network

Going forward, the Alvey's would like to expand the motel's capacity to accommodate bus tours. This could be a very profitable step for the community of Hanksville because tourists are more likely to spend money in the locations in which they stay. Duke and Jessica are passionate about helping their own community and are determined to improve the economic well-being for many people in their beloved community—a noble aspiration for any entrepreneur.



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

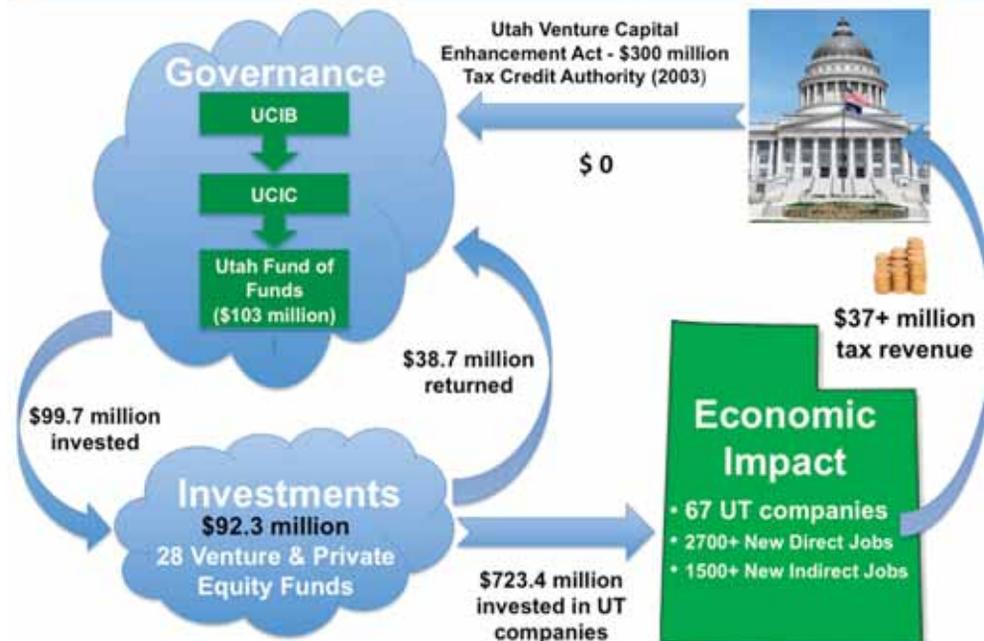
U.C.A. 63M-1-1206



The Utah Fund of Funds (UFOF) is a public-private partnership created by the Utah Legislature to provide the state's entrepreneurs with increased access to a broad array of venture and private equity funding sources. The fund invests in quality venture capital and private equity funds, which in turn explore investments in promising Utah growth companies. Currently, UFOF has partnered with 28 qualified venture capital and private equity firms, including eight funds with headquarters in Utah. Out of state portfolio funds commit to spend a predetermined number of days in Utah to review and consider investment in Utah companies, thereby helping to establish networks and build support for Utah funds, entrepreneurs, companies and business leaders focused on expanding Utah's economy.

In addition to investing in venture capital and private equity funds, the UFOF seeks to play a proactive role in helping entrepreneurs seek funding for their promising businesses. The fund conducts one-on-one consulting sessions with Utah entrepreneurs focused on helping entrepreneurs navigate the uncertain

2013 UFOF Current Program Status



Utah Fund of Funds

fundraising waters, and when appropriate, access UFOF portfolio funds. In addition the fund hosts regular entrepreneur training sessions and conducts larger annual conferences such as the Medical Device Symposium and Middle Market Symposium.

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

Since inception, UFOF partner funds have invested \$723 million in 67 separate Utah companies. These partner fund investments have created over 2700 new Utah jobs and contributed over \$35 million in new tax revenue to the state of Utah.



For additional information about the Utah Fund of Funds visit utahfof.com or contact Matt Peterson, Vice President, at matt@utahfof.com or 801-521-3078

Overview

The Utah Science Technology and Research initiative (USTAR) aims to strengthen Utah's "knowledge economy," generating high-paying jobs and expanding the tax base for the state of Utah. To date, the state-funded investment initiative has bolstered the innovation infrastructure of Utah, increased the human capital devoted to research, and demonstrated success in technology and commercialization. Funded in March 2006 the initiative focuses on:

- Recruiting top-level researchers to Utah's two research university, the University of Utah (U of U) and Utah State University (USU)
- Building two state-of-the-art LEED Gold Certified interdisciplinary research and development facilities at the U of U and USU campuses (dedicated in 2010 and 2012)
- Deploying Technology Outreach Innovation Program (TOIP) teams statewide to spur collaboration between higher education and business



Researchers

Since 2006, the U of U and USU have attracted more than 50 highly regarded scientists and engineers working in the broadly defined fields of life sciences, nanotechnology, energy, biomedical and neuroscience innovations and digital media.

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

Research Highlights

- USTAR U of U researcher, Rajesh Menon has developed a novel photovoltaic device that substantially increases the power harnessed by solar panels, achieving levels not currently possible. This technology can be applied to existing solar panel designs increasing power output as high as 42%.



U of U USTAR researcher Rajesh Menon has developed a photovoltaic device that substantially increases the power harnessed by solar panels.

Utah Science Technology and Research Initiative

- USTAR U of U researcher, Gianluca Lazzi, has been part of a research team developing a bionic eye device. This device was approved by the Federal Drug Administration (FDA) in February 2013 to be distributed within the United States. The device, named Argus II Retinal Prosthesis System or Argus II, for short, will help those with retinal damage regain some measure of sight.

Commercialization Highlights

- A USU research team has teamed up to improve the accuracy of severe weather forecasting by creating a satellite program called Sounding Tracking Observatory for Regional Meteorology (STORM). The first STORM sensor, set to launch in 2016 and currently being built in Logan, Utah, will soon sit across the Asia-Pacific region roughly 22,000 miles above the Earth's surface. The innovative sensors represent collaboration between USU, the Advanced Weather Systems Foundation (AWS), and industry partners GeoMetWatch and Asia Satellite Telecommunications Company Limited (AsiaSat).

- WAVE Technologies, Inc., a USU spin-out company has worked in cooperation with the USTAR's Advanced Transportation Institute at USU to develop a first-of-its-kind electric bus that is charged through wireless technology. The technology is based on the work of Hunter Wu, Ph.D. and a USTAR researcher. Wu and his team developed a prototype, which has been fitted to the Aggie Bus and was launched November 2012.

The Aggie Bus is the first bus developed and designed by a North American organization that is charged with wireless power transfer technology and is the world's first electric bus with WPT technology. The bus features a power level of up to 25 kilowatts, greater than 90 percent efficiency from the power grid to the battery and a maximum misalignment of up to six inches.



Photo contributed by WAVE

A new transit route through the heart of the University of Utah campus will feature a fully electric city bus (pictured here on the USU campus) powered by USU's WAVE technology.

WAVE, in partnership with the Utah Transit Authority, will launch its first commercial demonstration on the U of U campus in November 2013 and will feature a 40-foot transit bus on a public transit route and an increase in wireless power transfer charging from 25 kilowatts to 50 kilowatts.

- WaterJet International, working with UVU TOIP, has developed a new take on the dental drill called WaterJet. WaterJet provides an engineered stream of water 1/7 the thickness of a traditional dental drill. The WaterJet enables dentists to be incredibly precise when removing tooth decay and, of great interest to patients, eliminates drilling sounds and vibrations.

WaterJet was awarded a USTAR Technology Commercialization Grant by USTAR's Central Technology Outreach Innovation Program (TOIP) to design and produce the first operable prototypes, getting their product to market launch.

- The Federal Government's Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grant programs are specifically designed for small entrepreneurial technology-driven enterprises. USTAR opened the SBIR-STTR Assistance Center (SSAC) in 2008. The SSAC is Utah's source for information and assistance in preparing and submitting SBIR-STTR applications helping more than 100 Utah businesses and innovators and securing nearly \$9 million in federal grants to the state across 20 awards.

Research Buildings

USTAR financed the majority of the construction of the James L. Sorenson Molecular Biotechnology Building—a USTAR Innovation Center at the U of U and its sister facility—the USTAR BioInnovations Center at USU.

The U of U's James L Sorenson Molecular Biotechnology Building—A USTAR Innovation Center—is the centerpiece of a visionary plan to accelerate research, development and commercialization at the interfaces of medicine, engineering, pharmacy, science and digital media. Opened in April 2012, this LEED Gold 208,000 sf building contains wet lab and research computing space. It also includes a state-of-the-art nanofabrication facility with 18,000 sf of cleanroom space, a biobay and 5,300 sf microscopy and materials characterization suite.

In 2010, USU dedicated its USTAR BioInnovations Center, with more than 118,000 square feet (sf) 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+ laboratory.

Utah Science Technology and Research Initiative

Technology Outreach Innovation Program

With USTAR researchers in residence at the U of U and USU, USTAR also created the Technology Outreach Innovation Program (TOIP) to help commercialize USTAR researchers innovations as spinout companies and provide business development support to regional startups throughout the state.

The program is led by four directors who each head an outreach center located at one of the state's higher educational institutions: Weber State University, Utah State University-Uintah Basin, Utah Valley University and Dixie State University.

USTAR's TOIP team stimulates technology-based economic development in Utah and coordinates efforts between the academic and private sector, as well as government stakeholders, where such coordination did not previously take place.

Impact and Recognition

In September 2013, USTAR was awarded the Expanding Research Capacity award by the State Science and Technology Institute (SSTI). The Excellence in Technology Based Economic Development awards are given to organizations who serve as national models for states and regions investing in science, technology and innovation to grow their economies and create high-paying jobs. "Since its inception in 2006, USTAR has enhanced Utah's research capacity by skillfully connecting private, public and higher education assets in the state," said Dan Berglund, SSTI president & CEO.

USTAR has been nationally recognized as a national best practice. The Milken Institute ranked Utah the number one state in the Technology Concentration and Dynamism Composite index. In addition to this ranking USTAR was cited in a U.S. Chamber of Commerce report as a contributing factor in Utah being named number three among all states in overall economic performance with innovation, entrepreneurship and infrastructure as key focus areas of the report.

Along with these accolades, Utah has also garnered the number two ranking in the Inc. 500 per capita index, according to the data from the Ewing Marion Kauffman Foundation.



For additional information about the Utah Science Technology and Research Initiative visit www.innovationutah.com or on Twitter at twitter.com/innovationutah or contact Ted McAleer, Executive Director at tmcaleer@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 be a catalyst for Utah in its Olympic legacy efforts.



Summary

Utah continues to distinguish itself as a leader in the world of sports marketing, event attraction, Olympic legacy, sport development and sports related tourism. Utah is capitalizing on sports as a key economic platform to grow the economy and enhance the state's domestic and international image. Sports related travel generates hundreds of billions of dollars each year in the U.S., and as a result, there is significant competition among cities and states to capture a portion of this growing business. The sports marketplace is very competitive and landing key sporting events continues to grow in its complexity.



Red Bull Rampage in Virgin, Utah.

The Utah Sports Commission will continue to be a driving force behind sport event attraction, promotion and development, Olympic legacy efforts and establishing Utah as a world-wide leader in sports.

Impact

Since the Utah Sports Commission's creation in 2000, it has been a partner in over 520 events that have generated an estimated \$1.5 billion in economic impact to Utah. Estimated tax revenue from sport-related expenditures has been calculated at \$83.5 million over the last 10 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 \$320 million in media value through the almost 3,500 hours of television coverage.

Utah Sports Commission

The Utah Sports Commission and TEAM UTAH partners continue to grow the nearly \$6 billion sports industry in Utah by actively recruiting and assisting viable sporting events. The following information highlights the 2012-2013 fiscal year and provides an aggregate accounting of the impact of sporting events brought to Utah by the Utah Sports Commission and TEAM UTAH.



Spence Eccles receives the Lifetime Achievement Award from Governor Herbert, Andre Agassi and Jeff Robbins.

- Partnered with 43 sporting events across the state, generating approximately \$122 million in direct economic impact to Utah.
- Partnered with 17 nationally or internationally televised events that provided Utah with approximately \$31 million in media value and over 1,200 hours of coverage.
- Raised and/or leveraged approximately \$2 million in private/non-state funds, and value-in-kind (includes hotel rebates, bonus television assets, golf sponsorship, private sponsorship, venue relief, volunteer hours and others).
- 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 6:1.
- Negotiated the placement of 1046 (:30) television ad units aired during the broadcasts of Utah Sports Commission partnered events valued at \$1.5 million if purchased.



Photo by Tom Kelly

VISA Grand Prix Halfpipe at Park City Mountain Resort.



Sprint U.S. Grand Prix Snowboard.

- Responsible for over 125 local news articles and thousands of other national and international news articles written about Utah Sports Commission partnered events.
- Produced the Second Annual Governor's State of Sport Awards featuring tennis legend Andre Agassi as the keynote speaker, with over 700 in attendance.
- Hosted the Utah Winter Action Sports Series with U.S.S.A., which consisted of three winter action sports events including the Sprint U.S. Grand Prix Snowboard Halfpipe & Freeskiing, the VISA Freestyle International Moguls, Dual Moguls, Aerials and the Sprint U.S. Grand Prix Snowboardcross. The series will continue in 2014 and provide the platform to announce the 2014 U.S. Olympic Teams.
- Host organization for the Utah Championship which brought an estimated \$4 million in economic impact and 20 hours of Golf Channel coverage, and is the cornerstone of Utah's Destination Golf program.



Regional Cross-Fit Games Championship at the Olympic Oval.

Utah Sports Commission

- Launched the first annual “Pink on the Links” initiative which raised \$30,000 all donated for the Huntsman Cancer Foundation.
- Partnered with Triple Crown Sports to announce an annual volleyball tournament to be held at both the Salt Palace and South Towne Expo Center.



KC Oakley at the 2012 VISA Freestyle at Deer Valley.

- Partnered with Rio Tinto Stadium to host two events, the World Cup Qualifier and the CONCACAF Gold Cup, broadening Utah’s portfolio of soccer events.
- Created the “Road to Sochi” strategic initiative with partners and venues resulting in nearly a dozen events and programs in 2013/2014, continuing Utah’s Olympic Legacy.
- Grew or enhanced partnerships with Red Bull Rampage, Tour of Utah, XTER-RA, Alli Sports, FIS Freestyle World Cup among others.
- Assisted in bringing the United States Olympic Committee (USOC) Media Summit to Utah, which will bring the nation’s media and Team USA’s Olympic hopefuls to the state.
- Participated in the Governor’s Olympic Exploratory Committee, providing significant information, recommendations, and funding for the final report, which found the state “ready and able” to host another Winter Olympics. (www.utahsportscommission.com).



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

OVERVIEW

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



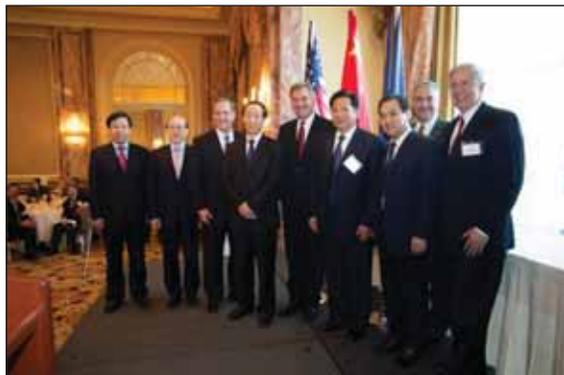
WORLD TRADE CENTER®
UTAH

Trade Centers Association headquartered in New York City, a network of 330 WTCs around the world focused on facilitating prosperity through trade and investment. The mission of WTC Utah is to help Utah companies think, act and succeed globally. Working with various partners, WTC Utah is leveraging the state's unique cultural, educational, economic and foreign language capabilities to expand the reach of and create new opportunities for Utah's international business community.

WTC Utah's signature services include individual consultations with Utah companies, World Bank procurement consultations, customized market reports, educational seminars, networking opportunities, trade missions and the Global Utah newsletter. WTC Utah team advises individual companies and entrepreneurs on key challenges of international trade and fundamental components of successful international strategy, as well as guides them to the available resources.

One of 10 U.S.-based Private Sector Liaison Officers to the World Bank Group is based out of WTC Utah and offers Utah companies access to the world-wide projects financed by the International Financial Institutions. WTC Utah offers customized market intelligence reports utilizing a variety of major international trade databases and well over 5,000 global contacts. World Trade Center Utah Education seminars and workshops are focused on topics of international business development, specific international trade issues and regional export opportunities.

WTC Utah networking opportunities include international diplomacy events honoring ambassadors and senior ranking economic development officials from all continents, as well as a recently established Young Internationalists group.



Lew Cramer and Congressman Matheson welcome Delegation of Chinese Government Officials at the event with the Utah business community, December 6, 2012.

World Trade Center Utah

In 2012 WTC Utah led business missions to Russia, India, Indonesia and Vietnam and helped facilitate trade missions to Israel and the United Kingdom. Over 20 foreign delegations have been hosted by WTC Utah, over 1,000 participants benefited from our educational seminars and workshops and over 300 companies and entrepreneurs received individual consultations on international trade and World Bank related issues. Additionally, 250 young entrepreneurs participated in 10 events organized by the Young Internationalists.

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

According to the U.S. Census Bureau data, Utah is the only state in the nation that continuously increased its exports since 2006, reaching \$19,110,234,335 in 2012, with top export destinations including United Kingdom, China, Canada and India.



Lew Cramer, President & CEO of the World Trade Center Utah welcomes Ambassador to the U.S. for India Her Excellency Nirupama Rao at the event with the Utah business community, June 13, 2013.



Elizabeth Goryunova, Executive VP & COO of the World Trade Center Utah signs partnership agreement with the World Trade Center St. Petersburg (Russia), during World Trade Center Utah led business mission to Russia, May 27, 2013.



Crew of the Space Station Mir, through a live broadcast, welcomes delegates of the Annual Assembly of the World Trade Centers Association, September 24, 2012, Moscow, Russia.



For additional information about the World Trade Center Utah please visit www.wtcut.com or call 801-532-8080
Lew Cramer, President and CEO

RESOURCES

#1

State for Business and Careers
Forbes Magazine
2011, 2012, 2013

#1

Top State for Volunteerism *Seven Years in a Row*
*Volunteering and Civic Life
in America Report*



Business Resource Center Contacts



Cache BRC
1410 N. 1000 W., Room 1901, Logan, Utah 84321
Cindy Roberts • 435-760-7937
croberts@cachebrc.com • www.cachebrc.com



Box Elder BRC
265 W. 100 S., Brigham City, UT 84302
Jason Yerka • 435-797-1784
jason.yerka@usu.edu



NorthFront BRC
450 S. Simmons Way, Suite 100, Kaysville, Utah 84037
Marnae Hoxer • 801-593-2104 • mrhoxer@datc.edu
www.northfront.org



Zions Bank BRC
310 S. Main, Mezzanine
Salt Lake City, Utah 84101
Beth Holbrook • 801-524-2660



Tooele County BRC
47 S. Main St., Tooele, Utah 84074
Ryan Murray • 435-843-3129
rmurray@co.tooele.ut.us • www.tooelecountybrc.com



Park City BRC
1100 Snow Creek Dr., Park City, UT 84060
Jon Beutler • 435-714-0713
jon.beutler@parkcitybrc.com



Heber Valley BRC
475 N. Main St., Heber City, Utah 84032
Luke Peterson • 435-654-3666
luke@gohebervalley.com



Miller Business Resource Center
9750 S. 300 W., Sandy, Utah 84070
Randy N. Schouten • 801-957-5259
randy.schouten@slcc.edu • www.slcc.edu



Utah Valley University (UVU) BRC
815 W. 1250 S., Orem, Utah 84058
Roger Andrus • 801-863-5456
randrus@uvu.edu • www.uvu.edu/brc/

Business Resource Center Contacts



Uintah Basin BRC
 810 East 200 North, Roosevelt, UT 84066
 Mark Holmes • 435-722-2294
 markholmes@usu.edu



Castle Country BRC
 120 E. Main St., Price, Utah 84501
 Debbie Hutt • 435-636-3184
 dhutt@sevalg.utah.gov • www.btacenter.com



Moab BRC
 125 W. 200 S., Moab, UT 84532
 MaryAnne LeMaitre • 435-259-7432
 mbre@live.com



Southern Utah University (SUU) BRC
 77 N. Main St., Cedar City, Utah 84720
 Craig Isom • 435-586-8883
 isom@suu.edu • www.suu.edu/business/brc/



Dixie Business Alliance
 225 S. 700 E., UHB #127, St. George, Utah 84770
 Jill Elliss • 435-652-7741
 jelliss@dixie.edu • www.dixiebusinessalliance.com



Chambers of Commerce

African-Americans Advancing in Commerce Community Education & Leadership (ACCEL)

James Jackson, III
801-747-9134
info@accelut.org
james.jackson.iii@accelut.org
accelut.org

American Fork Area Chamber of Commerce

Debby Lauret
51 East Main Street
PO Box 162
American Fork, UT 84003
801-756-5110

Bear Lake Rendezvous Chamber of Commerce

P.O. Box 55
Garden City, Utah 84028
1-800-448- 2327
bearlake chamber.com

Bear River Valley Chamber of Commerce

Nikki Anderson
150 South Tremonton Street
PO Box 311
Tremonton, UT 84337
435-257-7585

Beaver Valley Chamber of Commerce

Ursula Carstensen
PO Box 760
Beaver, UT 84713
435-438-5081

Blanding Chamber of Commerce

Harold Lyman
212 N. Grayson Pkwy.
PO Box 792
Blanding, UT 84511
435-678-3662

Brian Head Chamber of Commerce

Chris Dwyer
56 North Hwy #143
PO Box 190325
Brian Head, UT 84719
435-677-2810

Brigham City Area Chamber of Commerce

Monica Holdaway
6 North Main Street
PO Box 458
Brigham City, UT 84302
435-723-3931

Cache Chamber of Commerce

Sandy Emile
160 North Main Street
Logan, UT 84321
435-752-2161

Carbon County Chamber of Commerce

Ann Evans
81 N. 200 E. Price, UT 84501
435-637-2788

Cedar City Area Chamber of Commerce

Scott Jolley
77 North Main Street
Cedar City, UT 84720
435-586-4484
cedarcitychamber.org

ChamberWest

Alan Anderson
1241 West Village Main Drive, # B
West Valley City, UT 84119
801-977-8755

Davis Chamber of Commerce

Jim Smith
450 South Simmons Way, # 220
Kaysville, UT 84037
801-593-2200

Delta Area Chamber of Commerce

Lori Skeem
80 North 200 West, Delta, UT 84624
435-864-4316

Draper Area Chamber of Commerce

William Rappleye
1160 East Pioneer Road, PO Box 1002
Draper, UT 84020
801-553-0928

Duchesne County Chamber of Commerce

Irene Hansen
50 East 200 South
Roosevelt, UT 84066
435-722-4598

Escalante Chamber of Commerce

Sue Mosier
280 West Main Street, PO Box 175
Escalante, UT 84726
435-826-4810

Flaming Gorge Chamber

Craig Collett
PO Box 122
Manila, UT 84046
435-889-3773
* Dinoland Chamber works with
Flaming Gorge, Jason Giles flaminggorge-
country.com

Heber Valley Chamber of Commerce

Genna Erickson
475 North Main Street
Heber City, UT 84032
435-654-3666

Chambers of Commerce

Holladay Chamber

Peri Kinder
4677 South Holladay Blvd. PO Box 17263
Holladay, UT 84117
801-979-5500

Hurricane Valley Chamber of Commerce

Sol Jordan
635 South 200 West
Hurricane, UT 84737
435-635-3402

Kanab Area Chamber of Commerce

Betty Colston
PO Box 534
Kanab, UT 84741
435-644-8276

Lehi Area Chamber of Commerce

Rose KlingonSmith
235 East State St. PO Box 154
Lehi, UT 84043
801-766-9657

Magna Chamber of Commerce

Bennion Gardner
8952 West 2700 South
PO Box 97
Magna, UT 84044
801-250-5690

Manti Area Chamber

Jennifer Christiansen
Zions Bank
1 S. Main
Manti, UT 84642
435-835-7471

Midvalley Chambers/ChamberEast

Marie Marshall
73349 South 900 East, #7
Midvale, UT 84047

Moab Area Chamber of Commerce

Phil Mueller
217 East Center Street, #250
Moab, UT 84532
435-259-7814

Monticello Chamber of Commerce

Kelly Pehrson
P.O. Box 217
Monticello, UT 84535
435-459-9700

Murray Area Chamber of Commerce

Scott Baker
5250 South Commerce Drive, #180
Murray, UT 84107
801-263-2632

Nephi Chamber of Commerce

Jamie John
205 South Main Street
Nephi, UT 84648
435-623-0264

Ogden/Weber Chamber of Commerce

Dave Hardman
2484 Washington Blvd., Suite #400
Ogden, UT 84401
801-621-8300

Pacific Islander Chamber of Commerce

Ben Au
313 East 900 South
Salt Lake City, UT 84111
801-721-7026
ben@pacificislanderchamber.org
www.pacificislanderchamber.org

Page-Lake Powell Chamber of Commerce

CC Cobb
71 7th Ave. Suite B
Page, AZ 86040
928-645-2741

Panguitch Chamber of Commerce

Janet Oldham
250 East Center St., PO Box 75
Panguitch, UT 84759
435-676-2514

Park City Chamber of Commerce

Bill Malone
1910 Prospector Avenue
PO Box 1630
Park City, UT 84060
435-649-6100

Payson Chamber of Commerce

Carolyn Bowman/Mike Hardy
8185 South 1050 West
PO Box 176
Payson, UT 84651
801-465-2634

Piute County Chamber of Commerce

Milo Medley
99 North Main Street
Marysville, UT 84750
435-326-4440

Richfield Chamber of Commerce

Lorraine Gregerson
250 Main Ste. B42
PO Box 327
Richfield, UT 84701
435-896-4241

Chambers of Commerce

Salina Chamber of Commerce

Sherry Sampson
UT Independent Bank / 55 South State
PO Box 113
Salina, UT 84654
435-529-7459

Salt Lake Area Chamber of Commerce

Lane Beattie
175 East 400 South, Suite #600
Salt Lake City, UT 84111
801-364-3631

Sandy Area Chamber of Commerce

Stacy Liddiard
9350 South 150 East, Suite 580
Sandy, UT 84070
801-566-0344

South Jordan Chamber

Yvonne Margis
1644 West Towne Center Dr, Suite #2
South Jordan, UT 84095
801-253-5200

Comm. & Economic Development Orem

Brad Whittaker
777 South State Street
Orem, UT 84058-6268
801-226-1521

South Salt Lake Chamber of Commerce

Steve Foot
220 East Morris Ave. Suite 150
South Salt Lake, UT 84165
801-466-3377

Southwest Valley Chamber

Susan Schilling
4168 West 12600 South
Riverton, UT 84065
801-280-0595

Spanish Fork Area Chamber

Cary Hanks
40 S. Main Street, Suite 10
Spanish Fork, UT 84660
801-798-8352

Springville Chamber

Steve Chandler
717 N. Main Street, Suite 207
Springville, UT 84663
801-489-4681

St. George Area Chamber of Commerce

Greg McArthur
97 East St. George Blvd
St. George, UT 84770
435-628-1658

Tooele County Chamber

Debbie Winn
154 S. Main
Tooele, UT 84074
435-882-0690

Utah Asian Chamber of Commerce

Rick Lam
P.O. Box 3178
Salt Lake City, UT 84110
801-915-6333
info@utahasianchamber.com
www.utahasianchamber.org

Utah Black Chamber of Commerce (UBCC)

Stan Ellington
PO Box 25715
Salt Lake City, UT 84125
801-678-7640
Stanley@utahblackchamber.org
www.utahblackchamber.org

Utah Hispanic Chamber of Commerce

Francisco Sotelo
1635 South Redwood Road
Salt Lake City, UT 84104
franciscosotelo@utahhcc.com
801-532-3308
www.utahhcc.com

Utah Valley Chamber of Commerce

Val Hale
51 South University Avenue Ste. 215
Provo, UT 84601
801-851-2555

Utah Vietnamese Chamber of Commerce

Steven Ha
3695 S. Redwood Road #10
West Valley City, UT 84119
801-870-1794
Steven.ha.usa@gmail.com

Vernal Area Chamber of Commerce

Adam Massey
134 West Main Street
Vernal, UT 84078
435-789-1352

West Jordan Chamber

Craig Dearing
8000 South Redwood Road, First Floor
West Jordan, UT 84088
801-569-5151

Cities and Towns

Alpine City

20 North Main Street
Alpine, UT 84004
801-756-6347
alpinecity.org
nelson@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
afcity.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
antimonytown@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

Ballard Town

2381 East 100 South
Ballard, UT 84066
435-722-3393
ballardcity.org
ballard1@ubtanet.com

Bear River City

4645 West 5900 North
Bear River City, UT 84301
435-279-9047

Beaver City

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

Bicknell Town

64 West 100 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
blandingutah.org

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
brianheadutah.com

Brigham City

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

Bryce Canyon City

26 South Main Street
Bryce Canyon City, UT 84764
435-834-5341
rubysinn.com

Cannonville Town

25 South Red Rock Drive
Cannonville, UT 84718
435-679-8784
canvtown@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

50 West Center Street
Central Valley, UT 84754

Charleston Town

3454 West 3400 South
Heber City, UT 84032
435-654-7177
ci.heber.ut.us

Town of Circleville

P.O. Box 69
Circleville, UT 84723
435-577-2598
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
clawsonstown@etv.net

Clearfield City

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

Cleveland Town

130 West Main Street
Cleveland, UT 84518
435-653-2310
emerycounty.com/towns/cleveland.htm
cland@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
info@coalvillecity.org

Cities and Towns

Corinne City

2420 North 4000 West
Corinne, UT 84307
435-744-5566

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
Merry.Duggin@DanielUtah.org

Town of Daniel

260 East Teacum Road
Daniel, UT 84032
435-654-5062
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

City of Duchesne

500 East Main Street
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
435-888-6613
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

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
emerycounty.com/emery/emery.htm
townhall@etv.net

Enoch City

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

City of Enterprise

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

Ephraim City

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

Escalante City

56 North 100 West Escalante
Escalante, UT 84726
435-826-4644
escalantecity-utah.com

Cities and Towns

Eureka City Corporation

15 North Church Street
Eureka, UT 84628
435-433-6915
eurekautah.org

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

Francis Town

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

Fruit Heights City

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

Town of Garden City

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

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
Hanksville, UT 84734
435-542-3451
hanksville.us

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

Henefer Town

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

Hideout

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

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

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

Howell Town

15970 North 17400 West
Howell, UT 84316
435-471-7332

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

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

Kanarraville Town

40 South Main Street
Kanarraville, UT 84742
435-867-1852

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

25 North State Street
Koosharem, UT 84744
435-638-7598

LaVerkin City

435 North Main Street
LaVerkin, UT 84745
435-635-258
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
435-857-2399
leamington.utah@gmail.com

Town of Leeds

218 North Main Street
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
levantown20@nebonet.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

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

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

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

Marysvale Town

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

Mayfield Town

52 North Main Street
Mayfield, UT 84643
435-528-5061
mymayfield.org

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

127 East Center Street
Moab, UT 84532
435-259-5121
moabcity.state.ut.us

Mona City

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

Monroe City

10 North Main Street
Monroe, UT 84754
435-527-4621
littlegreenvalley.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

Myton City

125 East Main Street
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

625 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
ci.north-logan.ut.us
cordell@northlogancity.org

North Ogden City

505 East 2600 North
North Ogden, UT 84414
801-782-7211
northogdencity.com

City of North Salt Lake

10 East Center Street
North Salt Lake, UT 84054
801-335-8700
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;cindorange@hotmail.com

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.org
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
Paragonah, UT 84760
435-477-8979
paragonahtown@qwestoffice.net

Park City Municipal Corporation

445 Marsac
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

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

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

83 East Center Street
Richfield, UT 84701
435-896-5169
richfieldcity.com
webmaster@richfieldcity.com

Richmond City

6 West Main Street
Richmond, UT 84333
435-258-2092
richmond-utah.com

River Heights City

520 South 500 East
River Heights, UT 84335
435-752-2646
riverheightscity.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@sginet.com

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.sl.c.ut.us

Sandy City

10000 Centennial Pkwy
Sandy, UT 84070
801-568-7100
sandy.utah.gov

City of Santa Clara

2603 Santa Clara Drive
Santa Clara, UT 84765
435-673-6712
sccity.org

Cities and Towns

Santaquin City

275 West Main Street
Santaquin, UT 84655
801-754-3211
santaquin.org
dmarker@santaquin.org

City of Saratoga Springs

1307 N. Commerce Drive #200
Saratoga Springs, UT 84045
801-766-9793
saratogaspringscity.com

Scipio Town

160 North State Street
Scipio, UT 84656
435-758-2464

Scofield Town

HC-35 Box 560
Scofield, UT 84526
435-448-9221

Sigurd Town

P.O. Box 570064
Sigurd, UT 84657
Sigurd, UT 84657
435-896-4645

Smithfield City Corporation

69 North Main Street
Smithfield, UT 84335
435-563-6226
smithfieldcity.org

Snowville Town

20 West Main Street
Snowville, UT 84336
435-872-8501

City of South Jordan

1600 West Towne Center Drive
South Jordan, UT 84095
801-254-3742
sjc.utah.gov
info@sjc.utah.gov

South Ogden City

3950 South Adams Avenue
South Ogden, UT 84403
801-622-2700
southogdencity.com

City of South Salt Lake

220 East Morris Avenue
South Salt Lake, UT 84115
801-483-6000
southsaltlakecity.com
rsant@ssl.net

South Weber City

1600 East South Weber Drive
South Weber, UT 84405
801-479-3177
southwebercity.com

Spanish Fork City

40 South Main Street
Spanish Fork, UT 84660
801-804-4500
spanishfork.org

Spring City

150 East Center
Spring City, UT 84662
435-462-2244
springcitycorp.com
info@springcitycorp.com

Town of Springdale

118 Lion Boulevard
Springdale, UT 84767
435-772-3434
springdaletown.com
springdale@infowest.com

Springville City

110 South Main Street
Springville City, UT 84663
801-489-2700
springville.org

City of St. George

175 East 200 North
St. George, UT 84770
435-627-4000
sgcity.org
gary.esplin@sgcity.org

Town of Sterling

75 North 100 West
Sterling, UT 84665
435-835-1799
sanpete.com/pages/sterling

Stockton Town

18 North Johnson Street
Stockton, UT 84071
435-882-3877
stocktontown.org
townclerk@stocktontown.org

Sunnyside City

701 Market Street
Sunnyside, UT 84539
435-888-4444

Cities and Towns

Sunset City

200 West 1300 North
Sunset, UT 84015
801-825-1628
sunset-ut.com
admin@sunset-ut.com

Syracuse City

1979 West 1900 South
Syracuse, UT 84075
801-825-1477
syracuseut.com

Town of Tabiona

38152 West 3950 North
Tabiona, UT 84072
435-848-5481

City of Taylorsville

2600 West Taylorsville Boulevard
Taylorsville, UT 84129
801-963-5400
taylorsvilleut.gov
dadams@taylorsvilleut.gov

Tooele City

90 North Main Street
Tooele, UT 84074
435-843-2100
tooelecity.org

Toquerville City

212 North Toquerville Boulevard
Toquerville, UT 84774
435-635-1094
toquerville.org

Torrey Town

100 North 75 East
Torrey, UT 84775
435-425-3600
torreyutah.gov
info@torreyutah.com

Tremonton City

102 South Tremont Street
Tremonton, UT 84337
435-257-9500
tremontoncity.com
tremonton@tremontoncity.com

Trenton Town

17 East Main Street
Trenton, UT 84338
435-563-9929
trentontown@hotmail.com

Town of Tropic

20 North Main Street
Tropic, UT 84776
435-679-8713
townoftropicut.gov
tropic@color-country.net

City of Uintah

2191 East 6550 South
Uintah, UT 84405
801-479-4130
uintahcity.com

Vernal City

374 East Main
Vernal, UT 84078
435-789-2255
vernalcity.org
webmaster@vernalcity.org

Town of Vernon

325 South Main Street
Vernon, UT 84080
435-839-3473
vernonutah.net

Vineyard Town

240 East Gammon Road
Vineyard, UT 84058
801-226-1929
vineyard.utah.gov

Virgin Town

114 South Mill Street
Virgin, UT 84779
435-635-4695
virginutah.org

Town of Wales

150 North State Street
Wales, UT 84667
435-436-9345

Wallsburg Town

70 West Main Canyon Road
Wallsburg, UT 84082

Washington City

111 North 100 East
Washington, UT 84780
435-656-6300
washingtoncity.org/5
ourcarter@washingtoncity.org

City of Washington Terrace

5249 South South Pointe Drive
Washington Terrace, UT 84405
801-393-8681
wt.govoffice.com

Cities and Towns

Wellington City

150 West Main Street
Wellington, UT 84542
435-637-5213

Wellsville City

75 East Main Street
Wellsville, UT 84339
435-245-3686
wellsvillecity.com
dhartle@wellsvillecity.com

City of Wendover

920 East Wendover Boulevard
Wendover, UT 84083
435-665-7030
wendovercityutah.com

West Bountiful City

550 North 800 West
West Bountiful, UT 84087
801-292-4486
westbountiful.utah.gov
chowe@westbountiful.utah.gov

City of West Haven

4150 South 3900 West
West Haven, UT
84401
801-731-4519
westhavencity.com

City of West Jordan

8000 South Redwood Road
West Jordan, UT 84088
801-569-5100
ci.west-jordan.ut.us
info@wjordan.com

West Point City

3200 West 300 North
West Point, UT 84015
801-776-0970
westpointcity.org

West Valley City

3600 South Constitution Boulevard
West Valley, UT 84119
801-966-3600
wvc-ut.gov
pauline.davies@wvc-ut.gov

Willard City

80 West 50 South
Willard, UT 84340
435-734-9881

City of Woodland Hills

690 South Woodland Hills Drive
Woodland Hills, UT 84653
801-423-1962
woodlandhillsutah.org
recorder@woodlandhills.cc

Town of Woodruff

195 South Main Street
Woodruff, UT 84086
435-793-4201

Woods Cross City

1555 South 800 West
Woods Cross, UT 84087
801-292-4421
woodscross.com
guresk@woodscross.com

Economic Development Contacts by County

Beaver County Economic Development

330 S. Main St.
P.O. Box 511
Beaver, UT 84713
435-421-9022
beavercountyutah.org

Box Elder County Economic Development

1 S. Main St., 3rd Floor
Brigham City, UT 84302
435-734-3397
boxelder.org

Cache Valley Chamber of Commerce

160 N. Main St. Rm. 102
Logan, UT 84321
435-752-2161
cachechamber.com

Carbon County Future

120 E. Main St.
Price, UT 84501
435-636-3295
carbon.utah.gov/econdev

Daggett County Economic Development

95 N. 100 W.
Manila, UT 84046
435-784-3218
daggettcounty.org

Davis County Community and Economic Development

61 S. Main St.
Farmington, UT 84025
801-451-3278
daviscountyutah.gov/economic_development

Duchesne County Economic Development

50 E. 200 S.
Roosevelt, UT 84066
435-722-4598
duchesne.net

Emery County Economic Development

95 E. Main St., #107
Castle Dale, UT 84513
435-381-5576
emerycounty.com

Garfield County Economic Development

55 S. Main St.
Panguitch, UT 84759
435-676-1157
garfield.utah.gov

Grand County Economic Development

217 E. Center St.
Moab, UT 84532
435-259-5121
moabcity.org

Iron County Economic Development

10 N. Main St.
Cedar City, UT 84720
435-586-2770
cedarcity.org

Juab County Economic Development Agency

160 N. Main St., Rm. 102
Nephi, UT 84648
435-623-3415
juabbusiness.com

Kane County Economic Development

76 N. Main St.
Kanab, UT 84741
435-644-4900
kane.utah.gov

Millard County Economic Development Association

71 S. 200 W.
Delta, UT 84624
435-864-1407
millardcounty-ecdev.com

Morgan County Economic Development

48 W. Young St.
Morgan, UT 84050
801-829-6811
morgan-county.net

Piute County Economic Development

550 N. Main St.
Junction, UT 84740
435-577-2949
piute.org

Economic Development Contacts by County

Rich County-Bear Lake Regional Commission

69 N. Paradise Pkwy. Building B
Garden City, UT 84028
435-946-2198
bearlakeregionalcommission.org

Salt Lake County Economic Development

2001 S. State St., Ste. S2100
Salt Lake City, UT 84190
801-468-2221
upgrade.slco.org

San Juan County Economic Development

P.O. Box 490
117 S. Main St.
Monticello, UT 84535
435-587-3235 ext. 4138
utahscanyoncountry.com

Sanpete County Economic Development

191 N. Main St.
Manti, UT 84642
435-835-4321
sanpete.com

Sevier County Economic Development

250 N. Main St., Rm 10
Richfield, UT 84701
435-893-0454
sevierutah.net

Summit County Economic Development

1910 Prospector Ave., Ste. 103
Park City, UT 84060
435-649-6100
parkcityinfo.com

Tooele County Economic Development

47 S. Main St.
Tooele, UT 84074
435-843-4792
tooeleconomicdevelopment.com

Uintah County Economic Development

152 E. 100 N.
Vernal, UT 84078
435-781-6767
vernalutah.org

Utah County Business Development

201 S. Main St., Ste. 2010
Salt Lake City, UT 84111
801-420-9109
edcutah.org/utahcounty.php

Wasatch County Economic Development

475 N. Main St.
Heber City, UT 84032
435-654-3666
gohebervalley.com

Washington County Economic Development Council

1071 E. 100 S., Building C, Ste. 7
St. George, UT 84770
435-652-7750
dixiebusinessalliance.com

Wayne County Economic Development

P.O. Box 189 18 S. Main St.
Loa, UT 84747
435-836-1315
waynecountyutah.org

Weber County Economic

Development Corp.
2484 Washington Blvd., Ste. 400
Ogden, UT 84401
801-621-8300
weberedc.com

Higher Education

University of Utah

David Eccles School of Business
1655 East Campus Center Drive
Salt Lake City, UT 84112
801-581-7676
business.utah.edu
Accreditation: NWCCU

Taylor Randall, Dean
801-581-3074
dean@business.utah.edu

Undergraduate
801-587-8183
undergraduateadmissions@business.utah.edu

MBA
801-581-7785
mbaadmissions@business.utah.edu

Professional MBA
801-581-6836
pmba@utah.edu

Executive MBA
801-581-5577
emba@utah.edu

Master of Accounting
801-581-7785
maccadmissions@business.utah.edu

Master of Science in Finance
801-581-7785
msfadmissions@business.utah.edu

PhD
phdprogram@business.utah.edu

The Foundry
85 Fort Douglas Blvd #602
Salt Lake City, UT 84113
801-236-8052
801-502-4007
business.utah.edu/foundry
usparkfoundry@gmail.com

The Pierre Lassonde
Entrepreneurial Center
85 Fort Douglas Blvd #602
Salt Lake City, UT 84113
801-585-3702
lassonde.utah.edu
lassondecenter@utah.edu

Technology Commercialization Office
615 Arapeen #310
Salt Lake City, UT 84108
801-581-7792
techventures.utah.edu/tco

Technology Venture Development
105 Fort Douglas Blvd #604
Salt Lake City, UT 84113
801-587-3836
techventures.utah.edu

Utah State University

Jon M. Huntsman School of Business
3505 Old Main Hill
Logan, UT 84322
435-797-2399
huntsman.usu.edu
huntsman@usu.edu

Douglas D. Anderson, Dean
435-797-8328
douglas.anderson@usu.edu

Economics and Finance
435-797-2310

School of Accountancy
435-797-2330

Master of Accounting
453-797-3958
macc.huntsman@usu.edu

MBA
435-797-2360
mba.huntsman@usu.edu

Master of Science in Economics
435-797-1310

Center for Entrepreneurial Excellence
3570 Old Main Hill Business 309
Logan, UT 84322
435-797-1107
natalee.champlin@usu.edu

Intellectual Property Services
1780 N. Research Park Way, Suite 108
North Logan, UT 84341
435-797-9603
ipso.usu.edu
ipso@usu.edu

Higher Education

College of Eastern Utah

USU Economics B.S. Online Degree
451 East 400 North
Price, UT 84501
435.613.5000
www.ceu.edu; distance.usu.edu

Weber State University

John B. Goddard School of
Business and Economics
Ogden, UT 84408
801-626-7307
weber.edu/SBE
gsbe@weber.edu

Jeff Steagall, Dean
801-626-7253
jeffsteagall@weber.edu

Business Administration and Finance
3802 University Circle
Ogden, UT 84408
801-626-6075
kmay@weber.edu

Department of Economics
3807 University Circle
801-626-6066
econ@weber.edu

School of Accounting and Taxation
3803 University Circle
801-626-6072
actg@weber.edu

Master of Accounting
801-626-6072
macc@weber.edu

Master of Taxation
801-626-6072
mtax@weber.edu

MBA
2750 North University Park Blvd., MC 102
Ogden, UT 84041
801-395-3519
weber.edu/mba

Southern Utah University

School of Business
435-586-5401
suu.edu/business/

Carl Templin, Dean
351 West University Boulevard, BU 303
Cedar City, UT 84720
templin@suu.edu

Accounting, Economics, Finance
Master of Accountancy, MBA

Dixie State College

Udvar-Hazy School of Business
225 South 700 East
St. George, UT 84770
435-652-7723
dixie.edu/business

William J. Christensen, Dean
435-652-7887
christenb@dixie.edu

Higher Education

Utah Valley University

Woodbury School of Business
800 West University Parkway
Orem, UT 84058
801-863-8032
uvu.edu/woodbury

Norman Wright, Dean

Accounting, Finance, Management

MBA
Graduate Studies MS 146
801-863-8314

Brigham Young University

Marriott School of Management
730 TNRB Brigham Young University
Provo, UT 84602
marriottschool.byu.edu
marriottschool@byu.edu

Gary Cornia, Dean
801-422-4121
deanpt@byu.edu

Undergraduate
801-422-4367
bmst@byu.edu

Finance
801-422-8377
finance@byu.edu

MBA
801-422-3500
mba@byu.edu

Executive MBA
801-422-3622
emba@byu.edu

School of Accountancy
540 TNRB Brigham Young University
801-422-4235
soa@byu.edu

Master of Accountancy

Rollins Center for
Entrepreneurship & Technology
470 TNRB Brigham Young University
Marriott School of Management
Provo, UT 84602
801-422-7437
marriottschool.byu.edu/cet
cet@byu.edu

Technology Transfer
801-422-6266
techtransfer.byu.edu
malder@byu.edu (Mike Alder, Director)

Western Governors University

Online BS and Master's in
Multiple Business Disciplines
4001 South 700 East Suite 700
Salt Lake City, UT 84107

1-866-225-5948
801-274-3280
www.wgu.edu/contact_us

Westminster

Bill and Vieve Gore School of Business
1840 South 1300 East
Salt Lake City, UT 84105
801.832.2600
www.wcslc.edu/business
business@westminstercollege.edu

Jin Wang, Dean
801.832.2601
jwang@westminstercollege.edu
Accounting

Economics

Finance

Management
801.832.2602
smoyle@westminstercollege.edu
(Stephanie Moyle, Academic Specialist)

MBA

Master of Accountancy

Procurement Technical Assistance Centers

for SALT LAKE AND SUMMIT COUNTIES

MAIN OFFICE
Utah Procurement Technical Assistance Center
CONTACT: Fred Lange, Director – 801.538-8733
EMAIL: fglange@utah.gov
Chuck Spence, Deputy Director – 801.538-8655
EMAIL: cspence@utah.gov
60 East South Temple, 3rd Floor
Salt Lake City, UT 84111
(Mailing Address: PO Box 146950
Salt Lake City, UT 84114-6950)
FAX: 801.538-8888
Program Web Address:
www.business.utah.gov/PTAC

for UTAH, WASATCH, JUAB, SANPETE, MILLARD, DUCHESNE, UINTAH, AND DAGGETT COUNTIES

UTAH VALLEY UNIVERSITY
CONTACT: Cory Holley – Regional Manager
815 West 1250 South
Orem, UT 84058
(Mailing Address: 800 W. University Pkwy #239
Orem, UT 84058)
PH: 801.863-8713
CELL: 801.830-9088
FAX: 801.863-7071
EMAIL: cholley@utah.gov

for SOUTH SALT LAKE, AND TOOELE COUNTIES

SALT LAKE COMMUNITY COLLEGE
CONTACT: Jonnie Wilkinson – Regional Manager
SLCC / Miller Campus
9750 South 300 West, MCPC, Sandy, UT 84070
OFFICE PH: 801.957.5357
CELL: 801.867-9287
FAX: 801.957-5380
EMAIL: jwilkinson@utah.gov

for DAVIS, WEBER AND MORGAN COUNTIES

DAVIS APPLIED TECHNOLOGY COLLEGE
CONTACT: Alex Quayson-Sackey –
Regional Manager
North Front Business Resource Center
450 South Simmons Way, Suite #300
Kaysville, UT 84037
PH: 801.593-2242
FAX: 801.593-2110
CELL: 801.907-1119
EMAIL: aquayson@utah.gov

for BOX ELDER, CACHE AND RICH COUNTIES

BEAR RIVER ASSOCIATION OF
GOVERNMENTS
CONTACT: Cindy Roberts – Regional Manager
Cache Business Resource Center
BATC West Campus
1410 North 1000 West, Rms 1901-1905
Logan, UT 84341
OFFICE PH: 435.760-7937; CELL: 435-720-7883
FAX: 435.753-5709
EMAIL: croberts@cachebrc.com

for CARBON, EMERY, GRAND AND SAN JUAN COUNTIES

UVU Business Resource Center
CONTACT: Cory Holley – Regional Manager
815 West 1250 South
Orem, UT 84058
PH: 801.863-8713
CELL: 801.830-9088
FAX: 801.863-7071
EMAIL: cholley@utah.gov

for IRON, BEAVER, PIUTE, WAYNE AND SEVIER COUNTIES

SUU SMALL BUSINESS DEVELOPMENT CENTER
Procurement Technical Assistance Center
Craig Isom – Director
PH: 435.586-4087
EMAIL: isom@suu.edu
Contact: Joni Anderson
77 North Main Street
Cedar City, UT 84720
PH: 435.586-8883; FAX: 435.586-4310
EMAIL: andersonjoni@suu.edu

for WASHINGTON, KANE AND GARFIELD COUNTIES

DIXIE STATE COLLEGE OF UTAH
Dixie Business Alliance
CONTACT: Keith Christiansen – Regional Manager
1071 East 100 South, Suite #C7
St. George, UT 84770
PH: 435.652-7754
CELL: 435.229-1846
FAX: 435.652-7870
EMAIL: keithchristiansen@utah.gov

Small Business Development Centers

Blanding

Utah State University – San Juan
715 West 200 South**
Blanding, UT 84511
435-678-8102

Brigham City*

Utah State University
265 West 1100 South, Rm. 203
Brigham City, UT 84302
435-919-1235

Cedar City

Southern Utah University
77 North Main Street
Cedar City, UT 84720
435-865-7707

Ephraim

Snow College
151 S. Main Street, Room 159**
Ephraim, UT 84627
435-283-7376

Kaysville

Davis Applied Technology College
450 South Simmons Way
Kaysville, UT 84037
801-593-2202

Logan

Utah State University
East Campus Office Building, Rm 124
1300 East 700 North
Logan, UT 84322
435-797-2277

Moab*

USU Moab Education Center
125 West 200 South
Moab, UT 84532
435-678-8102

Ogden

Weber State University
3806 University Circle
Wattis Building Rm. 218
Ogden, UT 84408
801-626-7232

Orem

Utah Valley University
812 West 1250 South, Rm 110**
Orem, UT 84058
801-863-8230

Price

Utah State University – Eastern
451 North 400 East
Price, UT 84501
435-613-5443

Richfield*

Snow College
800 West 200 South**
Portable 2-A
Richfield, UT 84701
435-893-2252

Salt Lake

Salt Lake Community College
Miller Campus, MCPC 200
9750 South 300 West
Sandy, UT 84070
801-957-5441

St. George

Dixie State College
1071 East 100 South
Building C, Suite C7
St. George, UT 84770
435-652-7741

Tooele*

Utah State University
47 South Main Street
Tooele, UT 84074
435-843-3129

Vernal

Utah State University
320 North Aggie Blvd.
Vernal, UT 84078
435-789-6100

*Denotes a satellite center

** Please check website for mailing address



USTAR Technology Outreach and Innovation Program Regional Offices



USTAR Headquarters
Justin Berry, Marketing Manager
60 E. South Temple
Third Floor
Salt Lake City, UT 84111
801-538-8884
jberry@utah.gov



Northern Utah
Alex Lawrence, Director
Weber State University
1004 University Cir.
Ogden, UT 84408-1004
801-859-8282
alexanderlawrence@weber.edu
*Satellite office at Davis Applied Technology College, Kaysville



Eastern Utah
Alan J. Walker, Director
University of Utah, Energy & Geoscience Institute
423 Wakara Way #300
Salt Lake City, UT 84108
801-585-9690
alanjwalker@utah.gov
*Satellite office at Bingham Entrepreneurship and Energy Research Center, USU, Vernal



Central Utah
Steven Roy, Director
Utah Valley University
300 W. University Pkwy. MS240
Orem, UT 84058
801-626-8940
steven.roy@uvu.edu
*Satellite office at Salt Lake Community College – Miller Campus, Sandy



Southern Utah
Jill Elliss, Director
Dixie State College
1071 E. 100 S. C7
St. George, UT 84770
435-652-7751
jelliss@utah.gov
*Satellite office at Southern Utah University, Cedar City



SBIR/STTR Assistance Center
Mary Cardon, Manager
Salt Lake Community College –
Miller Campus
9750 S. 300 W. #214
Sandy, UT 84070
801-957-5249
mcardon@utah.gov



BioInnovations Gateway
Scott Marland, Director
Granite Technical Institute
2500 S. State St. D224
Salt Lake City, UT 84115
385-646-4625
contact@bioinnovationsgateway.org



Governor's Office of Economic Development Contacts

GOED ADMIN

Spencer P. Eccles
Executive Director

Mindy Vail
Assistant to the Executive Director
801-538-8769
mvail@utah.gov

Sophia DiCaro
Deputy Director
801-538-8823
sdicaro@utah.gov

Vatsala Kaul
Data Systems Manager
(801)538-8792
vkaul@utah.gov

Communications
Michael Sullivan
Director of Communications
801-538-8811
mgsullivan@utah.gov

Greg Slater
Marketing Communication Specialist
801-538-8627
gregslater@utah.gov

Marketing
Michael O'Malley
Director of Marketing
801-538-8879
momalley@utah.gov

Kaitlin Felsted
Marketing Communication Specialist
801-583-8747
kfelsted@utah.gov

Finance
John G. Bell
Finance Manager
801-538-8877
johnbell@utah.gov

Alisha Johnson
Budget & Accounting Officer
801-538-8819
ajohnson@utah.gov

Miles Farrington
Accounting Technician
801-538-8877
mfarrington@utah.gov

Marie Magré
Accounting Support
801-538-8868
mmagre@utah.gov

BUSINESS OUTREACH & INTERNATIONAL TRADE

Vince Mikolay
Managing Director
801-538-8799

Economic Clusters
Marshall Wright
Director of Aerospace & Defense Cluster
801-538-8710
mnwright@utah.gov

Kevin Jessing
Director of Life Sciences Cluster
801-538-8735
kjessing@utah.gov

Carol Cuchroe
State Science Advisor
801-538-8739
cgeorge@utah.gov

Adam Turville
Business Analysis
801-538-8708
aturville@utah.gov

Outdoor Recreation Office
Brad Petersen
Director
801-538-8873
bradp@utah.gov

Tara McKee
Outdoor Recreation Coordinator
801-538-8686
tmckee@utah.gov

International Trade & Diplomacy Office
Harvey Scott
Regional Director — Americas
801-538-8885
hscott@utah.gov

Brett Heimbürger
Regional Director — Asia
801-538-8651
bheimbürger@utah.gov

Franz Kolb
Regional Director — EMEA
801-538-8717
fkolb@utah.gov

Aaron Neuenschwander
Trade Mission Coordinator
801-538-8737
aneuenschwander@utah.gov

Bartly Mathews
STEP Grant Administrator
801-538-8619

Ariel Briggs
STEP Grant Program Coordinator
801-538-8778
abriggs@utah.gov

Rural Development Office
Delynn Fielding
Director
801-538-8638
dfielding@utah.gov

Jake Hardman
Rural Development Program Manager
801-538-8804
jhardman@utah.gov

Daniel Royal
Rural Incentives Analyst
801-538-8687
droyal@utah.gov

Governor's Office of Economic Development Contacts

Technology Commercialization and
Innovation Program (TCIP)
Vince Mikolay
Program Director
801-538-8799
vmikolay@utah.gov

Sharon Cox
Program Coordinator
801-538-8770
scox@utah.gov

CORPORATE RECRUITMENT & INCENTIVES

Christopher M. Conabee
Managing Director
801-538-8850
cconabee@utah.gov

Corporate Recruitment & Incentives
Eric Nay
Incentives Manager
801-538-8716
enay@utah.gov

Jenni Osman
Incentives Coordinator
801-538-8828
josman@utah.gov

Tamy Dayley
Senior Financial Analyst
801-538-8860
tdayley@utah.gov

Ron Andrus
Audit Analyst
801-538-8738
randrus@utah.gov

Contracts and Policy Manager
801-538-8746

Thomas Wadsworth
Incentive Analyst
801-538-8825
twadsworth@utah.gov

Private Activity Bond Authority
Roxanne Graham
Program Manager
801-538-8699
roxanneg@utah.gov

Procurement Technical Assistance Centers
(PTAC)
Fred Lange Director
801-538-8733
fglange@utah.gov

Chuck Spence
Deputy Director
801-538-8655
cspence@utah.gov

Myrna Hill
Administrative Assistant
801-538-8775
myrnahill@utah.gov

Alex Quayson-Sackey
Regional Director — Davis, Weber
& Morgan Counties
801-593-2242
aquayson@utah.gov

Cindy Roberts
Regional Manager — Cache Business
Resource Center
435-760-7937
croberts@cachebrc.com

Cory Holley
Regional Manager — Utah & Wasatch,
Central and Southeastern Utah Counties
801-830-9088
cholley@utah.gov

Joni Anderson
Regional Manager — SUU
435-586-8883
andersonjoni@suu.edu

Jonnie Wilkinson
Regional Manager — Salt Lake & Tooele Counties
801-957-6076
jwilkinson@utah.gov

Keith Christiansen
Regional Manager — Dixie Business Alliance
435-652-7754
keithchristiansen@utah.gov

Utah Broadband Project
Kelleigh Cole
Project Manager
801-538-8742
kcole@utah.gov

Broadband Project Coordinator
801-538-8831

TOURISM, FILM & GLOBAL BRANDING

Vicki Varela
Managing Director
801-538-1370
lvondere@utah.gov

Utah Office of Tourism
Dave Williams
Associate Managing Director
801-538-1317
dmwilliams@utah.gov

Barbara Bloedorn
Assistant to Director
801-538-1369
bbloedorn@utah.gov

Jay Kinghorn
Director of Communications and Digital Strategy
801-538-1422
jkinghorn@utah.gov

Andrew Gillman
Communication Coordinator
801-538-1759
agillman@utah.gov

Governor's Office of Economic Development Contacts

Kaitlin Eskelson
Director of Partner Relations
Please see website

Rebecca Katz
Public Relations
801-538-1479
rkatz@utah.gov

Dave Hansford
Visitor Services
801-538-1367
dhansford@utah.gov

Lorraine Daly
Marketing Assistant
801-538-1306
ldaly@utah.gov

Kelly Day
Web & Cooperative Marketing Manager
801-538-1727
kday@utah.gov

Jim Buchanan
Research Coordinator
801-538-1375
jbuchanan@utah.gov

Matt Morgan
Visual Assets Manager
801-538-1378
matthewmorgan@utah.gov

Diane Wilson
Administrative Assistant and Tourism Conference
801-538-1312
dianew@utah.gov

Gael Hill
Scenic Byway Coordinator
801-538-1710
gaelhill@utah.gov

Tara Roner
Bookstore Manager
801-538-1398
troner@utah.gov

Ben Dodds
Call Center/Distribution
801-538-1716
bdodds@utah.gov

Patti Denny
Manager Travel Trade Program
801-538-1318
pdenny@utah.gov

Cicily Howell
Travel Trade Coordinator
801-538-1373
ckind@utah.gov

Utah Film Commission
Marshall Moore
Director
801-538-1377
mdmoore@utah.gov

Mimi Davis-Taylor
Producer Services Executive
801-538-1371
mdtaylor@utah.gov

Ricardo Flores
Marketing and Creative Executive
801-538-1379
rcflores@utah.gov

Derek Mellus
Producer Services Executive
801-538-1120
dmellus@utah.gov

Jenica Schultz
Executive Secretary
801-538-1332
EMAIL

ASSOCIATED PROGRAMS

Office of Consumer Health Services,
Avenue H
Patty Conner
Director
801-538-8715
pconner@utah.gov

Sue Watson
Project Manager
801-538-8883
spwatson@utah.gov

Jill Goodmansen
Benefits Analyst
801-538-8833
jgoodmansen@utah.gov

Steve Gooch
Marketing Communication Coordinator
801-538-8669
sgooch@utah.gov

Pete Suazo Utah Athletic Commission
Bill Colbert
Commission Director
801-538-8876
bcolbert@utah.gov

STEM Action Center
Director
Please see website

Meredith Mannebach
Program Manager
801-538-8765
mmannebach@utah.gov

Sue Redington
Program Coordinator
801-538-8678
sredington@utah.gov

#1 Best Managed State in the Nation
Six Years in a Row
American Legislative
Exchange Council



World Trade Center at City Creek

60 E. South Temple, 3rd Floor
Salt Lake City, Utah 84111
(801) 538-8680