Governor's Office of Economic Development

2015 Annual Report & Resource Guide

Utah Governor's Office *of* Economic Development

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New GOED Code References

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Vision Statement

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

Mission Statement

GOED's mission is to enhance quality of life by increasing and diversifying Utah's revenue base and improving employment opportunities.

We fulfill our statewide mission as we:

1. *Monitor, improve and promote the economic health of both urban and rural communities.*
2. *Attract new investors and companies while supporting the expansion of existing Utah businesses.*
3. *Assist entrepreneurs and engage under-represented populations in starting new companies and growing existing businesses.*
4. *Expand tourism and the infrastructure to support it.*
5. *Encourage film production in the state.*
6. *Support and leverage both partner agencies and community leaders to create proactive, unique economic development solutions statewide.*

LIFE
UTAH
ELEVATED

State of Utah
GARY R. HERBERT
Governor

SPENCER J. COX
Lieutenant Governor

Governor's Office of Economic Development

Q. VAL HALE
Executive Director

Dear Legislators and Economic Development Partners,

As executive director of the Governor's Office of Economic Development (GOED), it is my pleasure to introduce you to our 2015 Annual Report. Having completed my first full year as executive director, I'm thrilled to personally report that FY 2014-2015 was yet another year for the books. Utah has enjoyed a year of positive changes and incredible growth—as you will see detailed in this report. We look forward to what the future holds.

GOED's vision is that Utah will lead the nation as the best performing economy and will be recognized as the premier global business environment and tourist destination. Our mission and guiding principle, put briefly, is that we will enhance quality of life for Utah residents.

Forbes ranked Utah No. 1 State for Business again, acknowledging the state as No. 1 four out of the last five years. The U.S. Chamber of Commerce's *Enterprising States* report ranked Utah in the top ten for all six of its researched performance categories. We're the only state to have done so—and we've done it twice. It's clear that we're already doing many things right, but we know it takes a lot of work to stay at the top. As part of our effort to maintain our top economy, GOED's constant focus is to grow Utah's workforce, build Utah's companies and expand our global presence.

You'll see a number of changes to this year's annual report that reflect the changes and growth at GOED. This year's report includes some thoughts on workforce development—a critical issue to maintaining a sustainable economic environment—along with some new infographics detailing GOED's work for the state. You'll notice some new faces, too. We couldn't accomplish what we do without an excellent team.

This report is your go-to guide for everything GOED and just about everything you need to know about Utah's economy. It is your ultimate resource for understanding Utah's economic development toolbox, including everything from briefs on GOED programs to information about our many economic development partners and critical contacts.

Our ultimate key to success is collaboration. I look forward to hearing from you. Together, we'll define and execute innovative strategies to build an economy that is truly the best.

Thank you,

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

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

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

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

Before accepting the position as executive director, Hale served for two years as president and CEO of the Utah Valley Chamber of Commerce. Prior to the chamber, Hale was vice president for university relations (2010-2012), vice president for advancement (2006-2010) and assistant vice president for external affairs (2005-2006) all at UVU, and he played a key role in transitioning Utah Valley State College into Utah Valley University.

Before his career at UVU, Hale worked 22 years for the Brigham Young University (BYU) Athletic Department, ultimately serving as its director beginning in 1999. He received his bachelor's degree in public relations in 1981 and a master's degree in communications in 1987—both from BYU. A successful leader, Hale has made many cherished contributions to the Utah Valley area throughout his noteworthy career.

Most recently, Hale has drawn from his many years of service to author "Living a Life That Matters: 7 Keys for Purposeful Living." The book will be released this fall.

Hale and his wife have three children and 11 grandchildren, and they currently reside in Orem, UT.

Dr. Kimberly Henrie, *Deputy Director*

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

Theresa A. Foxley, *Managing Director of Corporate Recruitment & International Trade*

As Managing Director of Corporate Recruitment and International Trade in the Governor's Office of Economic Development (GOED), Ms. Foxley oversees corporate recruitment and incentives, Utah's International Trade and Diplomacy, the State Trade and Export Promotions program, and the Aerospace and Defense Cluster.Prior to her recent appointment at GOED, Ms. Foxley was a business and finance attorney with the Salt Lake office of Ballard Spahr, a law firm with 14 offices nationwide, where she represented a diverse set of clients on corporate and financial matters including mergers and acquisitions. Ms. Foxley received her undergraduate degree from Utah State University and Juris Doctorate from the S.J. Quinney College of Law at the University of Utah.

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

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

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

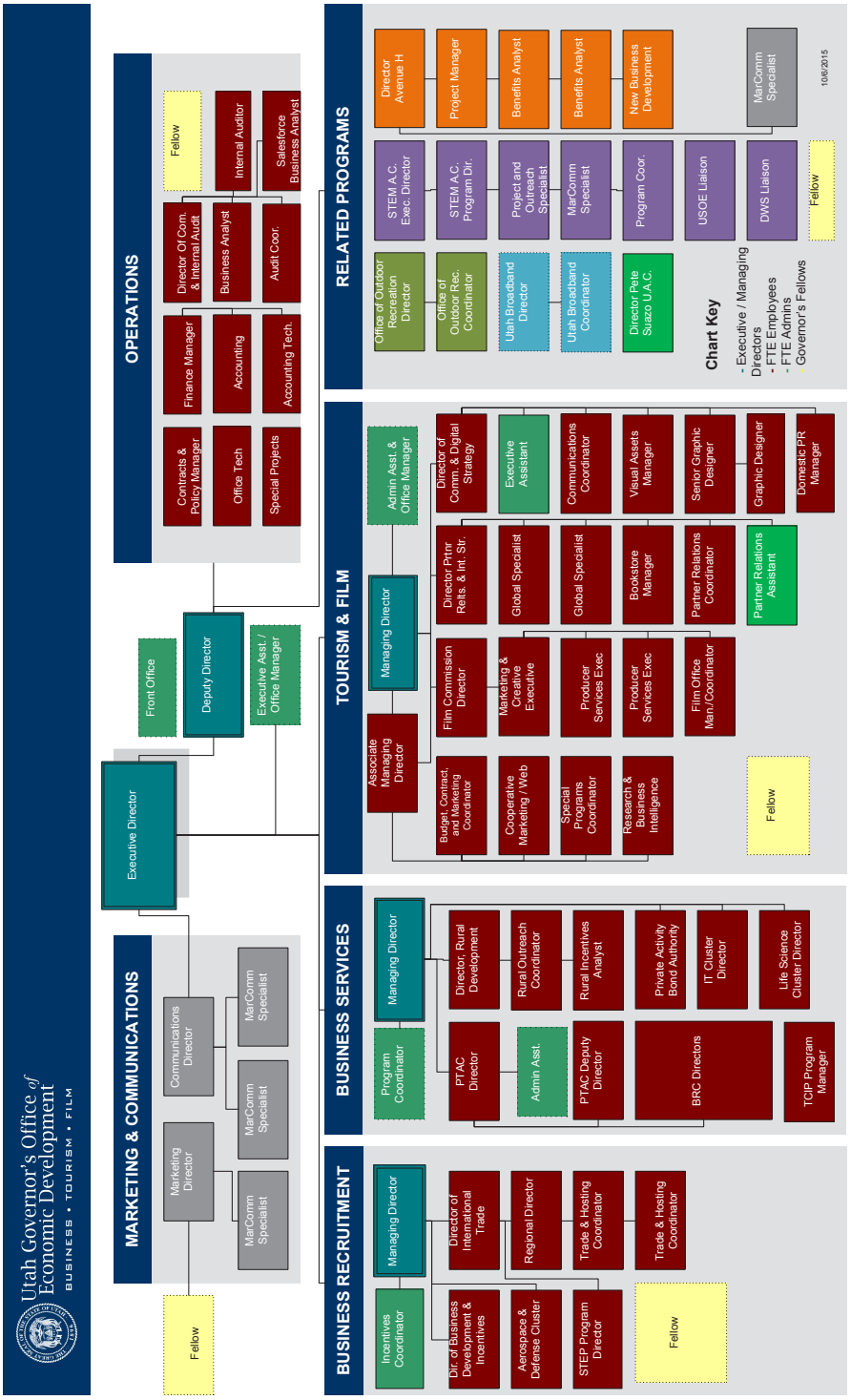
Benjamin Hart, *Managing Director for Urban and Rural Business Services*

Benjamin Hart is the Managing Director for Urban and Rural Business Services for the Governor's Office of Economic Development. His responsibilities include overseeing the GOED programs that help Utah businesses grow. Hart is directly involved in coordinating and convening partners to help support the many businesses across the State. He continues to stay involved in critical workforce related initiatives.

Prior to his position at GOED, Hart served as the director of employer initiatives for the Department of Workforce Services. During his tenure at DWS, Hart oversaw the department's business services portfolio of programs. Hart helped develop programs such as the Small Business Bridge program, the UCAIR Clean Air Assist program and the Utah Cluster Acceleration Partnership.

Hart completed both his undergraduate and graduate studies at the University of Utah.

GOED Organizational Chart



CHAIR
Mel Lavitt
Needham and Company, LLC

Lavitt's background is investment banking, focusing on capital market and M&A transactions in emerging growth, high tech, and medical industries.

Stefanie H. Bevans

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 since 1992. Voted "Utah's 100 fastest growing companies". Has served and continues to work on many boards in her Southern Utah community.

Jake Boyer
The Boyer Company

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

Brent Brown
Brent Brown Automotive Group

Brown is the owner of Brent Brown Toyota Scion in Orem. He recently served on Toyota's National Dealer Council and was a past recipient of Utah's Ernst & Young Entrepreneur of the Year Award.

Christopher M. Conabee
Principal, Paladin Development Partners

Chris worked for PaineWebber Incorporated from 1983 through 1997. Mr. Conabee went on to be a Founder and Principal of Paladin Development Partners, a noted Park City real estate development firm.

Robert Frankenberg
NetVentures

Bob was the Chairman & CEO of Novell, the world's largest networking software company from 1994-1996. Bob has received numerous awards including the Silicon Valley Engineering Hall of Fame.

Sam Granato
Frank Granato Importing Company

Granato is the President and Owner of Frank Granato Importing Co. and the current Salt Lake County Councilman representing District 4.

Susan Johnson
Futura Industries

A graduate of Cal Poly, Johnson has worked in many manufacturing capacities, including as a plant manager in the largest steel foundry on the west coast. Johnson also serves on the Zions First National Bank and University of Utah Hospital boards.

Margaret Lasecke-Jacobs
Sundance Institute Utah Advisory Board

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

GOED Board Members

Annette Meier
Co-Founder and COO of Superior Drilling Products

Meier has more than 20 years of experience in the oil and gas industry, overseeing various innovation and construction projects in the Uintah Basin.

Peter Mouskondis
Nicolas Company

President, CEO, and 3rd Generation Owner of Nicolas Co., Westminster College Foundation Board Member, IFDA Board Member, Independent Marketing Alliance Board Member, and Markon Board Member.

Jerry Oldroyd
Ballard Spahr LLP

Oldroyd is a partner in the Business & Finance Department and is a member of the Communications, Energy & Project Finance, and Government Relations Group.

Lorena Riffo-Jenson
VOX Creative

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

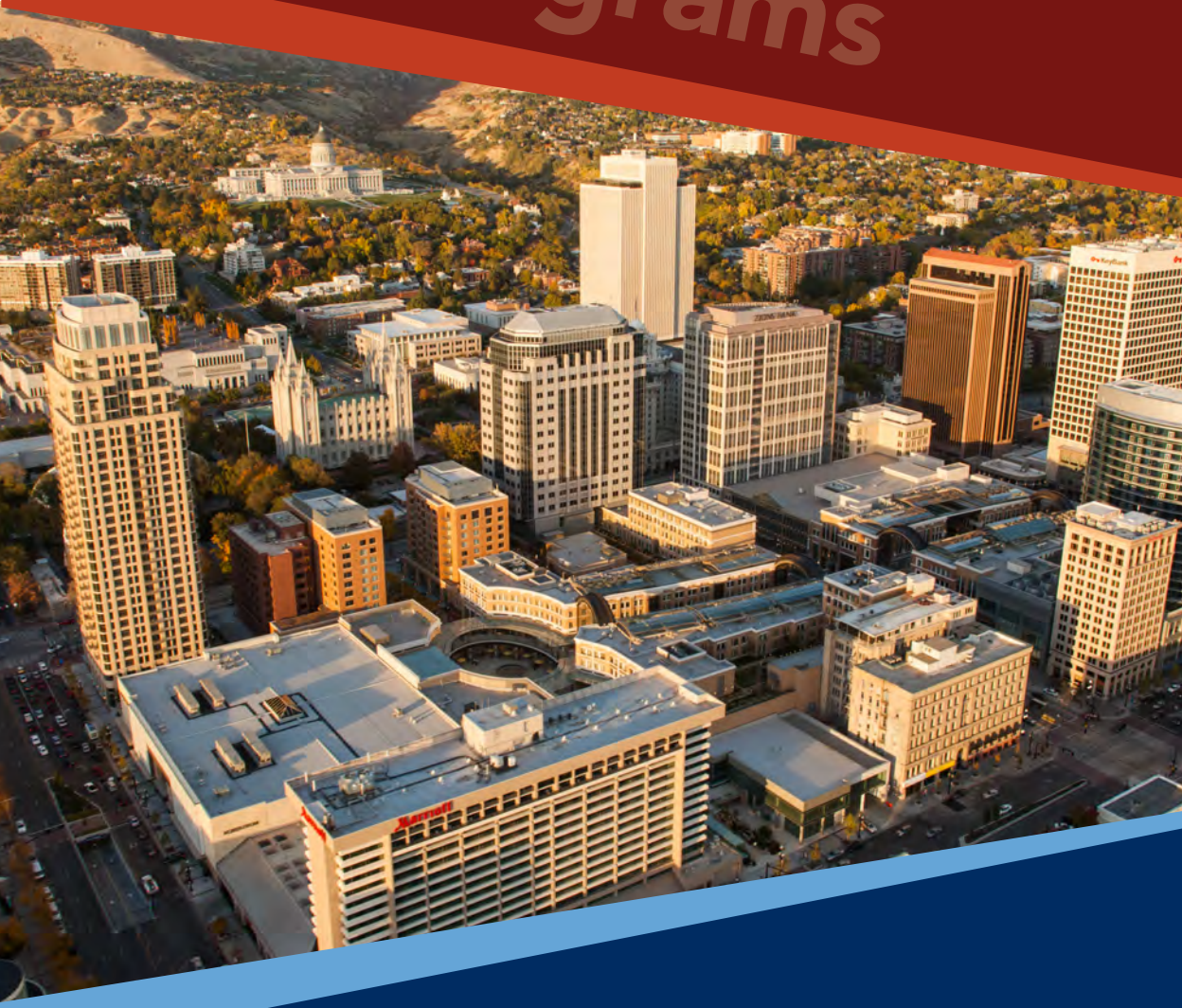
Josh Romney
The Romney Group

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

Bevan K. Wilson

Wilson is a lifelong public servant, business owner and rancher. Former member of Utah State Transportation Commission, he served 12 years on the Community Impact Board, three terms as Emery County Commissioner and as former president of the Emery County Chamber of Commerce.

Programs



Utah Governor's Office *of* Economic Development

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

- Utah Strategic Industry Clusters
- Marketing and Communications
- Business Resource Centers: Entrepreneurial Development
- Corporate Recruitment and Incentives
- International Trade and Diplomacy
- Avenue H – Small Business Health Insurance
- Outdoor Recreation Office
- Pete Suazo Utah Athletic Commission
- Procurement Technical Assistance Centers
- Rural Development
- STEM Action Center
- Technology Commercialization and Innovation Program
- Utah Broadband Outreach Center
- Utah Film Commission
- Utah Office of Tourism

Urban and Rural Business Services

As part of GOED's vision for Utah to lead the nation as best performing economy, Urban and Rural Business Services (URBS) promotes entrepreneurship, innovation and collaboration within the state to grow existing businesses and build a sustainable economic environment. URBS leads out on GOED's objectives to engage the population in starting new companies and support the expansion of Utah businesses. Additionally, URBS leverages its centralized ability to convene public and private partners statewide to create truly statewide economic solutions.

Ben Hart
Managing Director

Workforce Development

Workforce continues to be one of the most voiced concerns of businesses throughout Utah. Creating a skilled workforce is critical for helping to fill jobs and allowing our economy to continue to grow. GOED has been looking for strategic ways to develop a workforce strategy that includes all stakeholders.

Under the direction of the Lt. Governor, GOED has convened a workforce stakeholders group to develop meaningful solutions for industry. This process has brought to fruition several innovate initiatives, including new education and training programs that directly serve our targeted industries. To date initiatives have and are being developed that directly serve IT, advanced manufacturing, aerospace, defense and others.

GOED convenes and develops solutions with one goal in mind: help businesses find skilled labor, and help our stakeholders to find meaningful employment for all Utahns.

Ancillary URBS Programs

Utah Recycling Market Development Zones, *U.C.A. 63N-3-4*

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

Private Activity Bond Authority, *U.C.A 63N-5*

The Private Activity Bond Authority Review Board is charged with managing the State's volume cap for the following programs: Private Activity Bond Authority Program (PAB) and the Qualified Energy Conservation Bond Program (QECB). PAB is Utah's tax-exempt bonding authority to create a lower-cost, long-term source of capital for: 1) promoting the economic health of communities by providing affordable housing; and 2) assist new or existing companies with funding for manufacturing facilities and equipment. QECBs are taxable bonds issued for a number of energy conservation initiatives including energy reduction in public buildings, mass commuting facilities and energy technology research.

Enclave at1400 South, an affordable low-income multi-family housing development located in Salt Lake City, financed with Private Activity Bonds.

Approved Projects for CY2014

Note: PAB operates on a calendar year. Allocation amounts are from CY2014, but estimated job creation figures are from FY2014 due to when the bonds were issued.

Approved Funding Categories	Volume Cap Allocation Amount	Number of Projects	Number of Loans	Number of Permanent Jobs Created	Number of Construction Jobs Created	Number of Other Temporary Jobs Created
Multi-Family Housing	$17,600,000	1	N/AP	12*	425*	25*
Manufacturing						
Single Family Homes	$124,666,500	N/AP	3,329	N/AP	253**	
Student Loans	$0					
Qualified Redevelopment Projects	$0					
Qualified Energy Conservation Bonds	$4,300,000	1		5		

N/AP – Not Applicable
* Numbers from two projects closed and started construction in FY2014; however, one project received allocation in CY2013, the other project in CY2014.
** Direct, Indirect and Induced Jobs.

OVERVIEW

U.C.A. 63N-3-111(1)

The purpose of the strategic economic clusters (key industries) initiative is to catalyze strategic industries for long-term growth in Utah. The GOED programs and resources work as significant levers to help these industries grow and thrive in our state. Programs in GOED such as the Technology Commercialization Innovation Program, Corporate Recruitment, International, Procurement and Technical Assistance Centers, etc., all help to grow these industries.

These clusters were chosen because they have ecosystem support (workforce infrastructure, capital networks, trade associations, etc.), they pay well-above average salaries, and the state already has significant mass of existing businesses. Utah's economic clusters include: aerospace and defense, energy and natural resources, financial services, life sciences, outdoor products and software development/information technology. These vibrant sectors leverage Utah's core compelling competencies in a broad range of industries, innovation and workforce.

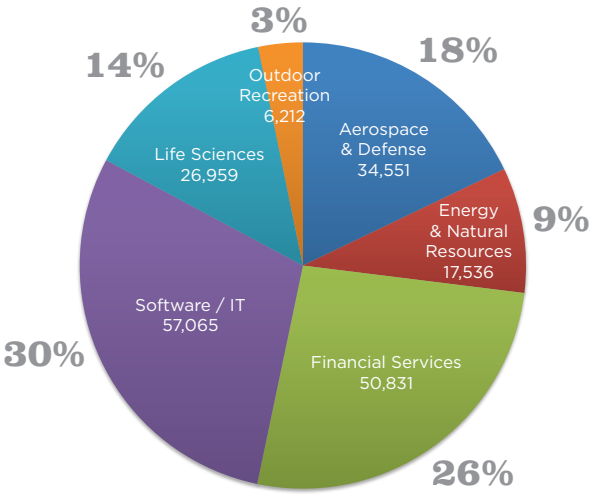
The respective cluster directors and offices focus on growing jobs in conjunction with trade associations, critical agency partners and key organizations. They also develop strategic plans that address issues in the areas of advocacy, innovation, capital, manufacturing, infrastructure, workforce development, international opportunities and marketing.

In 2014, these industries employed 193,155 Utahns, with an average wage of $66,865. This wage was significantly above the state average of $42,180.

Cluster Jobs – 2014

Utah's 6 strategic industry clusters account for 193,154 jobs as of Q4 2014.

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



The following is an overview of each respective cluster:

Financial Services Cluster

FY 2015 Cluster Total	Finance
Establishment Count	4,888
Cluster Jobs	50,831
Percent of Utah Total Jobs	3.69%
Average Annual Wage	$62,934
Percent of Utah Avg. Wage	162%
1-yr Job Growth Average	4.21%
5-yr Job Growth Average	8.43%

Utah's financial services cluster is no longer a secret as the cluster has recently been acknowledged by national publications such as The New Yorker, Inc. Magazine, and the Wall Street Journal. While the current recognition has been associated with the growth of venture capital in the state, the state's major financial institutions have continued to see success. Goldman Sachs announced in 2014 that it plans to continue to expand and diversify their operations in the state, and major financial institutions like Wells Fargo, Morgan Stanley and world-renowned Zions Bank all call Utah home. This unprecedented access to capital in the state resulted in a reported 541 deals (a 27% increase from 2013) and $11.8 billion in capital for 2014.

MountainWest Capital Network

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

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

The MoutainWest Capital Network's annual Deal Flow Report shows strong growth in deal flow for 2014 in both the number of deals and valuations.

For 2014 there were a reported 301 private placement deals reported (30% increase from 2013) valued at $1.5 billion, and a reported 217 M&A deals valued at $8.8 billion. Public market deals in 2014 were the 2nd highest they have been since the recession, valued at more than $1.4 billion.

In 2014 venture capitalists invested over $800 million (an increase of 153% from 2013) in 43 deals. Four of those venture capital deals were in excess of $100 million and 6 more were greater than $30 million. Those numbers ranked Utah ahead of Silicon Valley and other traditional tech centers in terms of average deal size.

Utah's 4th most diverse economy no doubt influenced the diversity of industries receiving capital in 2014, but Software, Services, and Healthcare lead the way in 2014 with 20%, 16%, and 13% of deal volume respectively.

Utah Venture Entrepreneur Forum

The Utah Venture Entrepreneur Forum (formerly Utah Valley Entrepreneurial Forum) is a non-profit that has been serving Utah entrepreneurs for 25 years. Their mission is connecting entrepreneurs to money, recognition and education.

Industry Sectors and associations commercial leasing

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

Small Business Administration

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 (IBs) are financial institutions authorized to make consumer/commercial loans and to accept federally insured deposits. IB charters are unique in that the owners of these banks are not required to be regulated by the Federal Reserve as bank holding companies. The Utah Department of Financial Institutions supervises IB owners which are chartered under Utah law and the FDIC under a special program developed principally for the IB industry. The flexibility of an IB charter has made it an attractive vehicle for many large and well-known corporations. The state of Utah has proven to be a particularly attractive place to operate IBs and now hosts the most IBs in the country. IBs 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.

Utah Microenterprise Loan Fund

Over the past twenty years, the Utah Microenterprise Loan Fund has worked in partnership with members of Utah's financial banking community to help

launch or expand more than 840 small businesses across the state.

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

Software/IT

FY 2015 Cluster Total	IT/Software
Establishment Count	4,727
Cluster Jobs	57,065
Percent of Utah Total Jobs	4.14%
Average Annual Wage	$73,204
Percent of Utah Avg. Wage	189%
1-yr Job Growth Average	5.86%
5-yr Job Growth Average	21.47%

Utah's software and information technology industry has continued to see unprecedented growth as represented by the increase in establishments, jobs and higher average annual wage. 2014 has been particularly good for deal flow. Compared to 78 deals last year, 2014 saw 109 deals in the IT sector alone. Of these, 80 private placements led to about $700 million and 29 mergers/acquisitions led to $280 million of deal flow.

Top private placements for 2014* are:

Converus	$150,000,000
KPI Fire	$135,000,000
Screenie	$125,000,000
BidSync	$100,000,000
Passpack	$42,400,000
Boostability Inc.	$38,000,000
Piracle, Inc.	$18,625,000
Steton Technology Group, Inc.	$15,000,000
RFP Depot, LLC	$7,000,000
Allegiance Software, Inc.	$6,500,000
TrueNorthLogic, LLC	$5,000,000
LeisureLink, Inc.	$4,100,000
ZenPrint, Inc.	$4,000,000
Access Technology Solutions, LC	$3,750,000
Purch.com	$3,550,000
HireVue, Inc.	$3,270,000
InsideSales.com, Inc.	$3,000,000
Appigo, Inc.	$2,999,999
Business Owners Advantage, Inc	$2,825,000
eLearning Brothers, LLC	$2,511,708
ArmorActive, Inc.	$2,500,000
Fixed Income Solutions, LLC	$2,300,000
Space Monkey, Inc.	$2,250,000
Space Monkey Inc.	$1,750,000
Engodo, Inc.	$1,560,000
LowestMed, Inc.	$1,500,000
SpeakWorks, Inc.	$1,500,000
Sandboxr, Inc.	$1,425,000

Adamatic	$1,200,000
Bandwango, LLC	$1,100,000
Ferevo, LLC	$1,050,000
Superhero Scramble, Inc.	$1,050,000
ActiveNet Technologies	$1,000,000
Room Choice, Inc.	$1,000,000
SuraLink, Inc.	$1,000,000
Zerista, Inc.	$875,000
QuotaDeck	$550,000
ShareTown Inc.	$470,000
Repiscore, Inc.	$450,000
Repdrive, Inc.	$440,000
Novi Security	$400,003
Peer60, Inc.	$400,000
Overlay Studio, Inc.	$350,000
Adaptive Computing Enterprises, Inc.	$338,770
CapShare, Inc.	$250,000
Outbox Systems, Inc.	$200,000
Influence International Inc.	$100,000
Zylun Global, Inc.	$85,000
Grow, Inc.	$75,000
Connect Financial Software Solutions, LLC	$75,000
Ender Labs, LLC.	$50,000
Turning Point Retail Corporation	$50,000

Source: Mountain West Capital Network deal flow report

Utah Technology Council

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

Silicon Slopes

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

SiliconSlopes.com provides resources for technology and life sciences companies, investors and job seekers, including detailed company profiles, industry news, a community calendar and a blog. There is also a section that tracks investors and deal flow in Utah.

Beehive Startups

Beehive Startups is an independent organization committed to covering Utah's startup and tech ecosystem. It spotlights Utah startups, organizes events tailored to the startup and tech community, reports Utah startup and tech news, conducts in-depth interviews, and writes extensive profile stories on Utah's most compelling entrepreneurs. These profiles focus on entrepreneurs' latest ventures, past failures and greatest achievements.

Life Science Cluster

FY 2015 Cluster Total	Life Sciences
Establishment Count	961
Cluster Jobs	26,959
Percent of Utah Total Jobs	1.96%
Average Annual Wage	$62,337
Percent of Utah Avg. Wage	161%
1-yr Job Growth Average	2.81%
5-yr Job Growth Average	8.61%

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

An interesting observation is the growth of "service based" companies within both medical device and pharmaceutical industries; that is, companies whose primary business is contract services for other companies. Within the medical device space, growth of the service sub-cluster averages 14 percent over the past eight years as compared to medical device innovators at 3 percent.

This observation leads us to believe that growth of the medical device sub-cluster is being accompanied by vertical dis-integration of the industry. Companies who have traditionally performed all aspects of R&D, production and sales in-house are beginning to outsource many of those functions. This activity goes hand in hand with an increased reliance on specialty contract services as companies look to streamline internal processes.

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

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

Energy

FY 2015 Cluster Total	Energy
Establishment Count	1,002
Cluster Jobs	17,536
Percent of Utah Total Jobs	1.27%
Average Annual Wage	$82,357
Percent of Utah Avg. Wage	212%
1-yr Job Growth Average	0.53%
5-yr Job Growth Average	-3.90%

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

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

Outdoor Products and Recreation

FY 2015 Cluster Total	Outdoor Recreation
Establishment Count	205
Cluster Jobs	6,212
Percent of Utah Total Jobs	0.45%
Average Annual Wage	$43,342
Percent of Utah Avg. Wage	112%
1-yr Job Growth Average	2.31%
5-yr Job Growth Average	10.41%

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

Aerospace and Defense Cluster

FY 2015 Cluster Total	Aerospace
Establishment Count	1,110
Cluster Jobs	34,551
Percent of Utah Total Jobs	2.51%
Average Annual Wage	$77,015
Percent of Utah Avg. Wage	198%
1-yr Job Growth Average	0.44%
5-yr Job Growth Average	-0.71%

The aerospace and defense cluster continued growing through 2014. The sector represents almost 2.51 % of all state wages, with average wages about 198 % higher than the Utah average wage. The definition used for aerospace and defense cluster has been broadened to ensure that it includes advanced manufacturing firms that serve all high technology industries in the state. Advanced manufacturing is a key industry drive for aerospace and defense and all strategic clusters.

The Aerospace and Defense Utah Cluster Acceleration Partnership (UCAP) process continues. The partnership established a cooperative program between the major Aerospace and Defense companies and the Applied Technical Colleges (ATC) and Salt Lake Community College (SLCC) to train aerospace composites operators and electronic electrician technicians and assemblers at the college's campuses.

GOED has teamed up with Mountain West Unmanned Systems Alliance (MWUSA) to support entrepreneurs, academic institutions and state agencies to apply to the Federal Aviation Administration (FAA) for Certificates of Authorizations and Exemptions to operate small Unmanned Aerial Systems (UAS) for civil and commercial applications. A Utah Cluster Acceleration Program (UCAP) grant was awarded to Box Elder County to set up a test and evaluation site to help the Box Elder and Cache County sheriffs develop and train for the concepts of operations for UAS. 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.

Utah (GOED, EDCU, USU and UVU) exhibited at the annual Association for Unmanned Vehicle Systems International (AUVSI) conference at which we highlighted the excellence and capabilities of Utah's Unmanned System's companies and academic institutions. GOED hosted a gathering of major aerospace and unmanned system companies, including AAI, Sierra Nevada Corp, L-3, Boeing, John Deere, Lockheed-Martin and ImSAR. Additionally high-level executives from the DoD, FAA and other Federal agencies attended.

Composite manufacture of aerospace components and systems is a main capability that continues to grow here in Utah. Companies such as Boeing, Harris and Janicki are fabricating key components of new commercial and military composite aircraft.

Hill Air Force Base (HAFB) is home to the F-35 Lightning II program, where both training and sustainment will be performed. This is in addition to HAFB being the training and Maintenance Repair and Overhaul (MRO) for other key Air Force programs such as F-22, F-16, A-10, C-130 and being an Air Force Center of Excellence for Soft Ware maintenance and assurance.

Mission growth continues at Dugway Proving Grounds (DPG), mainly due to the expansion of the Army's activities around testing of UAS at its DPG Rapid Integration and Acceptance Center (RIAC).

For additional information about
Targeted Economic Clusters
visit business.utah.gov or contact
Ben Hart, Managing Director, at
benhart@utah.gov or 801-538-8799

OVERVIEW

U.C.A. 63N-3-301

Business Resource Centers (BRCs) are convenient "one-stop-shops" for addressing the needs of a new or growing business. Through a friendly staff and on-site or over-the-phone assessment with clients, BRCs offer comprehensive services and ongoing 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 resources of local business service provider partners to make the delivery of solutions more effective for the business customer.

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

During the 2008 General Session, the Utah State Legislature provided for the establishment and administration of business resource centers. Business Resource Centers (BRC) are entities established by the Governor's Office of Economic Development (GOED) in partnership with the state public institutions of higher education to provide private businesses with one-stop technical assistance and access to statewide resources and programs. They are formed at a local level with

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

Hundreds of individual business customers have visited Utah BRCs to receive assistance in creating or retaining jobs and starting new businesses.

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
- Tooele BRC in Tooele
- Park City BRC in Park City
- Heber Valley BRC in Heber City
- Utah Valley University BRC in Orem
- Uintah Basin BRC in Vernal
- Castle Country BRC in Price
- Moab BRC in Moab
- Salt Lake Community College BRC in Sandy
- Southern Utah University BRC in Cedar City
- Dixie BRC in St. George
- San Juan BRC in Blanding

The San Juan BRC in Blanding

For additional information about Business Resource Centers visit business.utah.gov or contact **Larry Shepherd**, Program Coordinator, at larryshepherd@utah.gov or 801-538-8770

OVERVIEW

U.C.A. 63N-13-101

Procurement Technical Assistance Centers (PTAC) provide assistance to small and mid-sized Utah companies in finding bidding on and winning government contracts—be they federal, state or local. Results for state FY2015 indicate that PTAC helped Utah Small businesses obtain more than $365 million in contracts, creating or retaining an estimated 7,300 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 seven offices throughout the state - from Logan to St. George. The primary focus is to help Utah companies identify, respond to and win government contracts—ranging from local opportunities to worldwide work. As contracts are awarded recipient companies expand their market share and revenues, which also provides a vehicle for hiring and/or retaining employees. The government is an excellent customer because it generally purchases in large quantities and pays its bills on time.

There are specific services available from PTAC offices as follows:

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

PTAC contractor Northrop Grumman's F5 Jet

- 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, Northrup Grumman Company, National Park Service, Bureau of Land Management, General Dynamics, Wyle Labs, Lockheed Martin, BAE Systems, US Army Corps of Engineers, National Security Agency, Department of Defense, other government agencies, colleges and universities in Utah and others.

Procurement Symposium

The 10th Annual Procurement Symposium will be held on October 20, 2015, at the South Towne Expo Center in Sandy, where 500 to 700 people can network with large companies and government agencies. This reverse trade show will have 50 to 70 contractors and agencies in booths in order to facilitate networking opportunities for Utah companies statewide.

The attendees will learn how to sell to the government and military. Attendees will be able to choose from several breakout sessions on topics they choose that cover important information for their companies. They will also hear several featured speakers, including the keynote presentation by Governor Gary R. Herbert. The symposium is focused on helping small Utah companies improve their skills and knowledge on topics ranging from financial resources and how to maximize business opportunities—to the task of seeking government contracts with Hill Air Force Base and other federal agencies in the state and country.

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. 63N-4-101

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. 63N-4-101, 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.

GOED's Rural Development team supports rural economic development professionals, and communities directly through programs listed below, and collaborates with other government and private organizations in order to provide increased support for economic development in rural Utah.

GOED reps along with Lt. Governor Spencer Cox visit Tribal Chapters in San Juan.

Business and Economic Development Assistance

- **Rural Fast Track (RFT)**
  U.C.A. 63N-3-104
  A portion of the Industrial Assistance Fund is designated for non-retail companies in rural Utah counties of the 4th, 5th and 6th class (population under 31,000) for business expansion and the creation of new high-paying jobs. It is also available in 3rd class counties within cities of less than 20,000 population and less than $70,000 median household income.

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

Rural Fast Track Program FY 2015

County	Grant Amount	Private Investment
Box Elder	$169,146.00	$514,690.00
Carbon	$10,766.00	$153,000.00
Daggett	$20,827.00	$41,745.00
Emery	$69,763.00	$207,527.00
Garfield	$50,000.00	$218,431.00
Iron	$50,000.00	$112,715.00
Juab	$50,000.00	$125,000.00
Millard	$77,500.00	$402,000.00
Morgan	$50,000.00	$525,000.00
Rich	$50,000.00	$251,974.00
San Juan	$75,000.00	$391,726.00
Sanpete	$161,149.00	$420,399.00
Sevier	$50,000.00	$193,500.00
Wasatch	$50,000.00	$595,095.00
Wayne	$138,000.00	$1,100,423.00

SOURCE: GOED

Cedar City, Utah

- **Enterprise Zones**
  U.C.A 63N-2-201
  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, approximately $9million in tax credits were awarded, estimated to equal more than $80 million of business investment in rural Utah. In 2013, approximately $12million in credits were awarded coupled with significant private business investment in Rural Utah. The tax credits awarded for 2014 are estimated to be just over $4 million, and as of the end of July 31, 2015, the 2015 tax credits awarded are just over $7 million.

- **Recycling Market Development Zones**
  U.C.A 63N-2-401
  Businesses within a Recycling Zone can claim state income tax credits for using recycled materials in their manufacturing processes to create new products for sale. It also benefits business or individuals that collect, process or distribute recycled materials. Composting is considered to be eligible recycling operation.

  This program is available to all Utah counties.

Vernal City, Utah

- **Targeted Business Tax Credits**
  U.C.A. 63N-2-301
  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. A total of $2.5 million has been paid since the inception of the tax credit in FY2005.

- **Business Expansion and Retention Program (BEAR Program)**
  U.C.A. 63N-3-103
  The Business Expansion and Retention Program is designed to assist in growing new and existing rural businesses, influence rural job creation, and increase economic diversity in rural regions by enhancing the level of technical services provided. The BEAR initiative is available to rural county economic development offices, Business Resource Centers, Small Business Development Centers and formal partnership consortiums directly involving these entities within the state for business training and skill development.

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

- **Economic Opportunity Grants**
  U.C.A. 63N-3-109
  Matching funds are available through the IAF to communities to facilitate community and economic development projects. Grants are awarded as they are received, based on the quality of the project and available funding.

For additional information about Rural Development visit www.business.utah.gov or contact **Linda Gillmor,** Director, at lgillmor@utah.gov or 801-538-8804

OVERVIEW

U.C.A. 63N-3-201

The Technology Commercialization and Innovation Program (TCIP) provides competitive grants to small businesses and university teams to accelerate the commercialization of their innovative technologies. This program helps companies secure non-dilutive funding at critical points in their funding and commercialization lifecycles, resulting in long-term success and economic development in the state.

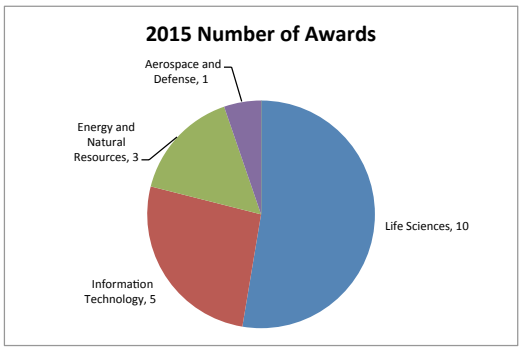
The application process is competitive, with the possibility of multiple selection cycles per fiscal year. Successful applicants may receive individual grants of up to $100,000. Applicants may also apply in up to three selection cycles to receive a project maximum of $200,000. Grant money may be contingent on raising matching funds from federal or private sources, undergoing an intensive business curriculum, or meeting specific milestones to augment the state's investment in these teams and technologies. Funding recommendations are made by a panel of private sector individuals with expertise in the areas of information technology, life sciences, materials, manufacturing, energy, environment, entrepreneurship, business operations and investing.

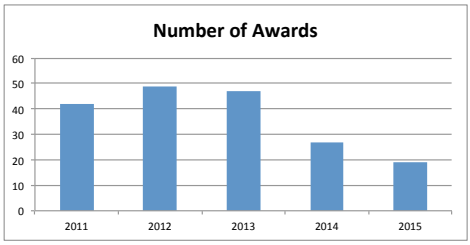
FY2015 Grant Solicitation Report

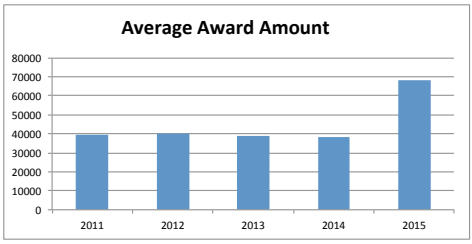
TCIP conducted one grant solicitation cycle in 2015. The program received 77 grant applications totaling over $4 million in funding requests and $1.297 million was awarded to 19 applicants. The program provided grants to fewer projects than in previous years, but increased the funding available to each project. The 19 funded projects are broken down as follows:

Economic Cluster: Information Technology: 5; Life Science: 10; Energy and Natural Resources: 3; Outdoor Recreation: 0; Aerospace and Defense: 1; Financial Services: 0

Applicant type: Licensee: 1; Small Business: 15; University: 4







Summary

TCIP is the preeminent program for supporting the commercialization of new technologies. It has been the cornerstone of many successful companies in the state, and this support continues to grow and adapt. The additional participation of small businesses in the program will be essential to the growth of the state's entrepreneurial and startup ecosystem that fosters economic growth and innovation in Utah.

Gary Sams, Founder and CEO of Progenitor Life Sciences, presents at the 2015 TCIP Pitch Day, where grant awardees reported on their progress.

For more information about the Technology Commercialization and Innovation Program, contact **Tom Wadsworth,** TCIP Manager at twadsworth@utah.gov or 801-538-8825

Corporate Recruitment, International Trade and Diplomacy

The mission of Corporate Recruitment and International Trade and Diplomacy (CRITDO) is to accelerate business growth and job creation through sustainable, cluster-focused domestic and international corporate expansion and relocation, and to strengthen Utah's international stature through diplomacy and export promotion. CRITDO carries out GOED's vision through attracting new investors and companies to the state and by helping existing companies expand.

Theresa Foxley
Managing Director

Ancillary CRITDO Programs

Life Science and Technology Tax Credits, *U.C.A. 63N-2-8*

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

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

In 2012, GOED awarded ten investors up to $204,750 in post-performance tax credits to be distributed over three years. These ten investors make up $585,000 in direct investment in three life science companies.

Funds for Employee Training

The State Legislature appropriated Job Growth Funds during the 2010 General Session to be used by DWS for workforce development and labor exchange activities. Since the 2010 General Session, the Utah State Legislature has continued

to authorize the use of these funds. Workforce development includes job creation, job retention, and job training.

Alternative Energy Manufacturing Tax Credit, *U.C.A. 63N-2-7*

As of this date no credits have been issued.

Convention Hotel Legislation, *U.C.A. 63N-2–5*

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

Small Business Jobs Tax Credit (New Market Tax Credit Program), *U.C.A. 63N-2-6*

The Utah State Legislature enacted the Utah Small Business Jobs Act to attract additional investment in the most severely distressed areas of the state. The act created a tax credit program most commonly referred to as the "Utah New Market Tax Credit Program." It uses $50 million raised by venture capital firms that have been designated by the IRS as Community Development Entities ("CDE") to make investments into small businesses within distressed areas. A prospective CDE applies to the state to be authorized to raise its respective portion of the $50 million. Once approved, the CDE raises its authorized amount by issuing 58 percent income tax credits provided by the state to the investors who invest in each CDE's respective funds. The tax credits are funded by the state through the Premium Tax surplus.

Once each CDE has raised its authorized portion of the $50 million, it must invest 85 percent of it into eligible small businesses throughout the state with no one business receiving more than $4 million total in investments. To be considered eligible, a business must meet the following criteria:

- Be located in a distressed or severely distressed census tract according to the 2010 census
- Fit the Small Business Association's ("SBA") definition of a small business
- Not derive more than 15 percent of its profits from the sale of real estate

Each CDE must invest the funds it raises within 12 months. The investments are then monitored by the state for the next 7 years to ensure compliance and monitor the success of each respective investment.

The program began accepting applications from prospective CDEs on September 2, 2014, and the state received three applications from Advantage Capital, Enhanced Capital, and Stonehenge Capital. Each received authorization to raise 1/3 of the $50 million, resulting in a respective tax credit allocation of $9.7 million to each CDE in order to entice investments totaling $16.7 million. The three CDEs have until December 2015 to invest their funds with a six month cure period if they do not meet this deadline. As of September 30, 2015, participating CDEs have invested $23.8 million of the $50 million amount into 10 small businesses, which are expected to create 235 jobs across the state.

OVERVIEW

U.C.A. 63N-2-101 (EDTIF)
U.C.A. 63N-3-103 (IAF)

Corporate Recruitment is critical to building Utah's premier global business environment. 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 credit rebates or grants. The incentive amount and duration is decided by the GOED board and executive director based on statutory guidelines and evaluation criteria including the financial strength of the company, the number and salary of jobs created, amount of new state tax revenue, long-term capital investment, competition with other locations and whether the company is a headquarters or in a targeted cluster.

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

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

Economic Development Tax Increment Financing (EDTIF),
U.C.A. 63N-2-101

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

State Incentives Program

Utah's 5 percent flat tax rate is used primarily to fund public education. The **purpose of the post-performance incentive programs** that were created by the legislature **is to generate significant tax revenues for the education fund of the state.**

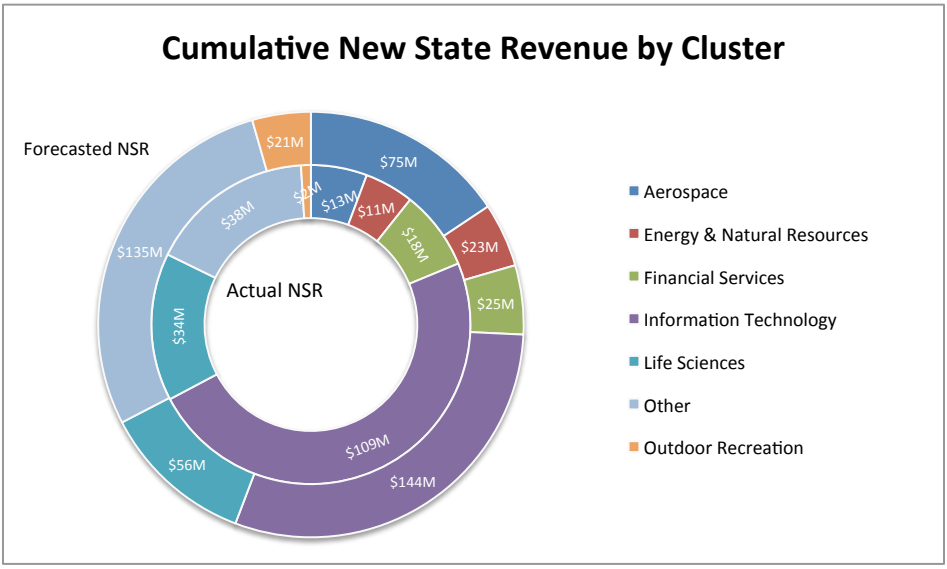
Post-performance incented companies provide jobs that have good family sustaining wages for Utah residents, who then contribute money back to the state in the form of taxes.

The success of incentives are measured by:

1. The **new jobs** created over the 5 to 20 year maximum and 12 year average life of a corporate incentive.
2. The **increased wages** paid to the new employees.
3. The **new or increased taxes** paid by a company.
4. The **capital investment** of a company that adds new infrastructure to the state.

As a result of the state's corporate recruitment and business climate creation efforts, many highly reputable third party organizations recognize Utah as one of the most successful states in the county based on its size and population.

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



FY2015 Summary:

- Sum of Contracted Jobs from 2006 to 2014: **19,301**
- Jobs created to date by aggregate from 2006 to 2013: **13,547 or 70%**

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

- Cash rebates up to $89,300,935 representing two companies (discontinued program with outstanding commitment)
- Tax credits up to $559,829,783 representing 92 companies

Actual Partial Rebates for FY2015:

- Two projects with actual payouts totaling $3,672,616 (discontinued program with outstanding commitment)

Actual Tax Credits for FY2015:

- 44 projects with issued tax credits totaling $ 12,863,131

Industrial Assistance Fund (IAF), *U.C.A. 63N-3-103*

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

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

- Economic Opportunities: $ 1,597,730 representing 6 organizations
- Rural Fast Track: $ 689,383 representing 22companies
- BEAR Funding: $ 324,994 representing 15 organizations
- Smart Schools: $ 76,314
- Post-Performance Grants: $ 7,112,714 representing 19 companies

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

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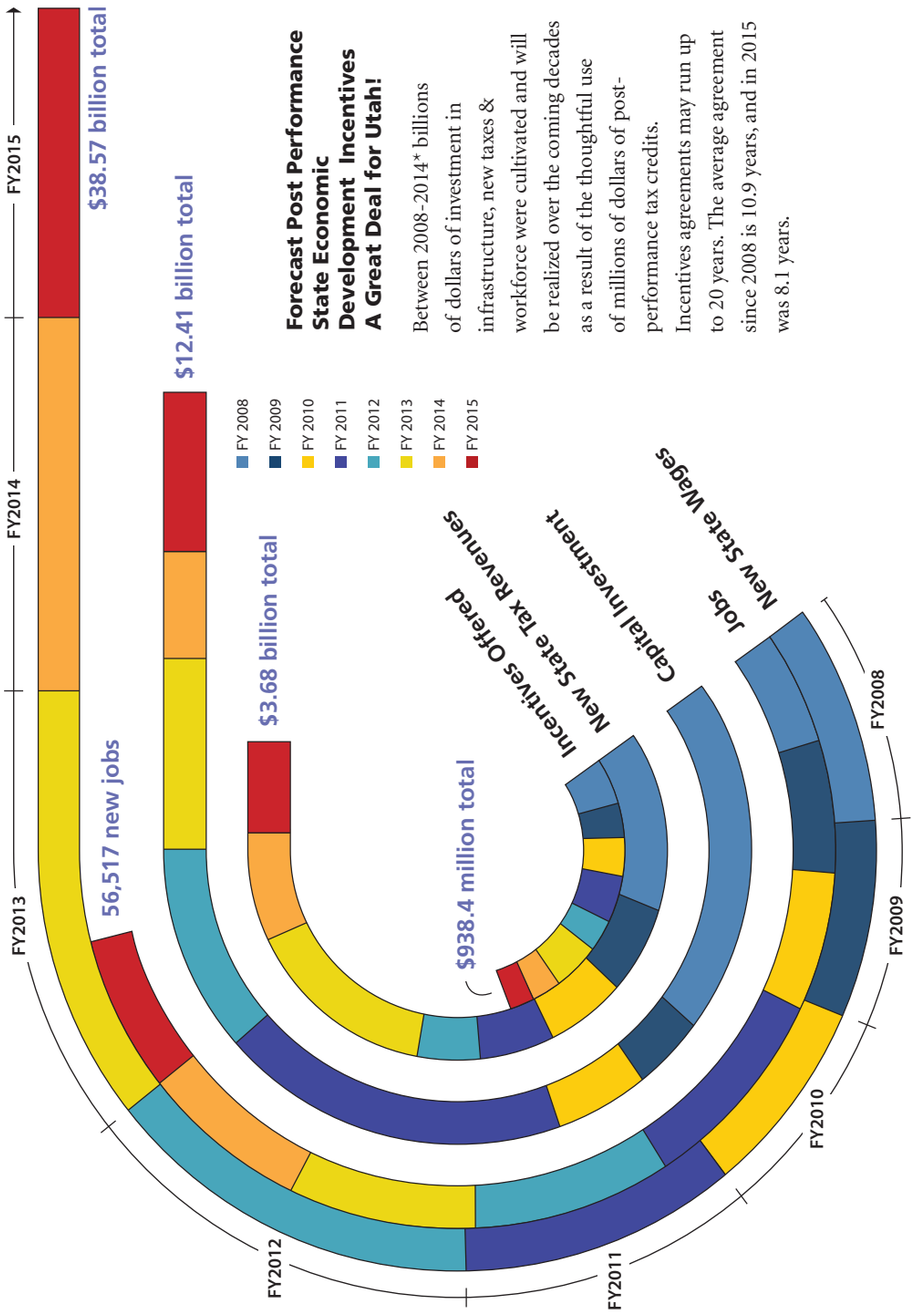


Forecast Post Performance State Economic Development Incentives A Great Deal for Utah!

Between 2008-2014* billions of dollars of investment in infrastructure, new taxes & workforce were cultivated and will be realized over the coming decades as a result of the thoughtful use of millions of dollars of post-performance tax credits. Incentives agreements may run up to 20 years. The average agreement since 2008 is 10.9 years, and in 2015 was 8.1 years.

Forecast State Economic Development Incentives — A Great Deal for Utah!

$938.4 million | **$3.68 billion** | **$12.41 billion** | **56,517 new jobs** | **$38.57 billion**

Between 2008-2015* billions of dollars of investment in infrastructure, new taxes & workforce were cultivated and will be realized over the coming decades as a result of the thoughtful use of millions of dollars of post-performance tax credits.

**on open and active company contracts*

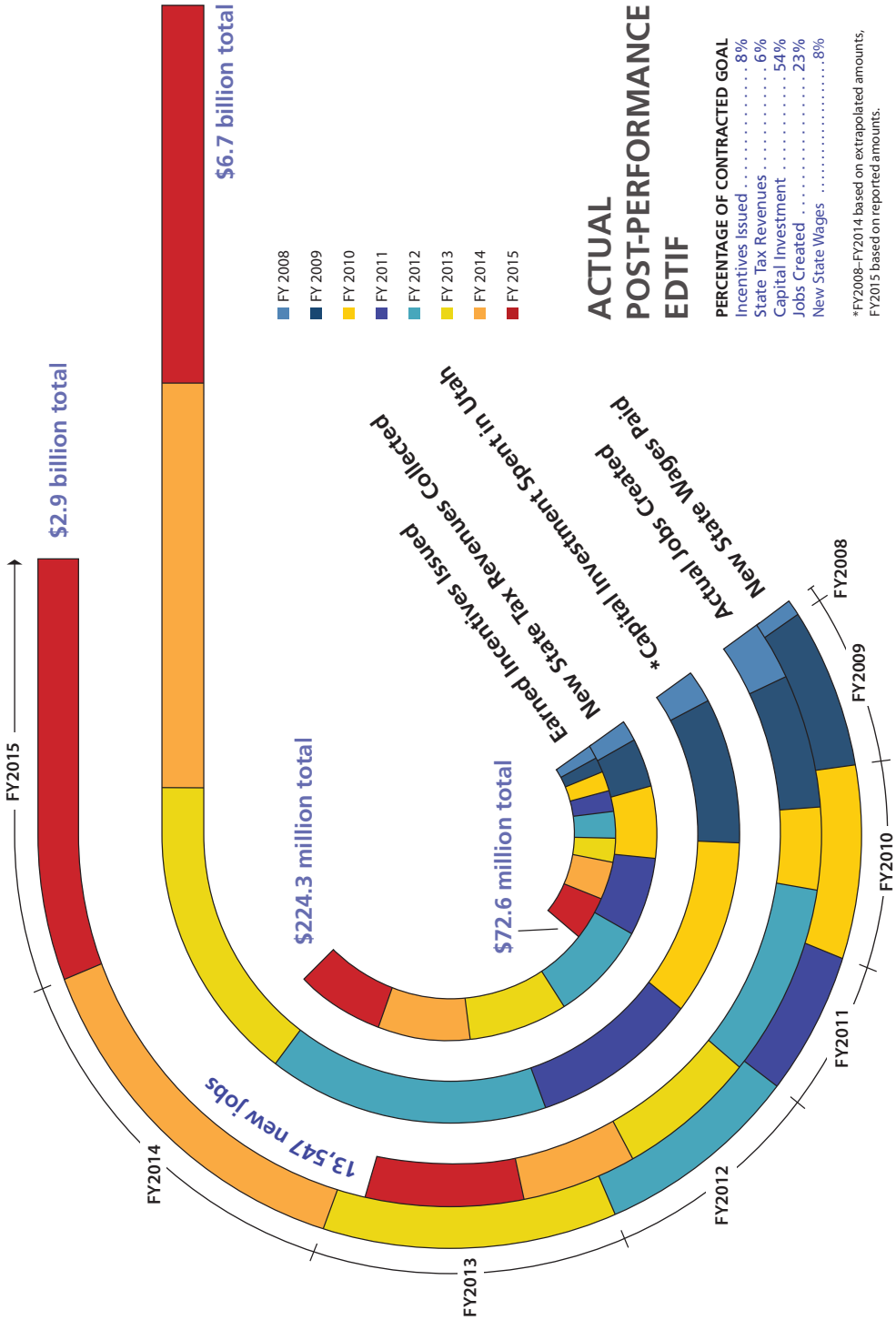
EDTIF Requirements at a Glance

In order for a company to qualify for a post-performance tax credit rebate, it must meet the following criteria:

- Create at least 50 new jobs
- Pay at least 110% of the county average wage
- Demonstrate company stability and profitability
- Secure commitment from local community to provide a local incentive
- Demonstrate competition with other locations
- Enter into an incentive agreement with GOED that specifies performance milestones

"63% of incented companies had a Utah presence prior to receiving an incentive."

— Theresa Foxley, Managing Director



ACTUAL POST-PERFORMANCE EDTIF

PERCENTAGE OF CONTRACTED GOAL

Incentives Issued	8%
State Tax Revenues	6%
Capital Investment	54%
Jobs Created	23%
New State Wages	8%

*FY2008–FY2014 based on extrapolated amounts, FY2015 based on reported amounts.

OVERVIEW

We are growing Utah's economy through:

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

Foreign Direct Investment

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

Currently, there are 189 foreign firms from 29 countries doing business in Utah. Together, they employ over 36,000 Utahns across various industries. The top five countries for the number of foreign firms doing business in Utah represent 63 percent of the total foreign direct investment within Utah. These countries and the number of establishments in Utah are: Canada (37), the United Kingdom (25), Japan (20), Germany (19), and France (18).

In the past year, our international trade strategy has continued to support export expansion while placing greater emphasis on increasing foreign direct investment in Utah. International Trade and Diplomacy Office (ITDO) has trade representatives in the European Union, China, Mexico and Israel. We continue to leverage diplomatic ties and connections with international site selectors to attract new companies to Utah.

FY2015 international inward investment highlights include ***Oemeta***, a German-based industrial machining company, which announced they will build a high-tech manufacturing plant in Salt Lake County. Over the next 7 years, the company is expected to create 58 new jobs, add approximately $560,000 in new tax revenues and invest $5 million in capital.

Israel-based Micronet Enertec Technologies Inc. acquired Utah-based Beijer Electronics Inc., makers of MRM/FM rugged tablets. The $6.5 million acquisition included $4.85 million of bank funding and $1.65 million though Micronet's own independent resources.

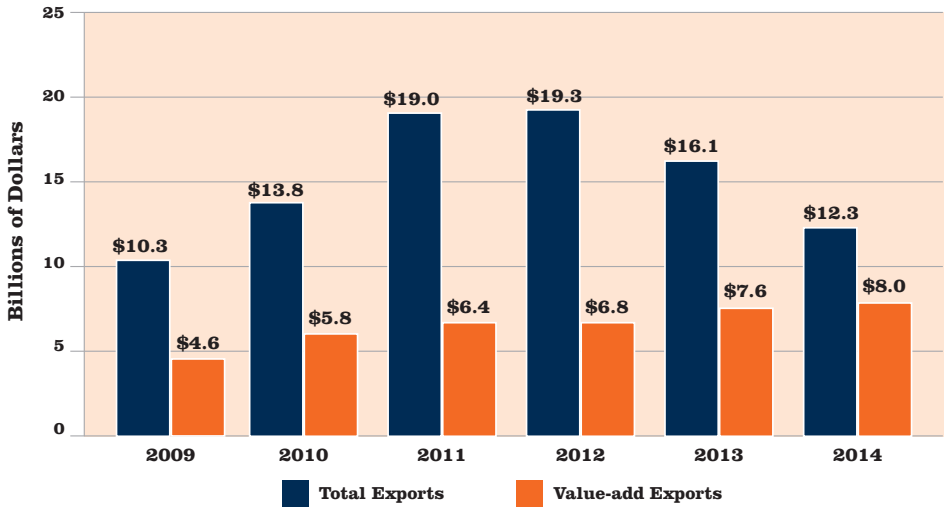
"This acquisition is a major step forward for us," said David Lucatz, CEO of Micronet Enertec. "It provides a solid marketing and operating base in the U.S, our largest market. Overnight, it dramatically expands our U.S client base. We expect it to be accretive to earnings immediately."

The recent rejuvenation of Salt Lake City's foreign trade zone (FTZ) provides significant opportunities for both Utah companies and foreign firms by providing relief from tariffs and duties on international sales. Companies may establish foreign trade subzones within a 60-mile radius of the port of entry. ***Red Wing Shoe Company*** activated their foreign trade subzone in June, in efforts to improve their international supply chain operations, increase efficiency and create additional employment opportunities in Utah.

Export Development

More than 70 percent of the world's purchasing power (and 95 percent of the world's population) is located outside of the United States, making the export of Utah's high-quality, innovative goods critical for long-term growth. On average, businesses that export experience faster sales, increased job creation and higher employee wages over non-exporting businesses. Additionally, businesses that export are more stable and able to weather economic downturns more successfully as they sell to a diverse portfolio of global markets. Exporting adds value to Utah's economy; one traded manufactured job supports three jobs in the local economy. Currently, Utah businesses that export employ more than 320,000 Utahns.

Utah Annual Exports



The decline in total exports from 2012-14 can be attributed to common business cycle fluctuations in commodity markets. More specifically, the value of precious metals (i.e. gold) decreased significantly during 2013-2014. Precious metals removed, Utah's value-added exports* ***increased* *by 17.6% from 2012 and 2014.*

Governor Herbert set the goal to increase Utah's total exports by $1.4 billion by 2019, with a particular emphasis on value-added exports. That will bring Utah's total value-added exports to $9 billion. At the end of 2014, value-added exports reached $8 billion, 17.6 percent growth since 2012. GOED focused on reaching the Governor's goal through export promotion activities on value-added goods and services in efforts to help Utah companies expand into international markets. These activities include trade missions, trade shows, and assisting companies arrange independent trips which help Utah businesses across the state secure international business contacts, partners, and distributors that will lead to sales. In partnership with World Trade Center Utah and the U.S. Commercial Service, the State organized the following FY2015 events to help Utah companies find potential distribution partners/buyers to increase sales, as well as promote Utah's business climate to foreign direct investment candidates.

FY2015 Trade Missions:

- China (Beijing, Shanghai)
- Brazil (Rio de Janerio, São Paulo)
- Japan (Tokyo, Osaka)
- Western Europe (Amsterdam, Brussels, Saarbrucken, Paris)

Fifty-eight Utah businesses and organizations participated in all, and Governor Herbert personally led the missions to Western Europe and Brazil.

Governor Herbert meets with the Governor of Rio de Janeiro, Luiz Fernando de Souza (Pezão) during Brazil Trade Mission.

Justin Harding, Chief of Staff, meets with Chuck and Michelle Taylor of SyberJet Aircraft in the Utah Booth at Paris Air Show 2015.

FY2015 International Trade Shows:

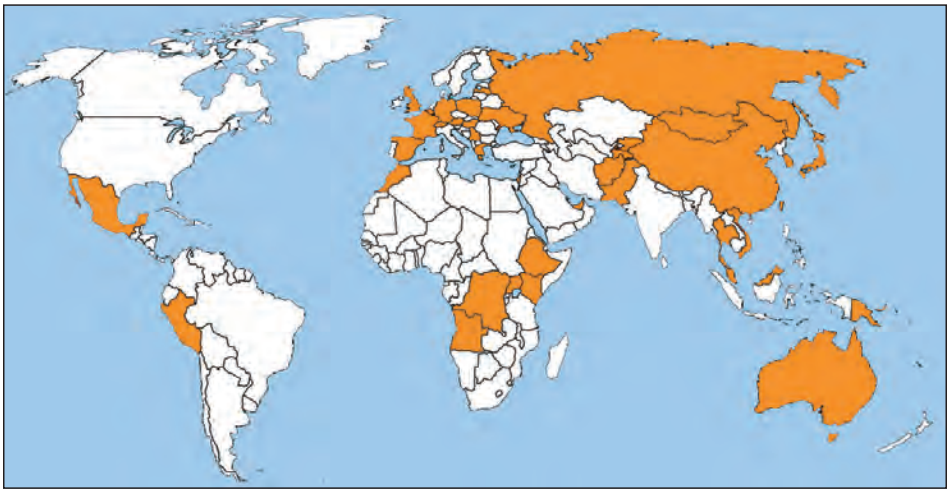
- Arab Health - United Arab Emirates (Medical Devices/Healthcare)
- CeBIT - Germany (IT & Software Development)
- Paris Air Show - France (Aerospace)

The state, in cooperation with the U.S. Small Business Administration, initiated a strategy to host Utah booths at leading international trade shows to help smaller companies have a presence, find partners or buyers, and boost their visibility within the industry. The three shows above provided opportunities for the 10 small Utah companies that attended.

Diplomacy

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

year 2015, ITDO hosted 62 delegations including heads of state, ambassadors, and other diplomats from the following countries:



ITDO in collaboration with various partners, such as the Salt Lake Chamber and the World Trade Center of Utah launched the Utah Global Forum in September 2014. The Utah Global Forum is a first of the kind for the State; the event drew business leaders together to discuss global business expansion and foreign direct investment to the state. This first-ever event drew approximately 450 participants and is expected to grow in future years.

UTAHGLOBAL FORUM
PRESENTED BY GOVERNOR GARY R. HERBERT

Please visit business.utah.gov/international for additional information about the International Trade and Diplomacy Office or you may contact:
Brett Heimburger,
Director, International Trade and Diplomacy Office
bheimburger@utah.gov or 801-538-8651

Tourism, Film and Global Branding

Utah's tourism industry has emerged as an integral component to Utah's balanced economy. Our magnificent travel experiences span the full width and breadth of the state – and the economic benefits created by tourists visiting Utah benefit rural and urban communities throughout the state through tax revenues and job creation.

Film production is another key facet of Utah's diverse economy. Filmmakers bring Utah's landscapes and urban environments to the big screen – a powerful billboard for the state.

Together, these programs serve to enhance and expand Utah's brand to a global audience. Whether on the silver screen or smartphone, tablet or television, rich imagery and powerful storytelling reinforce Utah's reputation for being an ideal place to live, work and play.

Vicki Varela
Managing Director

OVERVIEW

U.C.A. 63N-8-101

The Utah Film Commission markets the entire state as a destination 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.

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 and television series. The state of Utah provides financial incentives to the film industry so that the state can compete successfully with other states and countries that offer film production incentives. The MPIP allows Utah to foster a strong, local motion picture industry that will contribute to the economic health in urban and rural areas. The MPIP functions as a fully refundable tax credit for approved productions and operates on a post-performance basis on expenditures that are made in the state.

State Approved Rebate Percentages

- Tax Credit: 20 percent on dollars left in the state, with no per-project cap
- Tax Credit: 25 percent on dollars left in the state, with no per-project cap

A 20 percent tax credit is available for productions with a minimum spend of $200,000 and a maximum spend of $999,999 in Utah. These projects must meet the definition of "significant percentage of cast and crew (hired) from Utah," which is 85 percent.

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

A 25 percent tax credit is available for productions that spend at least $1 million in Utah and meet the definition of "significant percentage of cast and crew (hired) from Utah" which is 85 percent. If a production spends over $7.5 million in Utah, there are other opportunities for them to receive 25 percent.

FY2015 Motion Picture Incentive Program (MPIP) Report

Projects that are approved for the MPIP may claim the awarded tax credit over the next few years due to production schedules and tax filings.

Approved Projects:

- 31 projects approved for a tax credit
  - Total tax credits approved: $17,114,392
  - Total projected economic impact: $53,090,483
- 20 projects went into production
- 11 projects are anticipating going into production in FY 2016

Completed Projects:

- Five projects received a cash rebate – Total: $354,493
- 18 projects were issued a tax credit – Total: $5,771,455
- Total economic impact: $20,667,747

PROJECT	INCENTIVE AMOUNT	PROJECTED SPEND	PROJECTED DAYS	UTAH JOBS	ECONOMIC IMPACT*
Tax Credit					
Granite Flats Season 3	$1,700,000	$6,800,000	56	95	$5,100,000
American Ride Season 9 & 10	$302,906	$1,211,624	30	26	$908,718
Being Charlie	$265,494	$1,061,976	17	107	$796,482
Blood and Oil Pilot & Season 1	$8,340,230	$33,360,923	111	266	$25,020,693
Book of Wishes	$50,000	$250,000	18	47	$200,000
Code of Honor	$291,327	$1,165,308	20	110	$873,981
Diesel Dave	$145,000	$725,000	36	18	$580,000
Girls Camp	$47,307	$236,535	15	43	$189,228
iBoy	$350,000	$1,400,000	24	82	$1,050,000
Into the Mystic	$58,433	$292,165	18	34	$233,732
It's Family	$1,250,000	$5,000,000	24	104	$3,750,000
JL Ranch	$400,000	$1,600,000	24	65	$1,200,000
Kindig Customs Season 2	$317,955	$1,589,775	115	27	$1,271,820
Monolith	$100,000	$500,000	17	26	$400,000
Mythica 4 & 5	$278,075	$1,112,300	40	42	$834,225
Random Acts Season 1	$363,527	$1,454,108	70	24	$1,090,581
Riot	$55,680	$278,400	18	64	$222,720
Saturday's Warrior	$120,940	$604,700	35	38	$483,760
Singing With Angels	$115,840	$579,200	18	76	$463,360
The Flyboys	$889,346	$3,557,384	36	48	$2,668,038
The I.P. Section	$60,000	$300,000	7	51	$240,000
The Outpost	$74,971	$374,855	13	36	$299,884
The Outpost 4-6	$130,330	$651,650	16	42	$521,320
The Sinner's Prayer	$155,720	$778,600	32	67	$622,880
The Stepsister	$67,926	$200,000	14	48	$132,074
Tim Timmerman, Hope of America	$66,000	$330,000	23	90	$264,000
Two Little Hands 7-9 and ASL 101	$94,082	$470,410	150	20	$376,328
Utah Prostart Teen Chef Master (TCM)	$86,748	$433,742	13	62	$346,994
Waffle Street	$395,680	$1,582,720	24	105	$1,187,040
War Pigs	$140,000	$700,000	18	48	$560,000
Wild Horses	$400,875	$1,603,500	25	90	$1,202,625
31 Projects	**$17,114,392**	**$70,204,875**	**1077**	**2001**	**$53,090,483**

***Economic Impact is project spend minus the incentive amount.**

BLOOD & OIL - Network Television Series

Blood & Oil marks the first network series filmed in Utah in over 10 years. The ABC produced television series began production in March, 2015 on the pilot episode and began filming an additional 12 episodes in July, 2015.

Shooting in Huntsville, Midvale, Ogden, Park City and Oakley, the production is projected to spend over $33 million dollars in the state and is expected to hire over 200 cast and crew. The series is based at the new Park City Film Studios for stage work and production offices.

Airing on the primetime schedule in the fall of 2015, *Blood & Oil* stars Chase Crawford and Rebecca Rittenhouse as a young couple trying to take advantage of the largest oil boom in the country. Also starring is Don Johnson - who also serves as executive producer of the series.

On the set of Blood & Oil in Oakley, Disney-ABC Television Group

BEING CHARLIE - Independent Feature

Being Charlie, directed by Academy Award nominated and Emmy Award winner, Rob Reiner (*The Princess Bride, A Few Good Men*) started principal photography in April, 2014. The film was written by Nick Reiner, Rob Reiner's son, and stars Nick Robinson, Cary Elwes and Susan Misner.

Being Charlie filmed across the Wasatch Front and hired 145 cast and crew, spending $1.2 million in the state. It has an anticipated theatrical release of December 2015.

The set of Being Charlie filming in Salt Lake City, directed by Rob Reiner

Commercial Production

The MPIP assits in creating exposure to other production types including commercials. Commercials that film in Utah have a significant impact to the local industry. In 2015, 155 photo and video commercial projects came to the state, delivering an economic impact of $7.8 million. Recognizable brands such as Apple, AT&T, Jeep, Microsoft and Ford filmed their commercials across the state, many in rural areas.

On the set of a Toyo tires commercial filming in Salt Lake City, York/Blvd Productions

Film Destination

Utah remains a prominent film production destination in the western states region. The MPIP is an integral part of the strategies for increasing production in the state. That, along with local professional crew, talent, support services and the diverse beauty of Utah, will sustain the motion picture and television industry in the state.

Wild Horses filming in Riverton, directed by Robert Duvall

For additional information about the Utah Film Commission visit film.utah.gov or contact **Virginia Pearce**, Director at 801-538-8740

OVERVIEW

U.C.A. 63N-7

The mission of the Utah Office of Tourism (UOT) is to promote Utah tourism to out-of-state travelers and to promote tourism-based economic development and quality of life in Utah. To advance these goals, UOT runs year-round marketing, public relations and travel trade programs to inspire domestic and international visitors to visit Utah and also provides the planning information travelers need for a successful trip.

In 2014, travelers to Utah spent $7.8 billion, generating $1.07 billion in state and local tax revenues and supporting an estimated 137,192 jobs statewide. Key drivers are UOT's two marketing campaigns, the three-season The Mighty 5® national parks campaign and a new ski campaign, Find Your Greatest®, which uses six Utah ambassadors to personalize Utah's ski and snowboard experiences. Our market research and strategic planning target the geographic locations and consumer segments with the greatest potential economic value to the state.

FY2015 marked an important year for UOT's international marketing, with new in-market representatives in Australia, China, Canada and Germany. International marketing is done in collaboration with Brand USA, a national public/private partnership that promotes the United States to international visitors. Brand USA provides a 15–100 percent financial match to our international marketing expenditures, allowing UOT to reach a larger audience at a lower cost.

Domestic public relations continued to focus on earned media coverage in 100 top travel and lifestyle publications. Some 60 articles were placed in the top 50 publications and 90 articles within our top 100 publications. UOT's own communications channels, website, social media, e-newsletter and publications saw significant growth and renewal. Everything from the complete relaunch of the consumer website, www.visitutah.com—which, since launch, has seen a 667 percent increase in mobile site visitors over the prior year—to UOT's fastest-growing social channel, Instagram, which posted 10x growth in followers in FY2015, shows significant growth in UOT's reach.

This year UOT also launched a new rural tourism initiative, dubbed "Rourism." Tourism marketing guru Roger Brooks is leading the intensive yearlong program. Brooks is helping local leadership of four pilot counties—Box Elder, Daggett, Emery and Kane—identify their top tourism attractions, focus their marketing efforts and build stakeholder support for expanding their tourism economies in their respective counties.

Tourism Marketing Performance Fund Allocation

U.C.A. 63N-7-301

UOT's primary source of funding is the Tourism Marketing Performance Fund (TMPF), which requires performance—an increase in tourism-related tax revenues—before funding increases are considered. Each year that tourism-related tax revenues exceed their growth targets, UOT is eligible for a $3 million increase in the TMPF. The final budget is set annually by the Utah State Legislature. Legislators allocated $15 million to UOT in FY2015 and $18 million in FY2016.

The Legislature structured the TMPF to allocate 10 percent of the fund directly to the Utah Sports Commission to attract major sporting events to the state. Twenty percent funds a cooperative marketing program allowing nonprofit Destination Marketing Organizations (DMOs), Convention and Visitors Bureaus (CVBs) and other nonprofits to expand their out-of-state marketing efforts through a 1:1 dollar match with UOT. The remaining 70 percent of the TMPF funds UOT's integrated marketing and communication efforts, including public relations, social media, website and event sponsorships. New this year was a cafeteria plan within the co-op fund that provided several domestic and international à la carte marketing opportunities for partners. This made it easier for partners with smaller budgets to easily participate in UOT's co-op program and for others to take the first step in marketing their destination internationally.

Multichannel Marketing & Promotion

To maximize the effectiveness of the TMPF marketing budget, UOT focuses its marketing campaigns on proven markets. Winter markets include Los Angeles, New York, Boston and San Diego. Three-season Mighty 5® ads ran on national cable television and digital sites, with spot market ads in Los Angeles, Denver, Phoenix, and Las Vegas.

Additionally, UOT works with a national public relations firm to secure valuable earned media coverage in national print, television and online publications such as *Sunset, Mountain* magazine, *USA Today, National Geographic Adventure* and the *Houston Chronicle.*

International tourism is a critical component of Utah's tourism economy. International visitors stay longer and spend more. Top markets include Canada, China, France, Germany, the United Kingdom, Australia, Brazil and Mexico. To support robust international visitation, UOT has representatives in Germany, France, the U.K., China, Australia and Canada. Our comprehensive travel trade program creates continued increases in year-round international visitation.

UOT's marketing and communications strategies provide integrated, comprehensive and multifaceted promotions to inspire new and returning visitors to plan their vacations in Utah.

Tourism Marketing and Performance Fund (TMPF)

FY 2015 • Original Appropriation $15.0 million

- Co-Op Marketing (20%) $3,000,000
- Sports Commission (10%) $1,500,000
- Advertising (70%) $10,500,000
  - – Three-Season $6,825,000
  - – Winter $3,675,000

Advertising Campaigns

Three-Season 2014

Economic Impact	$591 million
Tax Revenue	$47.0 million
State ROI (per $1 spent)	$6.82
Local ROI (per $1 spent)	$4.72

Winter 2014-15

Economic Impact	$198 million
Tax Revenue	$9.3 million
State ROI (per $1 spent)	$3.26
Local ROI (per $1 spent)	$2.26

AGENCY HIGHLIGHTS

The Mighty 5® ad campaign generates 16 percent increase in ROI

Strategic Marketing and Research Inc. (SMARI) found in their annual ad effectiveness study that the second year of the campaign resulted in an incremental increase of 533,201 new trips to Utah, generating more than $649 million in traveler spending. This travel activity resulted in a 16 percent increase in return on investment over the prior year for total spending, state and local tax revenues.

Visitation to The Mighty 5® increases 14.3 percent

Visitation to Utah's Mighty 5® National Parks continues to climb, with 14.3 percent growth this year. Visitation increased at Utah's eight other National Park Service-managed lands, including Glen Canyon N.R.A. (16.2 percent) and Golden Spike (11.2 percent).

The Mighty 5® receives national awards

In addition to driving business to Utah, The Mighty 5® campaign received prestigious industry accolades. Two U.S. Travel Mercury Awards recognized The Mighty 5® for Best TV Commercial and Best Integrated Campaign. The Mercury Award is considered to be the Academy Award for the tourism industry. The Mighty 5® also received a Platinum Adrian award for Integrated Marketing Campaign. Only 27 of more than 1000 entries nationwide received Platinum recognition.

UOT launches new Find Your Greatest® ski campaign

UOT's new integrated campaign showcases the experiences destination skiers can have on The Greatest Snow On Earth® through the recommendation of six prominent Utah locals. The campaign includes pro skier Sierra Quitiquit, Backcountry.com CEO Jill Layfield and Utah Jazz legend Karl Malone. The ads expand Utah's ski storytelling to include luxury at St. Regis hotel, a snowboard-to-nightlife experience in Salt Lake City and an airport-to-slopes story to highlight Utah's easy access. The campaign ran in Los Angeles, New York, Boston and San Diego.

Debut of Rourism — Rural Economic Development Through Tourism

To stimulate tourism-based economic development in rural counties, UOT developed and launched the Rourism program with four pilot counties: Box Elder, Daggett, Emery and Kane. The program incorporates a tourism development program led by acclaimed destination marketing consultant, Roger Brooks, to help local tourism and economic development leaders identify their county's core strengths, craft a branding campaign and garner the support of key community stakeholders. Graduates of the first Rourism program will be honored at the Utah Tourism Conference in October 2015.

Launch of new VisitUtah.com boosts website visitation dramatically

In March, UOT unveiled a completely overhaul of its consumer website, www.VisitUtah.com. The website is built on a responsive web framework, allowing all website content to be viewed on mobile devices as well as desktop computers and tablets. Overall visits to the site between launch and the end of the fiscal year are up 58 percent, with visitors to the site viewing more pages per visit and returning more frequently compared to the prior year. Most notably, mobile visits to the new site are up 677 percent over the same time period last year.

Varela nominated for Tourism Director of The Year

UOT's managing director, Vicki Varela, was nominated by her peers from the National Council of State Tourism Directors to be one of three finalists for State Tourism Director of the Year. The 2015 winner will be announced August 25 at the U.S. Travel Association's Educational Seminar for Tourism Organizations in Portland, OR.

STRUCK renewed as UOT's ad agency of record

Following a comprehensive RFP process, UOT renewed current ad agency of record, STRUCK, for a five-year contract. STRUCK's creative team generated the concept and execution for the current Mighty 5® and Find Your Greatest® campaigns. Struck indicated in its proposal that the firm will continue to sub-contract with another Utah agency, Love Communications, for media buying services.

Content partnerships boost website content

Through content partnerships with Rowman and Littlefield Publishing (creators of the popular Falcon Guidebooks) and outdoor-travel website Roots Rated, UOT added 300 new content items to the site. From the "Zion Family Guide" to "Green River Fly-Fishing: Getting Started on the A Section," this new content provides a more informational resource for prospective travelers and introduces them to new activities and opportunities in Utah.

Revamped travel guide receives high marks from travelers

Travelers praised UOT's completely redesigned travel guide. It features curated customer comments on the best places in Utah for dining, outdoor adventure and culture, along with TripAdvisor traveler reviews for can't-miss Utah experiences. Some 84 percent of travel guide recipients rated the travel guide very or extremely useful in planning their trip. Similar numbers indicated it influenced the destinations visited on their trip.

Cafeteria plan expands Utah's international reach: The international portion of the cooperative marketing cafeteria allowed UOT to partner with 14 Utah county DMOs and Brand USA to broaden Utah's marketing reach abroad. UOT and county DMO partners pooled $918,000 in marketing funds, which were matched with $462,000 from Brand USA to create a $1.38 million international marketing program.

Geocaching encourages visitors to seek and stay: Capitalizing on the rising popularity of Geocaching, a GPS-enabled "scavenger hunt," UOT partnered with local counties across the state and Geocaching.com to create the official Utah Geocaches.

When completed, this project will place five geocaches in each of Utah's 29 counties. Geocachers locate the caches on the Geocaching.com website, which provides geocachers with an approximate location for the cache. Inside the cache is a code for the geocacher to record and a small prize. When the 'cacher finds three of the five caches for a given county, they can redeem the codes at a designated location to receive a collectable county patch, designed by UOT. To date, 50 of the 145 caches have been placed across the state.

Tourism by the Numbers 2014

Transient Room Tax	$44.8 million
National Parks Visits	7.24 million
Nat. Monuments and Recreation Areas Visits	5.36 million
State Parks Visits	4.05 million
Skier Days 14/15	4.16 million
SLC Airport Arrivals	21.14 million
VisitUtah.com UniqueVisits	946,022
Welcome Center Visits*	384,161
Travel Guides Delivered	58,920

*Not all state welcome centers have submitted complete visitation data
Source: Utah Tax Commission, National Park Service, SLC Airport, Ski Utah, UOT

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

Operations and Related Quality of Life Programs

Each GOED program plays an important role in supporting GOED's vision and mission. The agency administers more than 16 total programs, along with multiple ancillary programs and initiatives. It is through these programs that GOED is able to extend its reach statewide, promoting unprecedented collaboration and creating workable solutions. In addition, GOED enacts systems and procedures to ensure accuracy and efficiency. GOED's mission is to enhance quality of life in the state of Utah, and each of the following programs speak to that charge.

Dr. Kimberly Henrie
Deputy Director

OVERVIEW

U.C.A. 63N-12-301

The Utah Broadband Outreach Center is a state program focused on mapping available broadband services and working with broadband providers, communities and other stakeholders to promote the development of additional infrastructure in Utah.

The Utah Broadband Outreach Center supports the Governor's Office of Economic Development's mission to enhance quality of life by increasing Utah's revenue base and improving employment opportunities. Broadband plays a critical role in Utah's commercial growth and residential quality of life.

The Utah Broadband Advisory Council

The Utah Broadband Outreach Center plays a key role in fulfilling GOED's mission objective to support and leverage both partner agencies and community leaders to create proactive, unique economic development solutions statewide. The Utah Broadband Advisory Council was formed in June 2011 and meets regularly to examine the condition of broadband adoption and deployment in the state of Utah. The council 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, health care, education, libraries, transportation, public safety and tribal entities.

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

Since the I-15 Reconstruction Project surrounding the 2002 Olympics, UDOT has woven broadband into rights-of-way along state roads. The Center promotes similar infrastructure projects statewide.

The Utah Broadband Plan

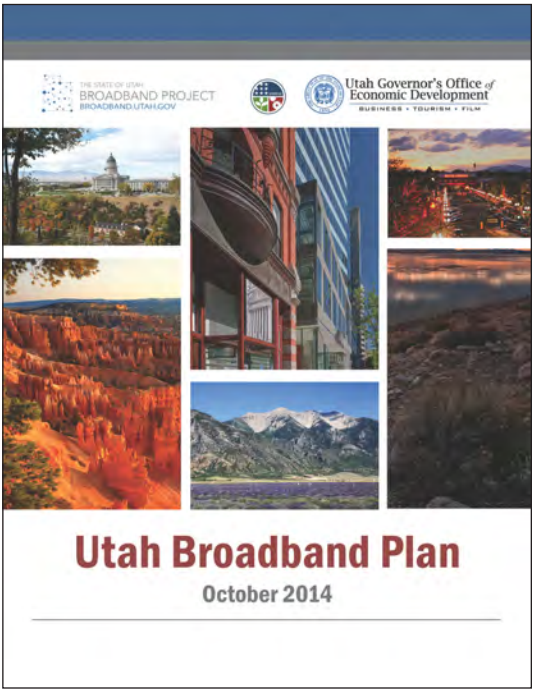
In October 2014, the outreach center published the Utah Broadband Plan, which is focused on monitoring, improving and promoting the economic health of both urban and rural communities and details strategies and key initiatives to help increase broadband deployment, adoption and connectivity throughout the state. The plan was developed based on feedback from cities, counties, broadband providers, libraries, health care institutions, Native American tribes, businesses and educational institutions. A copy of the plan can be found at http://broadband.utah.gov/wp-content/uploads/2015/01/BroadbandPlan2014FINAL.pdf.

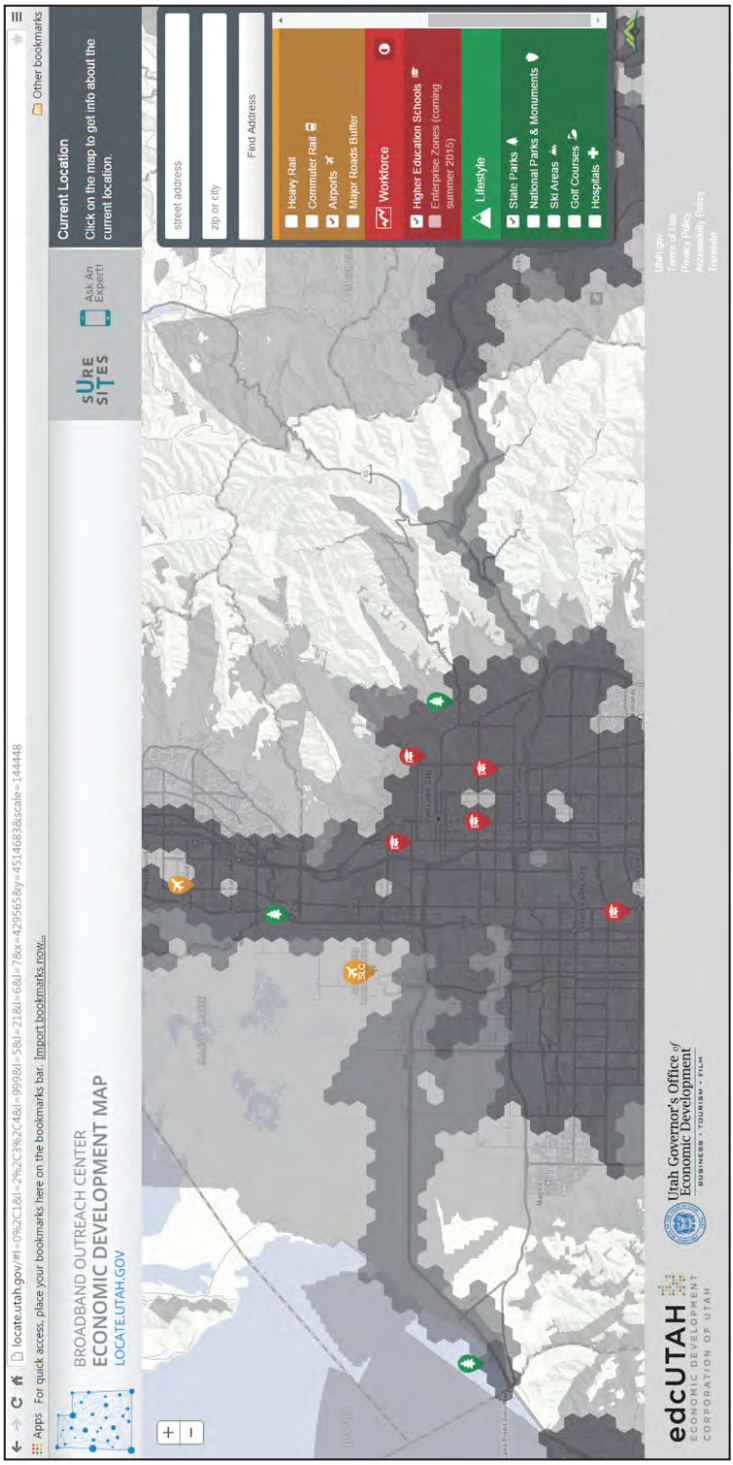
Utah Broadband Mapping

The Utah Broadband Outreach Center works with providers throughout the state to collect data on the availability, speed, technology and coverage areas for residential and commercial broadband services. These services are a key element in attracting new investors and companies, while supporting the expansion of existing Utah businesses.

Utah Broadband Map - The state's residential broadband map, located at broadband.utah.gov/map, allows users to view services available at an address, a city, a county or a legislative district. The information can be filtered by speed, provider and technology type.

Locate.utah.gov - This site allows users to explore the state's broadband availability, utility information, transportation, workforce and lifestyle features. It also allows developers to evaluate potential locations and print customized reports with detailed summaries of available infrastructure.





In September 2015, locate.utah.gov received a Digital Government Achievement Award in the government to business category.

Utah Broadband Accolades

Akamai's First Quarter 2015 State of the Internet report cited Utah as the fastest average Internet connection speed in the West. Utah was ranked No. 4 overall. Utah also ranks fifteenth in the world for peak broadband speeds.

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

In September 2015, locate.utah.gov received a Digital Government Achievement Award in the government to business category.

UDOT has woven broadband into rights-of-way along state roads.

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

OVERVIEW

U.C.A 63N-11-101

Avenue H is the small business health insurance solution that works. It offers insurance for small businesses with 1-50 eligible full-time employees. Avenue H provides a unique solution to small business employers and employees, allowing them a variety of health insurance choices while maintaining budget flexibility. Once employers register with Avenue H, they can easily manage their budget by defining a set dollar amount to contribute to each employee's health plan. Employees then shop online to select their own plan based on their own individual needs.

Avenue H provides 75 health care plans through three local medical carriers, Arches Health Plan, SelectHealth and UnitedHealthcare, along with six dental carriers and three health savings account (HSA) options. Employees can filter the variety of health plans by selecting preferences that are most important to them, narrowing down their options to find their ideal health care plan.

Utah's Health Insurance Solution

Utah's approach to implementing the Affordable Care Act (ACA) is unique in comparison to the rest of the country. When the 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 option to the U.S. Department of Health and Human Services (HHS). The Governor proposed a bifurcated approach that would allow the state to continue to run Avenue H as a certified health insurance marketplace (SHOP) for small businesses, leaving the federal government to create and implement a marketplace for individuals. HHS accepted Governor Herbert's proposal, and now "the Utah approach" is the official fourth option for compliance.

Intermountain Medical Center, Murray UT

Utah's option complies with the health reform law contained in the ACA, but also retains state control and flexibility. 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 focuses on individual consumers and manages tax subsidies in compliance with the ACA. This is just another example of how Utah continues to be a leader in innovative solutions.

Small Businesses Offering Choice and Value

Avenue H's current market is small businesses with 1-50 employees. This is because approximately half of the state's private workforce are employed at small businesses and small businesses represent nearly 98 percent of all employers. Small business owners value good employees, and one way for them to attract and retain their employees is to provide them with quality health insurance, which in turn helps their employees feel more secure and valued. Focusing on small businesses helps the greatest number of Utahns with the highest degree of efficiency.

In addition, Avenue H offers employees choice and value, allowing them the opportunity to really take ownership of their health care needs. Every person and family has their own priorities, and now employees can select their own plan based on those priorities. Avenue H has a total of 75 quality medical health plans provided by local, private health insurance companies. All medical plans offered on Avenue H meet the requirements of essential health benefits required under the ACA.

FY2015: Year In Review

Participation exceeded more than 14,000 covered members in FY2015.

At the end of FY2010, the "beta testing" phase, Avenue H had 11 small business groups offering health benefits and health savings accounts (HSAs) to their

employees. By the end of FY2011, after its first full year of operation, Avenue H had grown to encompass 157 small business groups. Reporting FY2015 results, 14,047 members have coverage, comprised of 669 small businesses offering health benefits to 5,410 enrolled employees.

This past year, in October 2014, Avenue H hired Cicero Group to conduct a survey and focus group with brokers and small business employers located throughout the state. The results have been instrumental. Avenue H has capitalized on many of their findings and applied them to the goals and marketing strategy throughout the year. Some of these key findings include:

- 80% of small business owners call a broker when selecting new coverage
- 76% of employers view offering health insurance as important
- 75% of employees agree that they would have a better understanding of their health insurance plan if they choose it
- 74% of employers choose to enroll in Avenue H as a way to provide employee choice of health insurance plans

Feedback from the market research indicated that Avenue H needed to do more than a 30 second TV spot or billboard to educate and engage with their audiences. Some of these outcomes are demonstrated below.

Brokers. Over the past year Avenue H has trained more than 800 brokers, held broker round tables and kept them informed on the ACA and other influential current events.

Testimonial Marketing Campaign. Avenue H implemented a testimonial marketing campaign that included television and radio advertising and digital ads - driving viewers to the website to learn more about Avenue H and ultimately increase enrollment numbers.

Website Update. In April 2015, Avenue H launched a new website with an updated look and feel. It highlights individuals from the testimonial campaign, providing actual client experiences; in addition, the content was updated to be more clear and concise. The launch of the new website increased traffic to the site, especially with new visitors making up more than half of the website views.

Business Development. In August 2014, Avenue H added a business development resource to the team to educate and build relationships with brokers and small business owners in Utah. In addition to meeting with groups and employers to help them through the administration process, this resource has also built relationships throughout the community with chambers, business resource centers and small business development centers, improving the awareness and growth of Avenue H.

Technology Enhancements. This past year, Avenue H continued their focus on improvements to the consumer experience. For example, a plan comparison tool was developed giving employees the option to review and compare plans

being offered, making a more informed choice. Also, a credit card option was added, providing an additional payment choice for employers. And an automated renewal process was introduced which minimizes administrative work for Avenue H staff and employers.

Nationally. SHOP marketplaces have provided insurance to over 10,700 small businesses across the nation, as of May 2015. Marketplaces have allowed small businesses the opportunity to offer affordable health insurance to their employees. Of the states that provide health insurance marketplaces, Avenue H has remained at the forefront of the number of covered lives through their health insurance marketplace.

Work in Progress

Effective January 1, 2016, Avenue H is on schedule to expand to mid-size groups of 50–100 employees, with the possibility of expanding to all large groups in 2017. This expansion will allow more employers to take advantage of the Avenue H competitive marketplace. Avenue H also continues to support Medicaid expansion alternatives and private insurance options in Utah.

The Right Approach for the Future

Public and private health exchanges have the potential to reshape the employer sponsored health insurance market. Surveys have shown that approximately 33 percent of employers will move their group through the marketplace over the next 3-5 years. Employers want streamlined administration, lower costs, expanded choice and innovation. This supports the belief that marketplaces will be the best economic and value-added solution for employers.

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

GOED Marketing and Communications (MarComm) is the voice of Utah to the business world. Integrated marketing activities promote Utah as a premier global business destination and portray the state as a business friendly place where companies can grow and prosper. We also highlight Utah as a prime location for company relocation and expansion, particularly in high-growth industry clusters. GOED MarComm's efforts build awareness of GOED services for in-state businesses including international market opportunities.

Major focus areas include: clusters, corporate recruitment and relations, 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.

The MarComm team serves as an in-house "job shop" supporting other GOED departments and their public awareness and promotional needs.

In Fiscal Year 2015:

Public Relations

The team issued 105 press releases for the year, with one third of this number focused on incentives activity. Accolades, international activities, and major events were other significant topic areas.

Governor Herbert poses with GOED's Vicki Varela and key leaders and stakeholders at the July 2015 Governor's Tourism Roundtable.

More than 100 interview requests were addressed, that resulted in coverage in the New York Times, the Economist, local Utah TV stations and more. The team orchestrated several press events including Daylight Saving Time, Zenefits, U.S. Chamber of Commerce and Thumbtack. In addition, the team placed six articles and 10 advertorial pieces in various publications such as special sections in Forbes and Site Selection.

Events

MarComm supported 60 conferences and exhibits throughout the year, including signature events such as the Governor's Economic Summit, Outdoor Recreation Summit, Utah Global Forum, Governor's Women in Business roundtable, and Venture Capital Conference. In aggregate these events reached audiences in excess of 40,000.

Online Marketing

To support transparency as well as awareness efforts, GOED MarComm maintains active web, social media and email communication channels. The business.utah.gov website, which includes searchable databases for corporate recruitment and an up-to-date news room, anchors these efforts.

Chris Warner, mountaineer and CEO of Earth Treks Climbing, delivers the keynote presentation at the 2015 Governor's Economic Summit.

Web visitors increased approximately 11 percent year over the year from 127,135 in FY2014 to 141,134in FY2015. Page views were essentially unchanged, at 372,046 in FY2014 vs. 371,226 in FY2015.

Through an increased use of "promoted posts," social media followers increased 61 percent year over year from 5,450 in June 2014 to 8,467 in June 2015. An average of 42 posts/tweets a month promoted events and services, and highlighted trends and economic accolades.

Monthly emails to general business and software/IT contacts (approximately 8,300 contacts all told) extended awareness-building efforts. The Governor's Utah Business Ambassadors (UBA) program contact list expanded from 448 in FY2014 to 556 In FY2015, and recipients received monthly emails throughout the year.

Clusters

The team was instrumental in supporting the launch of cluster initiatives such as the Utah Aerospace Pathways Program, the Utah Search and Rescue Assistance card, the Utah Broadband Outreach Center's locate.utah.gov website, and Technology Commercialization and Innovation Program promotion.

Corporate Recruitment

Through variety of promotional efforts, MarComm assisted GOED's recruitment partner, the Economic Development Corporation of Utah (EDCU), in engaging with large companies and site selection consultants. These included development and placement of 21 print ads including a Forbes special section. On the event side, GOED Business Marketing collaborated with EDCU at major trade shows including ICSC (retail), AUVSI (aerospace/defense), SAMPE (advanced composites) and site selection consultants (IAMC).

GOED print and online advertising generated 155 inquiries – more than double the prior year's 75 leads. These inquiries were passed to EDCU and related offices for evaluation.

In-state Business Services

Eight print and two radio ads with Utah-based publications and stations promoted Business Resource Centers and other GOED services. A total of 28 sponsorships drove awareness with stakeholders and out-of-state business visitors. Key efforts included the Utah Technology Council, Sundance Film Festival activities, Utah Private Equity Summit, Wayne Brown Institute and Utah Hispanic Chamber of Commerce.

In addition, the team produced 100 GOED senior management public presentations to local business and community groups. These presentations routinely cover the range of services GOED offers.

Global Branding

Working with the Salt Lake City office of MRM//McMann, Marketing Communications developed an IT talent recruitment campaign launched in July 2015. The campaign includes digital ads, a landing page, video, public relations and social media.

Internal Support

Throughout the fiscal year, the MarComm team provided design, event and communications support to 16 different GOED programs. This activity represents more than 400 individual requests.

Larry Coughlin, general manager of Boeing Salt Lake, speaks at the launch event for the Utah Aerospace Pathways program, September 24, 2015.

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

For additional information about
internal and external communications, contact
Michael Sullivan, Director of Communications
mgsullivan@utah.gov or 801-538-8811

OVERVIEW

U.C.A. 63N-9

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

OOR endeavors to capitalize on the growth in the outdoor industry in a way that plays to Utah's natural beauty and unique strengths. An Outdoor Industry Association study notes that for every dollar spent purchasing outdoor equipment, the user will spend four dollars creating an experience with the product. The office strives to bring more outdoor product industry companies to Utah, providing manufacturing, sales and distribution jobs to the state.

On top of all of this, OOR showcases Utah as a world-class outdoor recreation destination, working with both rural and urban communities to build high quality recreation infrastructure.

FY 2015 Highlights:

The Office of Outdoor Recreation held its second annual **Outdoor Recreation Summit** on March 3, 2015 at the Salt Palace Convention Center. The summit provided a forum to actively discuss a number of issues surrounding Utah's outdoor recreation and outdoor industry. The attendees enjoyed hearing from Governor Gary R. Herbert, Jerry Stritzke, CEO of REI, mountaineer Chris Warner, Stacy Bare, 2014 National Geographic Adventurer of the Year, and many other world-class thought leaders and outdoor recreation advocates. Over five hundred people attended the summit which included not only the outdoor industry, but representatives from Utah's counties, various communities, and user groups, as well as state and federal land management agencies.

The Office of Outdoor Recreation formed the **Waypoint Grant** program, a pilot program which makes grant money available with a 50/50 match to communities around the state of Utah. The Waypoint Grant is to be used for the building of outdoor recreation infrastructure and the funding comes from the Industrial Assistance Fund (IAF). HB 129 made possible the additional recreation infrastructure development throughout the state via this program which will be administered by the Governor's Office of Economic Development.

The office became concerned about the financial burden of county Search and Rescue teams incurred after rescuing outdoor recreationists in the backcountry. The office conducted extensive research on best practices in the U.S. and determined the best solution would be to create an additional funding source with the sale of special cards to outdoor enthusiasts. The Utah legislature passed HB 324, which created the Utah Search and Rescue Assistance (USARA) card program. The proceeds from the sale of the USARA card will go to the Search and Rescue Assistance Fund, which has been administered by the Search and Rescue Advisory Board and the Department of Emergency Management. The purchase of the card is voluntary, but it exempts card holders from being billed for the costs of their rescue and provides the needed funds for county search and rescue teams across Utah. The cards will be available on the USARA website at *Rescue.utah.gov*

The Office of Outdoor Recreation worked with Salt Lake County and Salt Lake City to extend the **Outdoor Retailer Show** to 2018 by working together to approve incentives. These incentives allow the shows, which are the state's biggest conventions, to expand as they have outgrown the Calvin L. Rampton Salt Palace Convention Center. The economic impact of the shows is significant. University of Utah's Bureau of Economic and Business Research (BEBR) estimates the average Outdoor Retailer delegate spends $923 while attending the Summer or Winter Market shows in Salt Lake City. Since 1996, when the Outdoor Retailer Show moved to Salt Lake City, direct delegate spending by attendees has totaled more

The 2015 Summer Outdoor Retailer Show at the Salt Palace.

Lifetime Products outdoor booth at the 2015 Outdoor Demo Day.

than $468 million and generated approximately $43.6 million in city, county and state taxes, according to BEBR.

Salt Lake City-based **Black Diamond**, a manufacturer of equipment and clothing for climbing, skiing and mountain sports will be expanding its operations in Utah. Black Diamond will be "re-shoring" by bringing outsourced jobs from China back to the state, making a capital investment of $7.7 million and adding up to 160 jobs over the next seven years.

Osprey Packs, a leading manufacturer of high performance outdoor, cycling and travel packs opened their new 108,000-square foot distribution warehouse in Ogden. The Colorado-based company said that the new location will be more convenient and efficient with its access to the rail system for distribution.

Armada, a leading privately held North American ski company, moved its new global headquarters to Park City. The new headquarters will house a research and development center, warehousing/distribution, and a showroom. With world class skiing nearby, the company will produce and test its prototypes at the new location. Armada designs, markets and distributes innovative and premium quality skis, poles, technical outerwear, clothing, accessories and related projects. Armada indicated they would be creating 56 new jobs at their Summit County location over the next 8 years.

Vista Outdoor is a new standalone publicly-traded outdoor sports and recreation company with its new corporate headquarters in Davis County. It had

previously operated as a sporting group within ATK and owns more than 30 well-known outdoor brands. Vista Outdoors felt that Utah was a perfect fit to locate its corporate headquarters because of the state's combination of outstanding business environment talented workforce, great quality of life and because it was "an epicenter for individual outdoor recreation."

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

63N-10

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, 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 help mitigate 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 about 50 unarmed combat events per year. Attendance at these events varies from about 200 spectators to over 2,000 spectators attending large events. The vast majority of unarmed combat events held in Utah are MMA.

There are nearly a dozen Utah resident MMA athletes now successfully competing in the Ultimate Fighting Championship (UFC), Ultimate Fighter and other nationally acclaimed promotions. In May 2015, Utah received national media coverage for the Charity Vision Fight Night "Evander Holyfield vs. Mitt Romney" black tie fundraiser in Salt Lake City, which raised over $1 million to restore sight to individuals throughout the world.

Photo by Rob Norbutt TheInfinityMachine.com

Photos by Rob Norbutt TheInfinityMachine.com

Holyfield vs. Romney

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

OVERVIEW

U.C.A. 63N-12-201

The STEM (Science, Technology, Engineering and Math) Action Center prioritizes STEM education, which works to develop Utah's workforce of the future.

The program drives research and implementation of STEM education best practices across Utah by coordinating STEM-related activities, creating and supporting STEM education, facilitating educator access to education tools, and aligning public STEM education with higher-education STEM activities. In order to advance STEM initiatives, the STEM Action Center Board will use legislative funding to oversee several projects that align with K-12 education and support the Utah State Office of Education and higher education partners.

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

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

- Providing innovative approaches to professional development for K-12 educators
- Creating an elementary STEM endorsement
- Improving Career and Technical Education programming
- Deploying digital learning math tools in K-12 classrooms
- Supporting industry-recognized STEM certification for high school students
- Implementing a STEM School Designation Certification for STEM schools
- Helping educators and students engage with STEM subjects through hands-on activities

K-12 Math Initiative

The Utah State Legislature, through UCA 63M-1-3205 has provided $13.5 Million for the STEM Action Center to purchase supplemental math software for Utah classrooms. The grant is for use in kindergarten through twelfth grade. Public charter schools and school districts had the opportunity to apply for use of the math software in the summer of 2014 and are involved in a 2-year project. Grant awardees will be able to use the math technology from the approved list of ten product providers as a supplement or intervention to compliment a school's current math curriculum. The grant program evaluation will be conducted by Utah State University, Dr. Sarah Brasiel (Instructional Technology and Learning Sciences Department) and the evaluation will be primarily looking at student mathematics achievement on the end of year SAGE state assessment.

Middle School Applied Science Technology

The applied science technology program targets middle school applied science, specifically 7th and 8th grade Career and Technical Education (CTE) courses. Four product providers were selected to provide curriculum materials and hands on activities related to engineering, applied science, and information technology. Contracts were finalized in October and Professional Development occurred in November and December of 2014. Districts and schools are in the planning stages for implementation starting spring 2015. Currently 45,954 licenses have been distributed.

STEM Utah Corporate Soccer Tournament, September 22, 2014.

STEM Professional Learning

The STEM Action Center, working in partnership with the Utah State Office of Education, has implemented the STEM Professional Learning Project. A video-based, online platform is being used to bring high quality instruction and online professional learning communities to Utah educators. A unique feature of this professional learning opportunity lies in the fact that the program includes videos of exemplary UTAH teachers that are using best practices in their STEM instruction. The content and focus of the videos is aligned to the Utah Core in STEM to ensure sustainability. Teacher training for the use of the products is underway and reaching nearly 18,000 teachers in Utah. Implementation will begin in spring 2015 and continue through the next few years.

Elementary STEM Endorsement

There is $1.5 million in funding allocated to support teachers to participate in a newly developed STEM endorsement program, through the Utah State Office of Education. Awards have been made to Institutes of Higher Education (IHEs) and districts across the state who responded to a request for proposals to develop STEM endorsement programs at their institutions to be offered to teachers. Each award was $100,000 per year for 2 years to serve 332 teachers in cohort 1. The Center will assess long term outcomes of participation in the endorsement program on the performance of the teacher's students on the SAGE state assessment beginning with data from the 2015-16 school year.

STEM Schools Designation

The Utah STEM Schools Designation Program was developed to define the criteria and elements necessary for a school to create a comprehensive STEM learning environment for their students. The STEM schools designation program will allow schools to engage in discussions with faculty and community partners around STEM education as a lens for strong instruction for students to prepare them for college and career readiness. The designation also serves as an indicator for members of the public who are looking for STEM school experiences in Utah K-12 education.

High School STEM Certification

It is becoming critical for students to gain early opportunities to education in key STEM occupations. Students need access to education that helps them to gain early employment and companies are in desperate need for STEM talent. The High School STEM Certification Program provides resources to schools and districts to create new or expand capacity on existing STEM certification pathways that address high demand STEM jobs in their communities. These certifications can include resources such as much-needed equipment or supplies, support for the creation of new curriculum materials and activities that support hands-on,

engaged instruction, support for internships and professional development for educators to enhance instruction in these new or existing certification pathways.

STEM Fairs, Camps and Competitions

The STEM Action Center helped to increase student participation in fairs, camps and competitions that support STEM education and economic growth in Utah.

Participation in these activities has been a vital component in motivating and assisting students into STEM career pathways. Our office awarded $391,000 in post-performance grants to over 2,400 K-12 Utah students who detailed their participation in any Utah STEM events.

STEM Classroom Grant

The PreK-12 Classroom Grant was created to support educator creativity while teaching the subjects of science, technology, engineering and mathematics (STEM). Awards are granted to innovative and creative projects that improve student understanding and experience. In 2015, the STEM Action Center awarded $148,000 to Utah classrooms that will impact more than 17,000 students.

Industry Engagement

A critical component of the STEM Action Center's strategic plan is to increase industry engagement. The Center has promoted industry involvement within STEM programs and has been actively involved in the STEM media and marketing campaign. The campaign is a partnership with Comcast and numerous private companies to help "change the hearts and minds" of the community.

More than 13,500 7th and 8th graders attended the first annual STEM FEST at Utah Valley University's UCCU Center.

Since the launch of the STEM Utah media campaign in January 2014 this group has contributed a total of $2,613,885 in cash, products and services and have pledged a likewise total of $500,000 through 2015.

The STEM Action Center is currently working with industry to build a website and phone application called STEM Match. The application gives teachers and industry the ability to easily connect to each other. Teachers will be able to access industry to help them with STEM-related projects (i.e. helping to teach a difficult STEM subject in the classroom, garnering industry participating in STEM events, fairs and competitions, etc.).

Marketing STEM Across the State

The STEM Action Center has worked in numerous ways to grow STEM across the state including building a robust website, participating and sponsoring numerous STEM-related events, targeting STEM audiences through email marketing and strategic social media engagement.

The STEM Action Center website is the state's STEM hub. Events, news and STEM opportunities shared with the STEM Action Center by educators and industry are consistently shared on the website. Information on grant opportunities and engaging STEM videos are also available on the website.

The STEM Action Center has participated in numerous events across the state and has sponsored close to a dozen. Events directly related to the STEM Action Center include:

- **STEM Utah Corporate Soccer Tournament:** Industry participated in a soccer tournament on September 22 in a joint effort to support marketing the study of science, technology, engineering and math (STEM) to Utah's school population.
- **STEM Statewide School Assembly Broadcast:** The Utah STEM Coalition hosted a school assembly designed to inspire students on the value of STEM education. The event was broadcasted statewide. Three hundred attended the event at Olympus High School and several thousand students were able to watch the broadcast from their classrooms on October 21.
- **Utah STEM Fest:** The Center partnered with Utah's STEM industry to put on the first statewide STEM Fest from March 25-27 at Utah Valley University's UCCU Center. More than 13,500 7th and 8th graders throughout the state attended. The event was opened to the public on Friday evening with approximately 4,000 additional attendees
- **STEM Innovation Awards:** With more than 400 industry leaders and government officials in attendance, the STEM Action Center held their first STEM Innovation Awards in partnership with Utah Technology Council at their annual Utah Innovation Awards luncheon on Thursday, April 30, 2015.

- **STEM Best Practices Conference:** The Utah STEM Action Center held a STEM Best Practices Conference from June 22-23 at Thanksgiving Point's Garden Center with more than 200 educators and industry members in attendance.

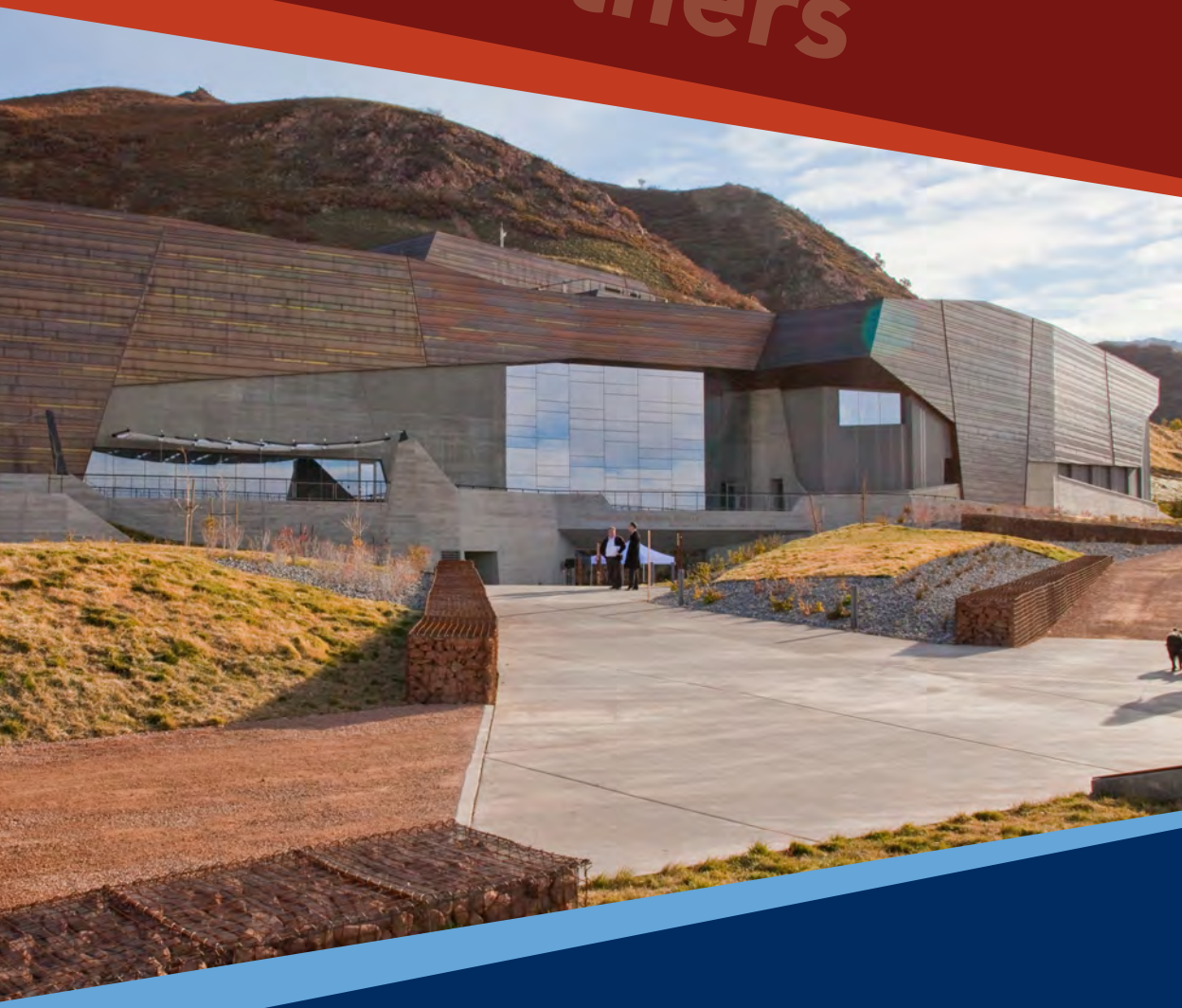
The STEM Action Center Board for 2014 was comprised of:

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

STEM Action Center Executive Director Tami Goetz (left) stands with first annual STEM Innovation Awards recipients.

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

Partners



Utah Governor's Office *of* Economic Development

BUSINESS • TOURISM • FILM

OVERVIEW

U.C.A 63N-1-501

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

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

Council Members

Q. Val Hale, Chair
Executive Director, GOED

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

Greg Bell, Utah Hospital Association
Board Chair, USTAR Governing Authority

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

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

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

Eric Isom, Century Link
Board Chair, EDCUtah

At Large

Randy Shumway
President, Cicero Group

Pat Richards
Board Chair, Utah Symphony

Rob Behunin
VP of Commercialization & Regional Development
Utah State University

Natalie Gochnour
Associate Dean, David S. Eccles School of Business

Overview

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

EDCUtah partners with GOED to handle the state's business recruitment efforts. This strong partnership has proven to be very successful in recruiting businesses to Utah and links state government with local government and the private sector in a seamless manner. Businesses that visit Utah report that they are impressed with the level of collaboration they experience as they work with the state and local economic development organizations. These efforts help GOED meet their goal of improving and promoting the economic health of both urban and rural communities.

Jobs Created and Retained

During FY2015, 39 companies announced decisions to relocate or expand in Utah, which will add 8,402 new jobs, retain another 5,732 jobs and create capital investments totaling $851.4 million when completed. Here's a breakdown:

Jobs to be Created	8,402
Jobs Retained	5,732
Capital Investment	$851.4 million
Square-footage	3.5 million
Headquarters Relocations	13

Business Recruitment

Over the past year, EDCUtah continued to ramp up its global business development efforts. As part of our efforts, we engaged in outreach to industry and site selectors in 15 markets across the country. We researched nearly 800 companies and made outreach attempts to more than 400 of them. Our team succeeded in converting 30 of these companies into viable project leads that we continue to work today.

EDC Utah and GOED reps attend the Proofpoint grand opening.

EDCUtah also conducted business development recruiting trips, meeting with company executives and site selectors in Northern and Southern California, Washington and New York. GOED leaders joined EDCUtah in meeting with companies considering a potential relocation to Utah. In these meetings, the team developed lasting relationships with senior managers that will lead to future projects. Over the next 12-18 months, EDCUtah will continue to work closely with these companies as they contemplate their expansion plans. Other meetings laid the ground work for long-term relationships that may take years to pay off. One of the many benefits of having a low unemployment rate in Utah is that it allows us to be more selective in our recruiting efforts. We want to fill 100 percent of our economic development capacity, but with the right 100 percent. These targeted recruiting trips are just one way that GOED and EDCUtah are partnering to create proactive, unique economic development opportunities.

Fiscal Year 2015 Wins

- Consumer United
- CSM Bakery Products
- Wayfair
- Engineered Wall Systems
- Traeger Pellet Grills LLC
- Goldman Sachs & Co.
- Overstock.com
- Oemeta, Inc
- MarketStar
- Viracon
- MyTime
- Maxam Inc.
- Vista Outdoor Inc.
- JSI Store Fixtures Incorporated
- Malouf Fine Linens
- Advice Media
- AAA
- Armada
- Allegiance
- Young Living Essential Oils
- 3DSim
- Universal Forest Products
- inQpharm
- JBS USA Holdings, Inc.
- Black Diamond
- Alorica
- Boxed Water is Better
- CHG Healthcare
- Foldax
- Prosper
- US Radiopharmaceuticals
- Connolly
- Frontier Communications
- EMC Corporation
- Giftry
- Bed Bath & Beyond
- Procter & Gamble
- Health Catalyst
- Prime Inc.

Industry Trade Shows and Events

EDCUtah also partners with GOED and other strategic Utah businesses to exhibit at trade shows and conferences in the U.S. and abroad. Having a strong Utah presence at industry trade shows supports GOED's objective to attract new investors and companies while supporting the expansion of existing Utah businesses. Coordinating a Utah pavilion at trade shows like JEC Europe, a composite materials show in Paris each March, bolsters the state's strong reputation in the advanced composites industry, and provides Utah businesses with an opportunity to develop relationships with potential customers.

In addition, EDCUtah executives attend conferences for professional site selection consultants. Attending conferences like the Site Selector Guild, CoreNet and the Industrial Asset Management Council, allows EDCUtah leaders to develop lasting relationships with influential consultants, keeping Utah in the forefront of their site selection process.

Summary

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

EDC Utah and GOED reps attend the Scatec groundbreaking.

For additional information about the Economic Development Corporation of Utah visit edcutah.org 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.ORG
PROFITABILITY IN MANUFACTURING

MEP's mission is to help small and mid-sized manufacturers improve performance, growth and profitability. With access to a wealth of resources MEP is able to deliver results by becoming a strategic advisor within their businesses.

MEP works with manufacturers to identify and implement Best Practices that lead to increased profitability through training, certification and advising. MEP uses a Discovery Assessment that helps manufacturers identify the important issues that are facing their operation. This allows them to develop a program that is specific to the clients' needs and allows them to determine how they want to proceed.

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 fewer than 500 workers, the MEP potential service base includes 99 percent of the 3,800 manufacturers in Utah.

The most recent Implan® study prepared by the Department of Applied Economics at Utah State University, 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 69 manufacturing companies resulting in quantifiable impact, which:

- Created or retained 3,661 manufacturing jobs
- Produced $188.3 million in additional employee wages
- Generated $18.7 million in additional state tax revenue

The nature of manufacturing in Utah is diverse and entrepreneurial, and most companies fall under the classification of "small business"—employing fewer 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 more than $6.1 billion—the largest industry payroll in the state—and is one of only three industry sectors that employs more than 100,000 Utahns.

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

GOED and MEP as partners have not lost sight of the overall importance of manufacturing to the state. Some of these advantages include: large employee base, livable wages, tax contributions, creation of secondary jobs and major role in producing most of Utah's exported goods. MEP will continue to be a resource to small and medium-sized manufacturers throughout the state and help the entrepreneurial spirit of Utah companies succeed in an ever-changing economy. Whether in market upturns or downturns, manufacturers face the challenge of differentiating themselves and determining how to bring what is different to the market in a more efficient, cost-effective way.

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

U.C.A 63M-4

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

OED's Mission is to advance Utah's diverse energy and minerals sector through planning, policy, and direct engagement with the private sector; and thereby to foster economic growth through energy development and conservation activities and through the provision of affordable, reliable energy.

OED is led by Dr. Laura Nelson, and the office works closely with Cody Stewart, Energy Advisor to Governor Gary R. Herbert.

The Governor's Utah Energy Development Summit

OED annually hosts the Governor's Utah Energy Development Summit, which grew to become the largest event of its kind in the west in just three years. The 2015 Summit drew more than 1,100 energy stakeholders and 413 organizations participated in the event, featuring 12 breakout sessions and more than 63 energy experts from around the world. Each year the Summit provides networking and messaging opportunities for business, educational opportunities for non-profits and the public, and a productive policy dialogue for state legislators and others. Overall, the Summit is instrumental in identifying trends in energy

A group of stakeholders including OED and the Economic Development Corporation of Utah visited the Red Hills Renewable Energy Park in Iron County. The 80 megawatt project, developed by SCATEC Solar, will be one of the first utility scale solar projects to be constructed in the state.

development, informing stakeholders of the state's energy objectives and supporting the advancement of energy opportunities in Utah.

The Uinta Basin Applied Technology College is committed to educating the next generation of oil and gas sector professionals, and offers a variety of hands on learning opportunities at its Vernal location.

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 programs, education and outreach. Through the SEP, OED provides trainings and seminars, offers tax credits to homeowners and business to support distributed generation, and helps partners secure grant funding to support related activities. Through the SEP program, OED is able to reach across the state, including Utah's rural communities, to improve energy access, encourage economic opportunities and enhance the overall quality of life for Utah's citizens.

Incentive Programs

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

OED staff visits an oil sands project being developed in Uinta County by Canadian firm US Oil Sands. The project, which will commence in the fall of 2015, will be the first oil sands project to be developed in the United States.

The **Alternative Energy Development Tax Credit** is an incentive designed to advance the development of large-scale alternative energy resources including solar, wind, and geothermal, as well as oil shale and oil sands. The post-performance incentives are tied to the generation of new state revenue by projects meeting production thresholds, calculated in terms of barrels per day or nameplate capacity depending on the resource type.

The **High Cost Infrastructure Tax Credit** is an incentive designed to advance rural economic development, particularly agriculture, mining and industrial activity, through the provision of post-performance tax credits. Credits may be authorized for new or expanded projects for which the cost of infrastructure – roads, transmission lines, natural gas lines, rail, etc. – exceeds 10% of the total capital expenditure associated with the project. Credits may also be authorized in other limited circumstances for existing projects making major qualifying investments in infrastructure.

In 2015 OED partnered with the Utah Clean Air Partnership and the Utah Department of Environmental Quality to fund multiple publicly available electric vehicle charging stations at Utah Valley University's Orem campus.

The incentives programs are an important mechanism for directing global capital to investments in the development of Utah's vast energy resources.

U-Save Energy Fund

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

Utah Energy Infrastructure Authority

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

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

OVERVIEW

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

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

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

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

The regional offices are located at Utah State University—College of Eastern Utah (Price, Moab and Blanding), Davis ATC, Dixie State University, 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

Mark Balboni, LLC

Website: http://markbalboni.com *Employees:* 1 *Location:* Ogden

Mark Balboni, founder of Mark Balboni, LLC, had dreamt of starting his own business for many years. Realizing he needed the experience and industry contacts that would be instrumental in the successful launch and growth of his business, he joined a well-known and respected consulting firm where he remained for 14 years. Not only did this provide the opportunities to perform the technical work he specialized in, but he also managed projects, prepared and priced contracts, and participated in the

sales process. Mr. Balboni stated, "All of these things were key in becoming well-rounded enough to start my own business."

In 2014, Mr. Balboni determined the time was right and launched his own consulting firm that provides compliance consulting services on FDA's Good Manufacturing Practice regulations and quality assurance principles to the pharmaceutical, biologics and medical device industries.

As with most new business owners, Mr. Balboni recognized there were areas where he needed guidance. He was introduced to the Small Business Development Center (SBDC) at Weber State University to answer his questions and help get his business off the ground. As a first-time business owner, Mr. Balboni worked with the SBDC on registering his business, as well as developing his business plan and strategies. Of his experiences working with the SBDC, Mr. Balboni said, "It has been invaluable to work with an SBDC consultant. He has become a trusted advisor."

In response to the question concerning the most important aspects of starting a successful business, Mr. Balboni said, "Make sure there is an actual demand for your product or service, and be prepared not to immediately start making money. If the money comes quickly, you are lucky." He also said, "Don't give up if there is a slow period. Continue to do proactive things to increase your sales, and make sure you have enough money to start a business."

In summary, Mr. Balboni stated, "I recognized years ago that this was something I wanted to do, but had no idea where to start." After partnering with the SBDC, Mr. Balboni is well on his way as a successful business owner.

WOMEN-OWNED BUSINESSES

The Utah SBDC has always supported efforts across the state to expand women owned business outreach and continues to support close relations with other service providers focused on women's business support. In addition to routinely serving women clients, the Utah SBDC regional service centers also support and refer clients to the Utah Women's Business Center.

Ooh La La and Friends, Vernal, UT

The network served 1262 women clients during SFY (State Fiscal Year) 2015, representing around 37.7 percent of total clients.

VETERANS

The network served 284 veterans in SFY 2015. Of the 284 clients served, 51 percent are in business. These client businesses employed 683 full time employees and 542 part time employees. 89 percent of the businesses are male owned and 11 percent female-owned. These veteran client businesses generate $42 million in annual sales.

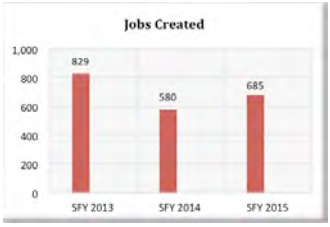
The Utah SBDC participates in veteran events around the state.

Lock N Load Java, Salt Lake City, UT

MANUFACTURING

The network served 339 manufacturing clients during SFY 2015. This represents around 9 percent of the total SBDC clients statewide.

The SBDCs participate in the Utah MEP Roundtable Meetings. These meetings are held at various locations statewide and attended by local manufacturers. They provide an opportunity for discussion of key issues that currently affect their manufacturing operations.



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 63N-6-301

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

In conjunction with GOED's EDTIF, the legislature created Utah Capital (Utah Fund of Funds) to help companies secure investment they need to start, grow and contribute to the state's economy. Utah Capital and EDTIF may have supplied post-performance incentives or other funds to some of the same companies, provided that each company made separate applications and met the separate criteria.

Prepared in accordance with the requirements of 63N-6 of the Utah Venture Capital Enhancement Act.

Portfolio Performance as of 12/31/14

- 2.4% net internal rate of return including financing and administrative costs since fund inception
- 16.8% net internal rate of return including financing and administrative costs for the reporting period
- $63.7 million investment distributions since fund inception
- $113.1 million net asset value of Utah Capital portfolio funds
- No new investment commitments will be made under the current financing structure

Utah Capital's Bret Jepsen moderates a panel at the 2015 Utah Venture Capital conference.

Utah Economic Development

- 77 Utah companies received investment capital from Utah Capital portfolio funds since fund inception
- 5,073 new Utah jobs added by Utah companies since fund inception
- $879 million invested in Utah companies by Utah Capital portfolio funds since fund inception
- $17 million invested directly by Utah Capital in Utah companies
- 29 consulting sessions during reporting period
- 74 events promoting Utah's entrepreneurs and companies
- 17 community events supported during reporting period

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

Overview

U.C.A. 63M-2

The Utah Science Technology and Research Agency (USTAR) catalyzes research, development and commercialization activities to expand Utah's technology economy. USTAR supports the Governor's Vision for the Utah economy to lead the nation as the best performing economy and to be recognized as a premier global destination. USTAR seeks to create a technology ecosystem that enables ideas to seed, grow and thrive.

USTAR has enabled the hiring of commercially minded researchers, the building of state-of-the-art core facilities and the development of entrepreneur outreach centers partnered with regional universities. USTAR provides resources for tech businesses and entrepreneurs throughout the state via outreach efforts.

RESEARCHERS

USTAR funded researchers have proven adept at capturing millions of dollars in federal and private research funding and building world-class research teams including undergraduate, graduate and post-doctoral students. To form new ventures based on their respective technologies, researchers work with their University commercialization offices to transfer these technologies to industry or as the foundation of new companies.

Work in the lab of Rajesh Menon at the University of Utah lies at the intersection of optics and nanotechnology, with special foci on extending the spatial resolution of optics to the nanoscale, and applications of optics in energy.

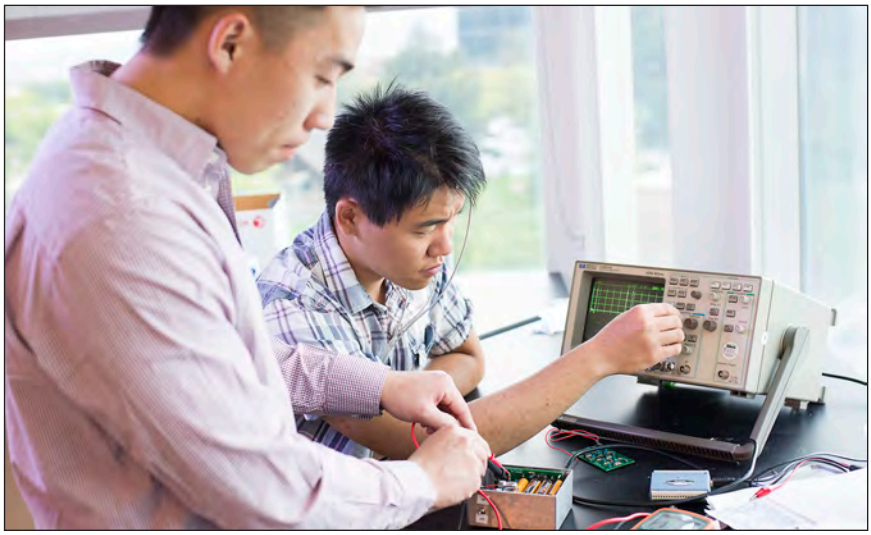
CORE FACILITIES

The U of U's James L Sorenson Molecular Biotechnology Building is the centerpiece of a visionary plan to accelerate research, development and commercialization at the interface of medicine, nanotechnology, engineering, pharmacology and digital media. It includes a state-of-the-art nanofabrication facility with cleanroom space and a microscopy and materials characterization laboratory. These facilities are available to university researchers and can also be used on a fee for service basis by commercial partners.

USU's BioInnovations Center houses highly advanced life-sciences laboratories and provides lab space in support of synthetic bio-manufacturing, advanced human nutrition, veterinary diagnostics and infectious disease and other innovation areas. The state-of-the-art facility also houses a Bio Safety Level 3+ lab. USU has also added a biomanufacuting facility to enable large scale production of synthetic biology products (fermentation facilities). Both are available for industry contract work and collaboration.

TECHNOLOGY ENTREPRENEURSHIP SERVICES

USTAR regional outreach offices support technology commercialization activities across the state. The offices are strategically located around the State to provide support to tech entrepreneurs and USTAR researchers with innovative technology ideas to assist in establishing spinout companies.



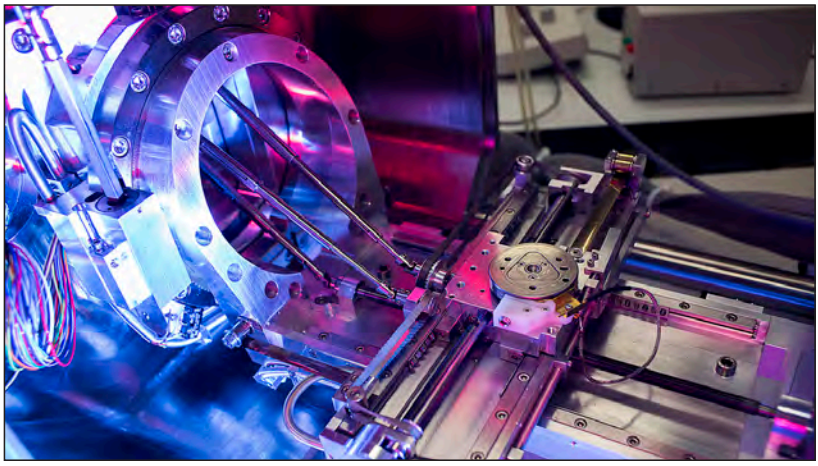
In the lab of Massood Tabib-Azar, USTAR professor of electrical and computer engineering at the University of Utah. Tabib-Azar's team is extending the limits of electronic devices is by developing plasma-based sensors, switches and amplifiers.

USTAR TECHNOLOGY ACCELERATORS assist entrepreneurs in accelerating the development of startup companies by providing resources and services. These accelerators emphasize rapid growth while providing support to avoid obstacles that many startup companies encounter.

USTAR TECHNOLOGY INCUBATORS focus on speeding up the growth and success of startup and early stage companies by providing space and core equipment to support tech startups. Incubation time varies for each company.

SBIR-STTR ASSISTANCE CENTER assists entrepreneurs and startup companies in preparing and submitting SBIR-STTR applications. The federal SBIR and STTR programs offer more than $2.5 billion dollars in federal funding annually to support the development of technology by small businesses across the nation. USTAR's SBIR-STTR Assistance Center helps technology oriented businesses with new discoveries or innovative concepts to compete for the funding they need to continue their path towards commercialization.

The USTAR James L. Sorenson Molecular Biotechnology Building is a 208,000 square-foot multidisciplinary facility that features a state-of-the-art Nanofabrication (pictured) and Microscopy suite.



The USTAR James L. Sorenson Molecular Biotechnology Building is a 208,000 square-foot multidisciplinary facility that features a state-of-the-art Nanofabrication and Microscopy suite (pictured).

A researcher in Shelley Minteer's lab working in the USTAR Alternative Energy Cluster at the University of Utah. Minteer studies bio-inspired energy conversion as an alternative energy source.

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

MENTORING/BUSINESS SERVICES provided by industry experts offer help and resources to companies for refining plans and strategies. One-on-one mentoring can help assist with setting goals for success while developing strategic plans. USTAR regional offices and a network of experts combine knowledge, guidance and encouragement to help bring business possibilities to life.

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

USTAR also works closely with other state agencies and partners to provide OTHER SERVICES to augment their mission where possible, thus allowing USTAR to fulfill its mission of building Utah's technology economy and contributing to the economic development of the State.

For additional information about available services at USTAR outreach centers across the state, please contact the directors of each center. Contact information can be found on page 155.

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

OVERVIEW

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

Summary

Fifteen years after the creation of the Utah Sports Commission (USC), Utah continues to distinguish itself as a leader in the world of sports marketing, event attraction, Olympic legacy and sport development.

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

Central to the success of the Utah Sports Commission continues to be the concept of *TEAM UTAH:* a partnership of venues, local sports chapters, communities, volunteers, public entities and private organizations crucial to achieving success in the sports marketplace. These vital partnerships within the state have been instrumental in driving image building and economic impact to the state of Utah.

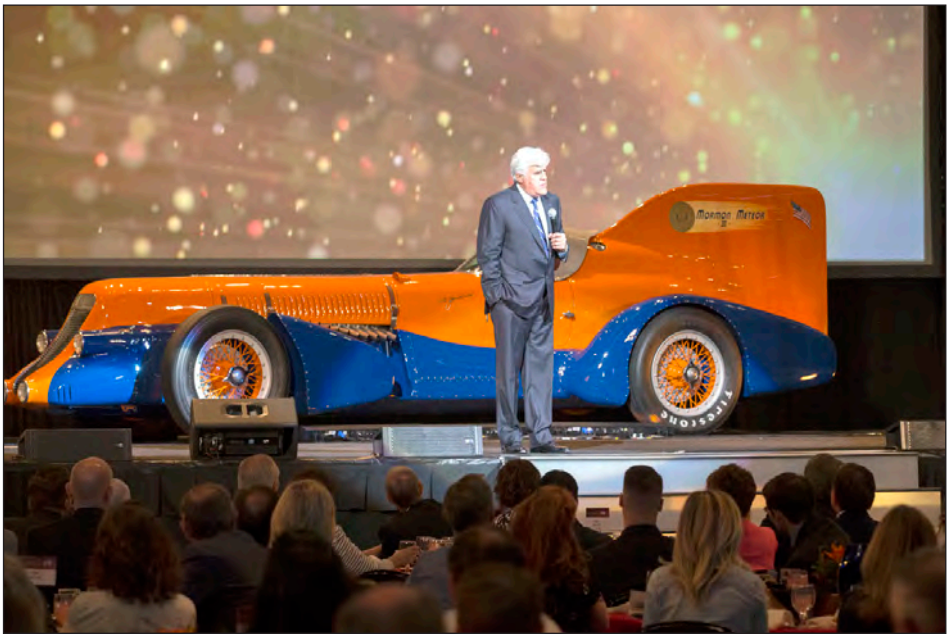
Web.com Tour 2014 Utah Championship Winner celebrated in Times Square.

Impact

Since the Utah Sports Commission's creation in 2000, it has been a partner in over 600 events that have generated an estimated $1.4 -$1.6 billion in economic impact to Utah. Estimated tax revenue to the state from sport-related expenditures has been calculated at approximately $95 million over the last 12 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 $356 million in media value through more than 5,100 hours of television coverage.

2014-2015 Highlights

- Partnered with 47 sporting events across the state generating approximately $106 million in direct economic impact to Utah
- Partnered with 19 nationally or internationally televised events that provided Utah with approximately $28 million in media value
- Continued to generate a favorable return on investment from actual tax revenue collected compared to state dollars used for sporting events. The aggregate ROI from events exceeds 4:1.



4th Annual State of Sport Awards Special Guest Jay Leno.

- Negotiated the placement of 970 thirty-second television ad units aired during the broadcasts of Utah Sports Commission partnered events valued at $1.5 million if purchased
- Continued to build upon Utah's Olympic legacy by partnering with twenty-two Olympic related sporting events
- Worked with the Utah Legislature to pass a concurrent resolution S.C.R.9 recognizing the importance of Utah's Sport and Olympic legacy
- Continued to host the Governor's State of Sport Awards event, expanding it to over 1,000 attendees. The event featured special guest Jay Leno and honored Olympic Gold Medalist and Utah Ski Ambassador Stein Eriksen with a Lifetime Achievement Award
- Through promotional efforts with our partners, generated 118,943 votes from fans from all 50 states and 87 countries on the State of Sport Awards website created for the event
- Host organization of the Web.com Tour Utah Championship event bringing an estimated $4 million in economic impact and 14 hours of Golf Channel coverage

Freestyle World Cup at Deer Valley.

- Hosted "Pink on the Links" initiative in conjunction with the Web.com Tour Utah Championship, raising $45,000 for the Huntsman Cancer Foundation
- Secured Red Bull Rampage for 2015
- Partnered with Real Salt Lake to bring two CONCACAF Olympic Qualifying Finals to Utah that will be held October 2015

Red Bull Rampage in breathtaking Virgin, Utah.

US Fencing January North American Cup.

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

OVERVIEW

The mission of World Trade Center Utah is to help Utah companies think, act and succeed globally.

WTC Utah accomplishes this mission through three key objectives:

- **Motivate and educate Utah businesses to expand their global presence** through training seminars, regional forums and newsletters focused on international business development, trade issues and export opportunities.
- **Build capacity of Utah businesses for international trade** through B2B consultations to identify expansion goals, assess current capabilities, determine overseas opportunities and connect companies with market experts and potential partners.
- **Expand global network of Utah businesses** through trade missions and networking opportunities with foreign trade officials.

In FY 2014, WTC Utah supported trade missions to Turkey, the United Arab Emirates, Brazil and the European Union. WTC Utah also held monthly educational seminars and hosted more than 20 foreign dignitaries such as the ambassadors from Russia and Thailand.

Particularly noteworthy in 2014 was the inaugural Utah Global Forum. Attended by 450 people, this premier International business conference was a joint effort between WTC Utah, the Governor's Office of Economic Development and the Salt Lake Chamber of Commerce. The Utah Global Forum is designed to provide a place for business and community leaders to network and learn about international business opportunities.

Derek B. Miller, Val Hale and Lane Beattie address attendees at the 2014 Utah Global Forum.

World Trade Center Utah board meeting.

In an effort to bring its resources to all areas of the state, WTC Utah kicked off its rural outreach efforts in 2014. In FY2014, regional forums were held in Vernal, St. George, Logan and Richfield. More than 380 people attended the forums. With less than 5 percent of total Utah exports coming from rural small-medium sized businesses, rural Utah is well positioned to be a source of growth for the economy in the coming years as companies look to go global.

Utah's International Footprint

Utah exports exceeded $12.3 billion in 2014.

- 85 percent of Utah exporters are small to medium sized businesses (less than 500 employees)
- 61,000 jobs in Utah are directly tied to exporting and more than 370,000 jobs in the state are related to international trade
- Utah's top 2014 export destinations included Hong Kong, Canada, United Kingdom, China and Mexico.

WTC Utah's strategic partners include the Governor's Office of Economic Development, Salt Lake Chamber of Commerce, U.S. Commercial Service, Economic Development Corporation of Utah, Utah Technology Council, Utah Manufacturers Association, USTAR and the state's Institutions of Higher Education. Working with these partners, WTC Utah is able to leverage the state's unique cultural, educational, economic and foreign language capabilities to create new opportunities for Utah's business community.

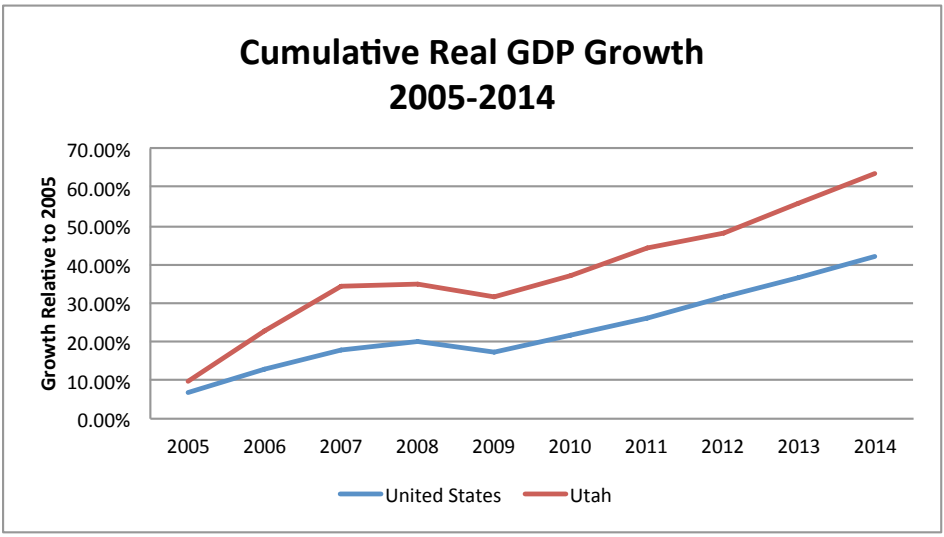
The Utah trade mission delegation visiting the European Commission Headquarters in Brussels.

For additional information about
the World Trade Center Utah
please visit www.wtcutah.com
or call 801-532-8080
Derek B. Miller, President and CEO

Data

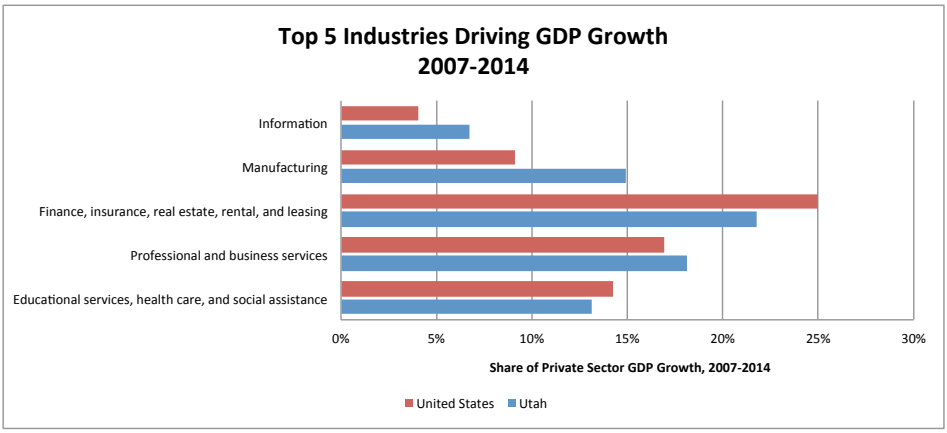
Utah Governor's Office *of* Economic Development

BUSINESS • TOURISM • FILM



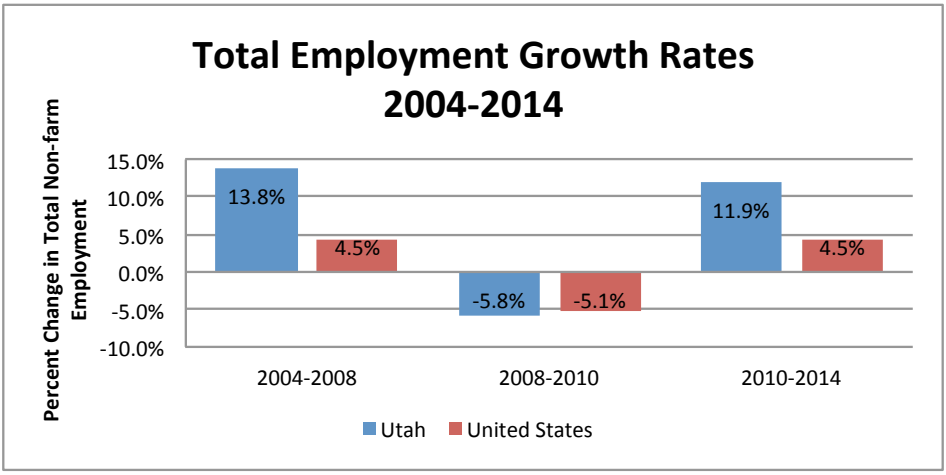
Source: BEA, Regional Data, GDP & Personal Income, GDP by State (millions of current dollars)

Since 2005, Utah has outpaced the nation's GDP growth rate by an average of 14 percent.



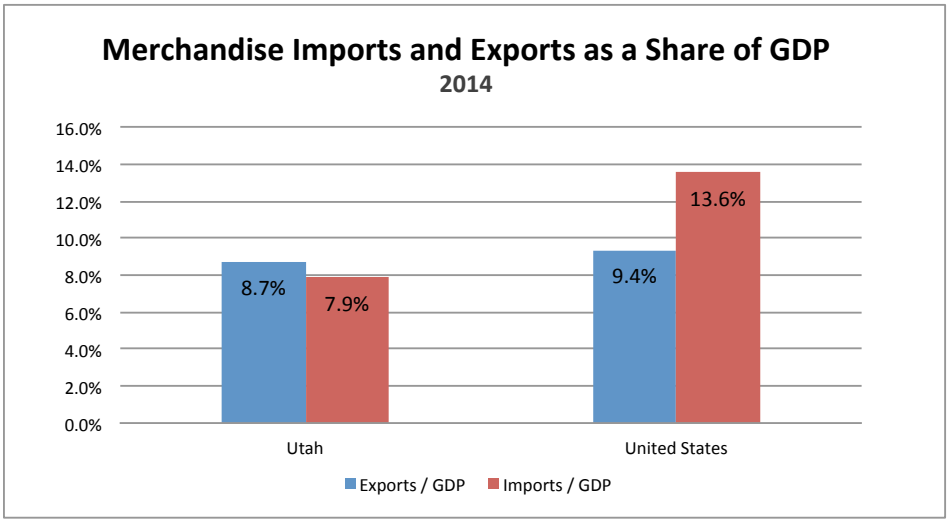
Source: BEA, Regional Data, GDP & Personal Income, Industry Totals (millions of current dollars)

Utah's industry developments reflect an educated and tech-savvy workforce. In 2014, the information industry contributed almost 7% to the overall GDP output and moved into the spot of fifth largest contributor from the state.



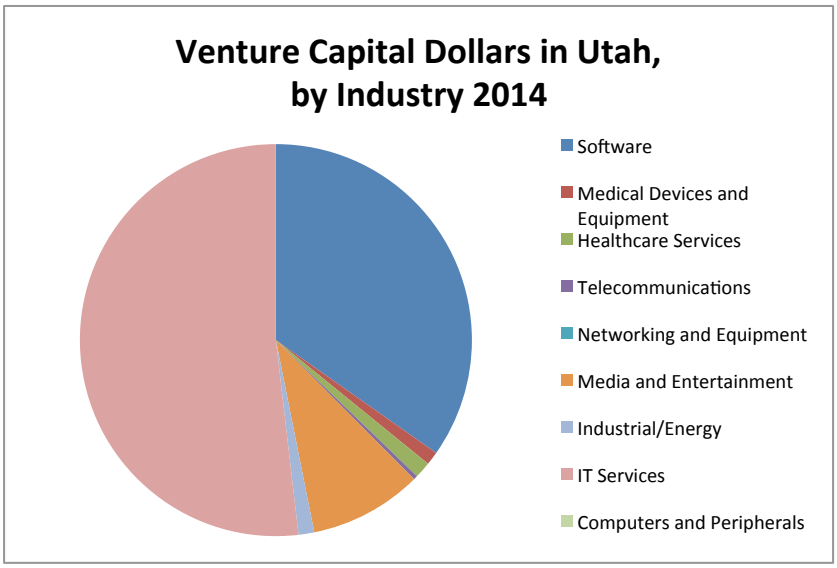
Source: US Bureau of Labor Statistics

Utah's employment growth rate has surpassed the nation on average by 5.4 percent since 2004.



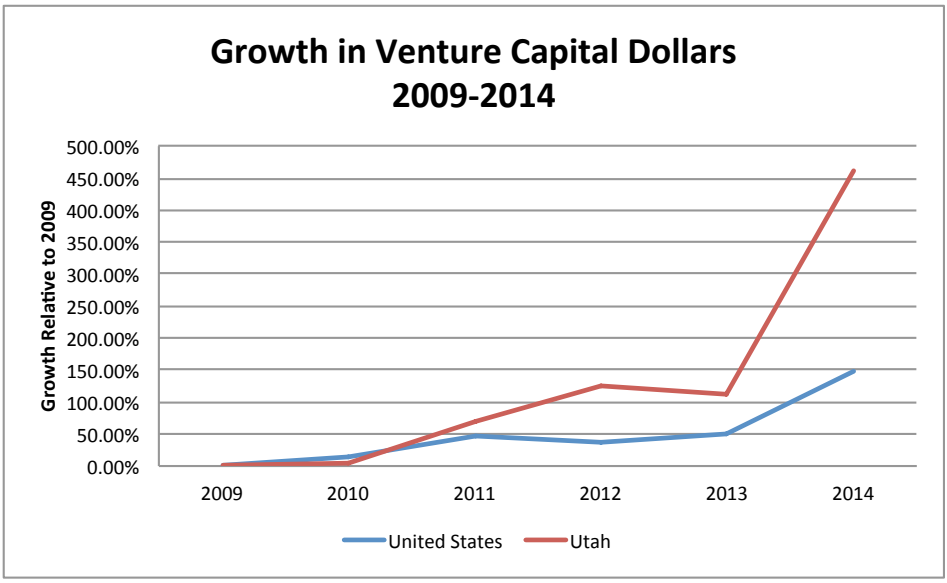
Source: tse.export.gov Utah 2014 Exports, NAICS total, All Merchandise from Utah; BEA
Source: BEA, Regional Data, GDP & Personal Income, GDP by State (millions of current dollars)

Unlike the national trend, Utah maintained a trade surplus in 2014, proving a healthy ground for exports from local businesses.



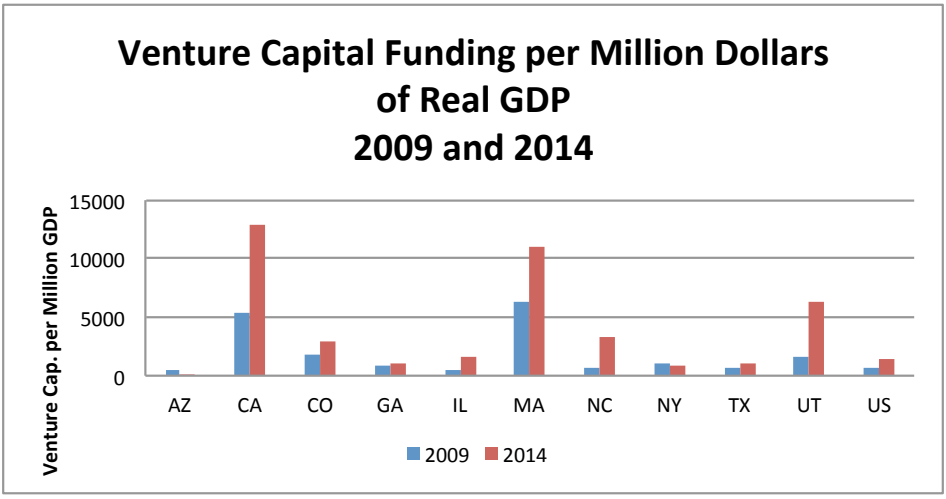
Source: PwC Historic Trend data

Utah is a hotspot for technological advancement—2014 was a banner year for our Silicon Slopes especially. The software and IT industries attracted a combined $1.3 billion dollars in venture capital funding.



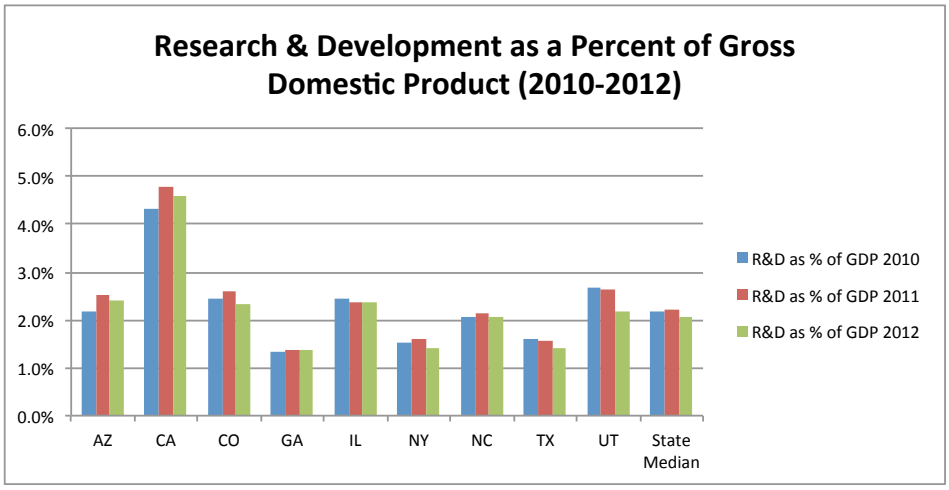
Source: PwC Historic Trend data

Since 2009, Utah has outpaced the national average in growth in venture capital dollars by an average of 80 percent.

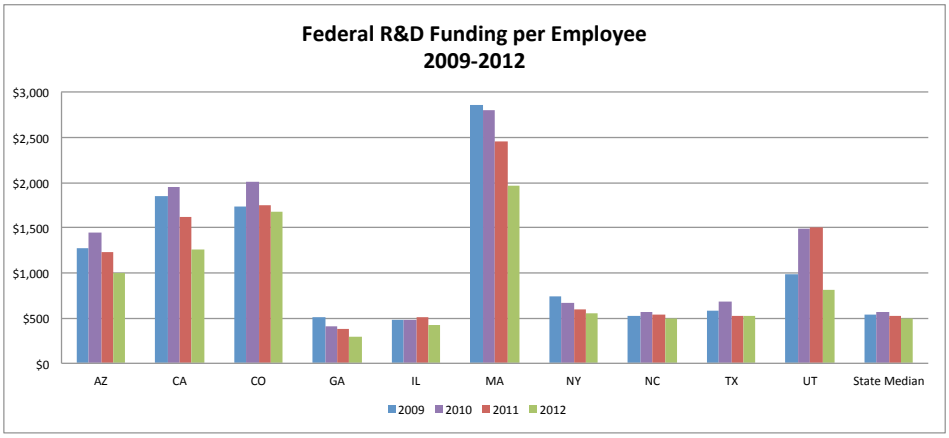


Venture Capital Funding Source: PWC/National Venture Capital Association
Real GDP Source: http://bea.gov/newsreleases/regional/gdp_state/gsp_newsrelease.htm

Utah has enjoyed significant growth in venture capital funding as a share of GDP since 2009 and continues to outpace national averages. This is representative of a strong entrepreneurial environment and educated workforce.



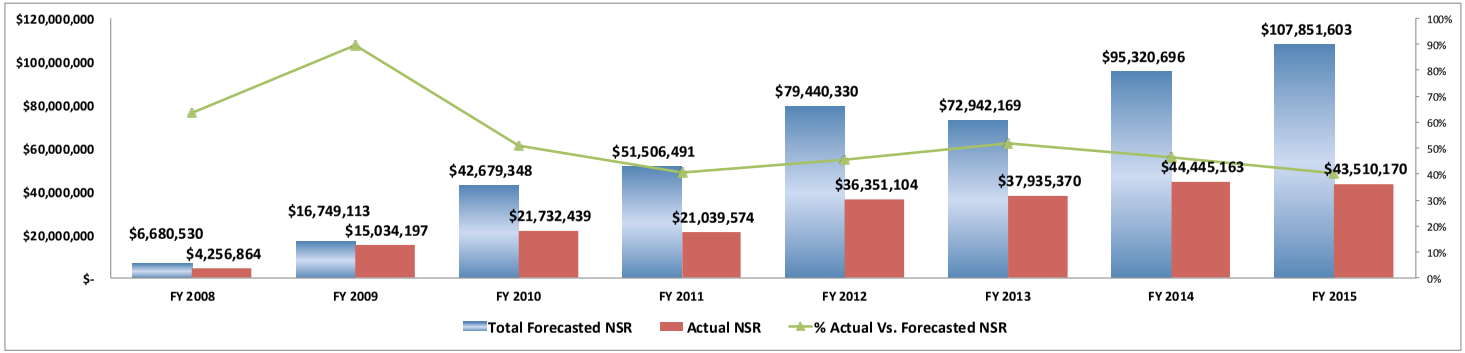
Although most states experienced a dropoff in 2012, Utah remains above the national state median. That ingenuitive drive distinguishes the state and projects further innovation.



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

Utah continues to receive above-median levels of R&D funding from the federal government, ranking in the top five as of 2012.

Annual New State Revenue for EDTIF Projects

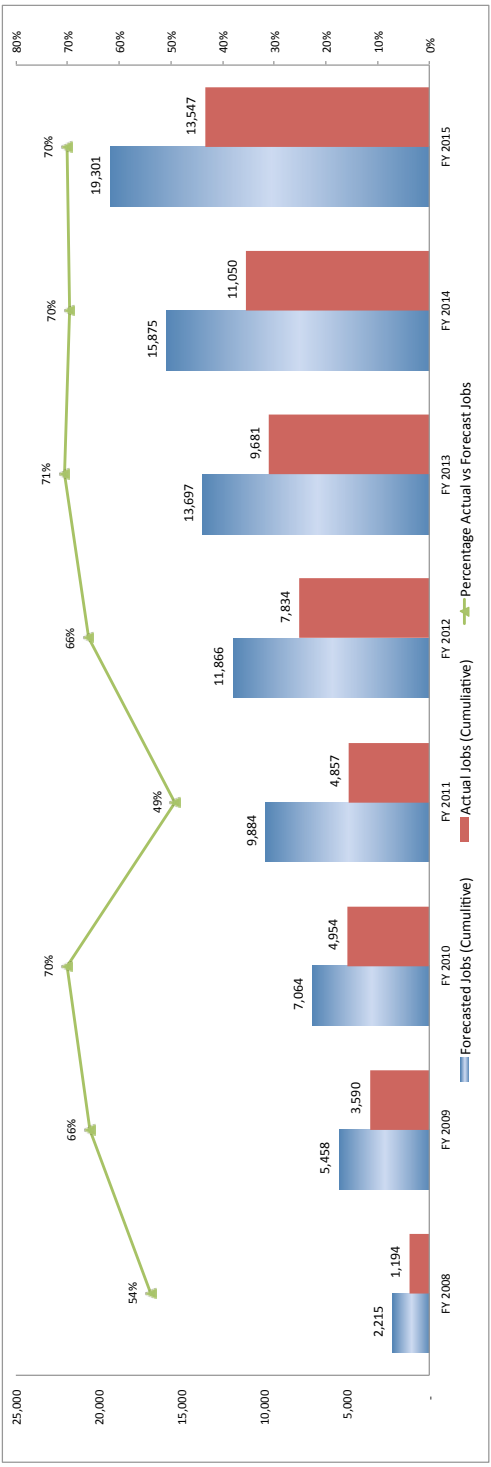


Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total*
Total Forecasted NSR	$ 6,680,530	$ 16,749,113	$ 42,679,348	$ 51,506,491	$ 79,440,330	$ 72,942,169	$ 95,320,696	$ 107,851,603	**$ 479,893,188**
Actual NSR	$ 4,256,864	$ 15,034,197	$ 21,732,439	$ 21,039,574	$ 36,351,104	$ 37,935,370	$ 44,445,163	$ 43,510,170	**$ 224,840,274**
% Actual Vs. Forecasted NSR	64%	90%	51%	41%	46%	52%	47%	40%	**47%**

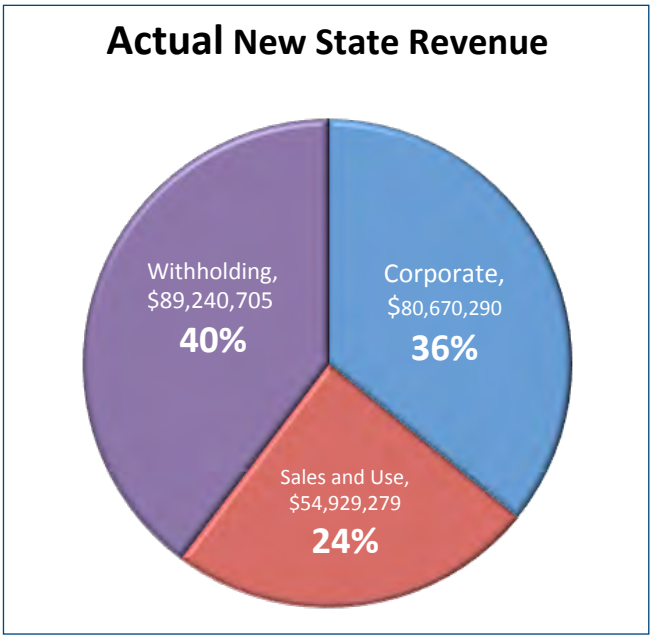
Total Include FY 2006 and 2007 not displayed.*

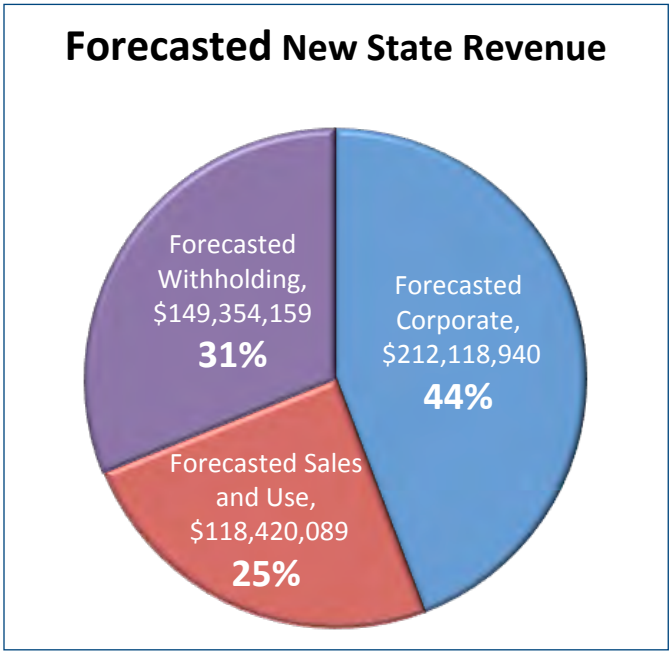
As part of the EDTIF application process, companies forecast the amount of new state revenue their expansion or relocation project will create in the State of Utah. Applicants may inadvertently over-project the new state revenue a project may generate or a there may be changes in the tax code that have the effect of reducing a company's tax liability to the state. Regardless of what a company forecasts, it is only ever granted a tax credit on the new state revenue it actually generates.

Cummulative Annual New State Incremental Jobs For EDTIF Projects



Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Forecasted Jobs (Cumulitive)	2,215	5,458	7,064	9,884	11,866	13,697	15,875	19,301
Actual Jobs (Cumuliative)	1,194	3,590	4,954	4,857	7,834	9,681	11,050	13,547
Percentage Actual vs Forecast Jobs	54%	66%	70%	49%	66%	71%	70%	70%
Company Count Projections	11	18	35	48	58	69	86	110
Company Count Actual	9	17	24	30	37	43	54	63


Actual New State Revenue
Withholding, $89,240,705
40%
Corporate, $80,670,290
36%
Sales and Use, $54,929,279
24%


Forecasted New State Revenue
Forecasted Withholding, $149,354,159
31%
Forecasted Corporate, $212,118,940
44%
Forecasted Sales and Use, $118,420,089
25%

Economic Development Tax Increment Fund

As of FY 2015

Required Minimum Incremental Job Creation Before Incentive Payment

Grand Total 3,865

Incentive Project	Incremental Required Employees
2004-0089	0
2005-0001	0
2005-0004	0
2005-0041	73
2005-0042	0
2005-0044	0
2005-0061	0
2005-0242	150
2006-0002	0
2006-0007	0
2006-0016	0
2006-0039	0
2006-0043	0
2006-0049	0
2006-0065	0
2006-0071	0
2006-0085	0
2006-0086	0
2007-0003	0
2007-0008	0
2007-0013	7
2007-0018	0
2007-0037	0
2007-0064	0
2007-0087	0
2007-0088	0
2007-0090	0
2008-0012	0
2008-0022	40
2008-0023	20
2008-0026	44
2008-0032	0
2008-0034	0
2008-0038	0
2008-0052	7
2008-0053	0
2008-0054	13
2008-0063	58
2008-0070	0
2008-0080	0
2008-0083	26
2008-0084	0
2008-0091	0
2009-0020	4

Incentive Project	Incremental Required Employees
2009-0021	244
2009-0028	0
2009-0029	14
2009-0033	0
2009-0036	0
2009-0051	287
2009-0055	5
2009-0060	65
2009-0073	0
2009-0078	15
2010-0010	8
2010-0014	33
2010-0027	58
2010-0050	10
2010-0068	45
2010-0069	50
2010-0075	25
2010-0076	38
2010-0079	21
2011-0005	157
2011-0006	0
2011-0009	20
2011-0011	10
2011-0024	31
2011-0025	15
2011-0030	38
2011-0031	125
2011-0056	95
2011-0057	1
2011-0058	175
2011-0059	20
2011-0062	29
2011-0066	100
2011-0067	5
2011-0081	13
2011-0082	51
2011-0092	6
2012-0192	48
2012-0193	2
2012-0194	32
2012-0195	4
2012-0196	5
2012-0197	22
2012-0198	23

Incentive Project	Incremental Required Employees
2012-0199	10
2012-0200	30
2012-0201	19
2012-0202	5
2012-0203	3
2012-0204	15
2012-0205	20
2012-0207	3
2012-0208	58
2013-0206	10
2013-0209	35
2013-0210	28
2013-0211	20
2013-0212	25
2013-0213	23
2013-0214	25
2013-0215	25
2013-0216	33
2013-0217	3
2013-0218	11
2013-0219	60
2013-0220	19
2013-0221	38
2013-0222	6
2013-0224	110
2013-0225	165
2013-0226	46
2013-0227	125
2013-0228	25
2013-0229	5
2013-0248	18
2014-0230	12
2014-0231	18
2014-0232	20
2014-0233	15
2014-0234	132
2014-0235	22
2014-0236	10
2014-0237	6
2014-0238	20
2014-0239	80
2014-0240	110
2014-0259	15

The following charts of EDTIF performance provide annual data from FY2006–2015 (Pages 115 - 120)

EDTIF Performance - Fiscal Year 2006 Approved Projects

Project	Location	Incentive Type	Term	Maximum Cap Incentive Earned Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected Number of Jobs Over Term	Projected New State Wages
Allegheny Technologies	Tooele Co.	EDTIF	10	$ 3,250,000	$ 14,346,000	$ 300,000,000	150	$ 73,364,000
Cephalon I	Salt Lake City	EDTIF	5	2,100,000	11,071,000	100,000,000	365	24,900,000
Extra Space Storage	Salt Lake Co.	EDTIF	10	1,000,000	3,233,000	-	90	67,400,000
Heritage Plastics	Milford	EDTIF	10	1,500,000	9,657,000	5,300,000	100	25,075,000
IM Flash Technologies Inc.* (cy2011)	Lehi	EDTIF	5	14,639,000	48,795,000	3,000,000,000	1850	488,000,000
KraftMaid Cabinetry	West Jordan	EDTIF	10	3,243,000	16,217,000	107,000,000	1333	400,300,000
Nucor	Brigham City	EDTIF	10	2,353,350	7,844,500	27,000,000	225	97,640,000
Qwest	Logan	EDTIF	10	2,500,000	16,734,000	25,806,267	574	207,342,000
Rossignol/Quicksilver	Park City	EDTIF	10	2,500,000	7,365,000	-	100	71,900,000
Silicon Valley Bank**	Salt Lake Co.	EDTIF	5	990,000	8,136,000	7,000,000	300	135,626,000
Varian Medical Systems	Salt Lake City	EDTIF	10	1,000,000	9,593,000	15,000,000	100	57,508,000
West Liberty Foods	Tremonton	EDTIF	10	2,000,000	6,920,000	50,000,000	500	131,400,000
Williams International	Ogden	AATIF	20	18,917,520	63,058,400	43,900,000	153	78,449,061
FY 2006: Subtotals		**13**	**9.6**	**$ 55,992,870**	**$ 222,969,900**	**$ 3,681,006,267**	**5840**	**$ 1,858,904,061**

EDTIF Performance - Fiscal Year 2007 Approved Projects

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

EDTIF Performance - Fiscal Year 2008 Approved Projects

Project	Location	Incentive Type	Term	Maximum Cap Incentive Earned Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected Number of Jobs Over Term	Projected New State Wages
FiberTek	Nephi	EDTIF/IAF	10	$ 4,000,000	$ 13,612,000	$ 32,500,000	99	$ 36,589,000
Thermo Fisher Scientific	Logan	EDTIF	10	2,735,000	9,118,000	21,100,000	196	68,054,000
Barnes Aerospace	Ogden	EDTIF	15	2,000,000	7,927,000	11,800,000	474	150,221,000
Procter & Gamble	Box Elder Co.	EDTIF	20	85,000,000	280,739,000	540,000,000	1185	1,278,000,000
Hershey	Ogden	EDTIF	10	2,600,000	13,009,000	38,000,000	123	48,860,000
Goldman Sachs * (cy2010)	Salt Lake City	EDTIF	20	20,000,000	81,762,999	20,200,000	375	886,727,000
Disney Interactive	Salt Lake City	EDTIF	10	5,250,000	16,989,000	15,100,000	565	330,678,000
Oracle I	West Jordan	EDTIF	12	15,124,000	50,415,374	260,000,000	100	73,574,249
eBay (Datacenter)	South Jordan	EDTIF	10	27,277,000	109,110,945	436,000,000	50	23,799,980
Cementation	Sandy	EDTIF	10	3,317,000	16,585,538	5,500,000	422	130,226,301
Fresenius	Ogden	EDTIF	10	4,157,611	16,630,445	340,000,000	1111	303,339,000
FY 2008: Subtotals		**11**	**12.5**	**$ 171,460,611**	**$ 615,899,301**	**$ 1,720,200,000**	**4700**	**$ 3,330,068,530**

EDTIF Performance - Fiscal Year 2009 Approved Projects

Project	Location	Incentive Type	Term	Maximum Cap Incentive Earned Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected Number of Jobs Over Term	Projected New State Wages
Boart Longyear**	Salt Lake City	EDTIF	10	$ 3,036,000	$ 12,144,430	$ 3,000,000	200	$ 222,535,427
Reckitt Benckiser	Tooele Co.	EDTIF	10	1,901,000	9,506,507	35,000,000	141	49,289,036
Jet Aviation**	Ogden	EDTIF/IAF	15	8,315,000	27,716,041	6,900,000	650	420,759,000
Cephalon II	Salt Lake City	EDTIF	10	1,683,200	6,732,756	18,000,000	60	37,267,447
Quality Bicycle Products	Weber	EDTIF	10	2,172,232	10,861,159	5,700,000	71	33,426,126
SA International**	Salt Lake City	EDTIF	10	1,782,701	7,130,805	370,000	129	63,963,000
Top Ten Reviews**	Ogden	EDTIF	7	731,775	3,658,878	-	165	45,287,172
Duncan Aviation**	Provo	EDTIF	15	6,643,293	22,144,311	58,000,000	657	336,840,838
Nelson Laboratories	Taylorsville	EDTIF	10.5	1,996,600	9,982,877	13,745,000	393	157,538,750
Sun Products Corporation	Salt Lake City	EDTIF/IAF	10	2,513,600	34,022,025	14,600,000	80	276,114,553
Keystone Aviation HondaJet**	Salt Lake City	EDTIF	10	1,740,300	8,701,701	4,000,000	72	18,830,731
ATK Aerospace Structures**	Clearfield	EDTIF	20	32,732,500	109,108,187	250,000,000	848	1,664,771,288
Dynamic Confections**	Draper	EDTIF	10.5	823,856	4,119,277	4,000,000	110	70,198,304
Great Salt Lake Minerals**	Ogden	EDTIF	10.5	153,638	1,024,253	42,000,000	50	27,313,426
Verisys Corporation**	South Jordan	EDTIF	7	835,000	4,177,496	10,000,000	100	18,719,026
eBay (Customer Service)* (cy2012)	Draper	EDTIF	10	1,719,800	6,879,345	40,500,000	200	70,106,217
FY 2009: Subtotals		**16**	**11.0**	**$ 68,780,495**	**$ 277,910,048**	**$ 505,815,000**	**3926**	**$ 3,512,960,341**

EDTIF Performance - Fiscal Year 2010 Approved Projects

Project	Location	Incentive Type	Term	Maximum Cap Incentive Earned Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected Number of Jobs Over Term	Projected New State Wages
Mozy, Inc.	Pleasant Grove	EDTIF	10	$ 543,200	$ 2,716,229	$ 2,200,000	91	$ 45,401,339
Edwards Lifesciences	Draper	EDTIF/IAF	15	10,381,000	50,943,077	14,500,000	1300	776,525,500
Goldman Sachs	Salt Lake City	EDTIF	20	47,283,409	157,611,363	51,000,000	690	1,713,742,314
Haemonetics	Draper	EDTIF	6	169,900	1,699,299	17,000,000	220	26,147,393
eBay (Customer Service) * (cy2012)	Draper	EDTIF	10	2,128,139	8,512,554	81,000,000	207	61,375,816
Fairchild Semiconductor	West Jordan	EDTIF/IAF	4	86,700	5,374,453	49,500,000	538	122,053,164
Merit Medical Systems	South & West Jorda	EDTIF	10	4,360,000	25,667,302	11,000,000	392	95,729,691
MediConnect Global Inc.	Ephraim City	EDTIF	10	1,754,800	7,019,316	470,000	306	45,500,000
Lofthouse	Ogden	EDTIF	5	138,434	692,171	22,500,000	115	15,130,735
Janicki Industries**	Layton	EDTIF	10	316,275	1,581,374	19,500,000	50	20,532,500
Royal Bank of Scotland* (cy2013)	Taylorsville	EDTIF	15	8,607,261	34,429,044	6,270,000	260	389,488,515
FY 2010: Subtotals		**11**	**10.5**	**$ 75,769,118**	**$ 296,246,182**	**$ 274,940,000**	**4078**	**$ 3,311,626,967**

EDTIF Performance - Fiscal Year 2011 Approved Projects

Project	Location	Incentive Type	Term	Maximum Cap Incentive Earned Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected Number of Jobs Over Term	Projected New State Wages
Adobe Systems Inc.	Holladay	EDTIF	20	$ 40,239,126	$ 134,130,418	$ 298,000,000	927	$ 1,631,697,764
Black Diamond Equipment	Lehi	EDTIF	10	395,500	1,977,659	-	55	32,765,324
ATK Aerospace Systems* (cy2014)	Clearfield	EDTIF	20	18,898,061	62,993,537	390,000,000	802	939,920,000
Litehouse	Hurricane	EDTIF	10	502,400	2,512,353	11,200,000	162	37,624,584
Overstock	Provo	EDTIF	10	1,123,600	4,494,496	-	150	95,480,000
Czarnowski	St. George	EDTIF/IAF	7	137,300	915,344	7,000,000	50	18,459,664
CSN Stores	Ogden	EDTIF	10	548,500	8,472,757	1,500,000	868	188,989,700
JBS USA Holdings, Inc.*	Hyrum	EDTIF	10	1,759,500	8,797,836	30,000,000	420	115,569,462
Liberty Safe and Security Products	Payson	EDTIF	7	342,000	2,281,968	8,000,000	50	10,251,032
Air Products	Tooele	EDTIF	5.5	208,500	1,042,683	40,000,000	57	19,344,879
ITT Corporation	West Valley/Jorda	EDTIF	15	33,656,000	112,000,000	120,000,000	2707	1,300,000,000
IM Flash Technologies Inc.	Lehi	EDTIF	15	45,900,000	7,068,833	1,500,000,000	200	167,686,106
EMC Corporation* (cy2012)	W. Valley, Draper,	EDTIF	10	3,513,700	12,476,673	7,600,000	500	313,600,626
FY 2011: Subtotals		**13**	**11.5**	**$ 147,224,187**	**$ 359,164,557**	**$ 2,413,300,000**	**6948**	**$ 4,871,389,141**

EDTIF Performance - Fiscal Year 2012 Approved Projects

Project	Location	Incentive Type	Term	Maximum Cap Incentive Earned Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected Number of Jobs Over Term	Projected New State Wages
Morgan Stanley Smith Barney**	South Jordan	EDTIF	5	$ 89,000	$ 446,900	$ 2,800,000	80	$ 11,478,802
eBay (Customer Service) *	Draper	EDTIF	20	38,156,092	127,186,975	80,000,000	2200	2,737,441,997
Fiberspar	Salt Lake/Tooele	EDTIF	10	1,474,900	7,374,613	23,600,000	276	80,452,430
SAIC**	Salt Lake/Utah/Da	EDTIF	10	2,192,288	8,769,153	10,000,000	294	127,686,410
Home Depot	Ogden	EDTIF	10	521,867	2,609,334	12,000,000	691	67,365,753
Lifetime Products	Clearfield	EDTIF	20	3,193,591	12,774,362	46,000,000	482	221,136,866
Incomm	Salt Lake County	EDTIF	5	340,775	1,703,878	-	101	21,771,000
Pepperidge Farm	Richmond	EDTIF	10	475,032	2,115,977	45,000,000	54	11,667,527
L-3	Salt Lake County	EDTIF	10	5,526,682	22,106,729	6,100,000	500	389,782,590
Hexcel Corporation	Salt Lake County	EDTIF	10	7,767,961	31,071,845	650,000,000	616	348,019,091
Futura	Davis County	EDTIF	8	1,694,786	11,982,206	23,155,000	143	57,886,740
Workday* (cy2013)	Salt Lake	EDTIF	10	2,763,151	13,815,759	-	250	156,978,924
Family Dollar	St. George	EDTIF	20	3,764,578	15,058,314	90,000,000	450	297,464,933
Schiff Nutrition	Salt Lake	EDTIF/Training	6	308,186	1,540,933	1,500,000	400	17,659,408
Xactware	Provo	EDTIF	20	32,262,990	129,051,958	130,000,000	859	756,844,710
FLSmidth	Midvale	EDTIF	10	2,933,645	11,734,578	16,000,000	124	86,817,275
Peterbilt	Salt Lake	EDTIF	5	518,138	2,590,691	3,475,000	145	43,606,015
EMC Corporation*	Salt Lake	EDTIF	12	5,173,967	20,695,868	4,000,000	750	475,109,938
Rock West Composites**	West Valley	EDTIF	5	175,142	875,711	700,000	93	15,605,000
FY 2012: Subtotals		**19**	**10.8**	**$ 109,332,771**	**$ 423,505,784**	**$ 1,144,330,000**	**8508**	**$ 5,924,775,409**

EDTIF Performance- Fiscal Year 2013 Approved Projects

Project	Location	Incentive Type	Term	Maximum Cap Incentive Earned Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected Number of Jobs Over Term	Projected New State Wages
Xi3	Salt Lake	EDTIF	5	$ 2,045,825	$ 98,005,932	$ 32,244,000	250	$ 169,733,873
Vexxel		EDTIF	5	377,577	1,687,885	4,000,000	101	21,082,477
BioFire Diagnostics, Inc	Salt Lake	EDTIF	20	24,436,989	97,747,955	50,000,000	657	718,135,774
Boeing	Salt Lake	EDTIF/Training	20	1,376,254	5,505,016	219,000,000	104	146,800,428
ENVE Composites, Inc.	Weber	EDTIF/Training	7	1,336,424	5,345,694	20,000,000	342	63,315,427
Orange Soda, Inc.		EDTIF/Training	10	535,849	2,679,244	5,000,000	100	44,500,541
GAF	Cedar City	EDTIF	15	886,712	3,546,847	40,000,000	50	38,272,300
Qualtrics	Provo	EDTIF	7	10,780,771	43,123,085	2,400,000	1080	295,308,110
Royal Bank of Scotland	Taylorsville	EDTIF	15	5,275,124	21,100,497	2,642,908	310	286,603,064
Workday	Salt Lake	EDTIF	15	8,370,052	54,072,074	20,000,000	500	719,396,231
Orbit Irrigation Products, Inc.	North Salt Lake	EDTIF/Training	15	2,408,896	22,251,565	36,990,000	60	68,391,417
Instructure, Inc.	Cottonwood Heigh	EDTIF	7	1,892,969	9,464,847	2,100,000	655	238,429,143
DoTerra	Draper	EDTIF	10	16,655,814	83,279,072	60,000,000	330	136,436,894
1-800 Contacts	Draper	EDTIF	15	8,801,310	35,205,239	59,000,000	654	455,652,989
Capital Access Networks	Salt Lake City	EDTIF	7	2,028,359	8,113,435	1,915,000	108	38,460,168
FireEye	Lehi/Draper	EDTIF	10	3,603,155	14,412,621	3,000,000	250	152,798,326
Blu	Salt Lake	EDTIF	7	462,536	2,312,681	6,000,000	73	49,263,500
Solarwinds	Draper	EDTIF	20	32,864,576	109,548,587	50,000,000	1040	1,436,554,953
Metalcraft, dba SyberJet	Cedar City	EDTIF	20	31,966,269	127,865,080	400,000,000	1200	1,028,742,210
MasterControl	Salt Lake City	EDTIF	5	836,059	4,180,294	15,000,000	197	54,120,978
HireVue	Salt Lake City	EDTIF	7	1,513,573	10,090,489	30,000,000	540	172,876,211
Emery Refining Contacts	Green River	EDTIF	12	12,712,221	63,561,103	231,885,000	125	99,162,222
FY 2013: Subtotals		**22**	**11.5**	**$ 171,167,314**	**$ 823,099,242**	**$ 1,291,176,908**	**8726**	**$ 6,434,037,236**

EDTIF Performance - Fiscal Year 2014 Approved Projects

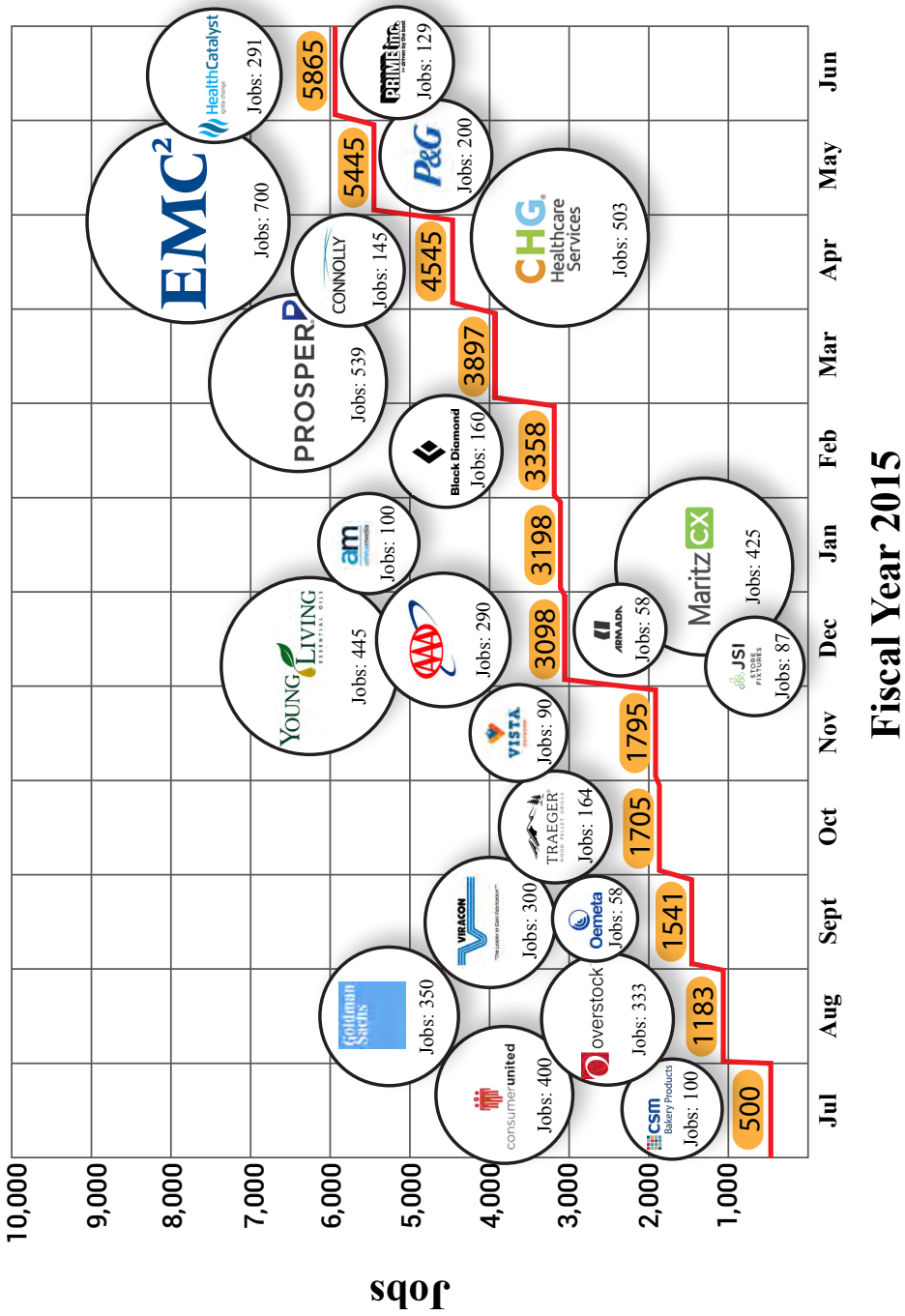
Project	Location	Incentive Type	Term	Maximum Cap Incentive Earned Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected Number of Jobs Over Term	Projected New State Wages
Tech Media Network**	Weber	EDTIF	10	$ 610,254	$ 3,051,269	$ 3,400,000	75	$ 32,953,072
Cardon Healthcare Network	Sandy	EDTIF/Training	15	1,830,314	9,151,570	5,300,000	308	215,071,341
ATK	Clearfield	EDTIF/Training	20	19,307,734	71,025,781	-	200	1,154,113,172
OOCL	Salt Lake City	EDTIF/Training	20	4,769,804	19,079,215	6,800,000	300	534,801,697
Indus Valley Partners	Cottonwood Heigh	EDTIF	11	1,072,417	5,362,085	500,000	200	91,909,000
Yosemite Meat	Brigham City	EDTIF	10	1,397,452	6,987,258	35,000,000	261	93,629,653
School Improvement Network	Salt Lake City	EDTIF	10	3,114,789	80,299,263	8,000,000	810	753,611,307
Allstate Corporation	Ogden	EDTIF/Training/EO	20	5,803,572	23,214,289	15,000,000	700	610,036,250
Frontier Communications	Provo	EDTIF/IAF	10	2,182,912	10,914,561	7,000,000	550	245,223,278
Exeter Finance	Provo	EDTIF	10	2,277,644	11,388,221	2,100,000	550	259,944,118
Lin Manufacturing		EDTIF	7	261,720	1,744,798	4,000,000	150	27,697,126
Beijer Electronics	Salt Lake City	EDTIF	10	1,079,222	5,396,111	600,000	71	37,887,296
Varian Medical Systems	Salt Lake City	EDTIF	15	7,177,657	35,888,285	40,000,000	705	460,416,221
Otto Bock	Salt Lake City	EDTIF	7	392,019	1,960,096	1,000,000	55	16,219,299
Cabelas	Tooele	EDTIF	10	693,198	3,465,988	66,000,000	85	33,311,851
Jive Communications	Lehi	EDTIF	5	938,321	6,255,476	6,400,000	576	130,946,265
Environmental Stoneworks	St. George	EDTIF	10	514,304	2,571,519	2,000,000	124	40,887,535
Houweling Nurseries Oxnard, Inc	Juab	EDTIF/IAF	20	4,648,270	18,160,898	79,000,000	282	267,891,772
Wilson Electronics	St. George	EDTIF	5	266,312	1,775,413	2,700,000	150	22,440,128
Pactiv**	Salt Lake County	EDTIF	10	871,010	5,806,731	52,000,000	60	28,885,160
Airgas	Tooele	EDTIF	10	106,652	533,260	8,000,000	25	1,475,181
Oracle II	Lehi or SCL	EDTIF	10	2,829,602	11,318,408	6,142,500	351	238,959,392
FY 2014: Subtotals		**22**	**11.6**	**$ 62,145,179**	**$ 335,350,495**	**$ 350,942,500**	**6588**	**$ 5,298,310,114**

EDTIF Performance - Fiscal Year 2015 Approved Projects

Project	Location	Incentive Type	Term	Maximum Cap Incentive Earned Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected Number of Jobs Over Term	Projected New State Wages
Advice Media	Park City	EDTIF	5	$ 207,802	$ 1,385,347	$ 1,000,000	100	$ 17,571,355
Maritz CX	South Jordan	EDTIF	7	2,054,159	10,270,795	1,250,000	425	268,110,000
American Automobile Association	Ogden	EDTIF	7	862,645	5,750,968	20,000,000	290	112,946,673
Armada Skis	Park City Utah	EDTIF	8	354,919	1,774,596	500,000	56	31,718,980
Vista Outdoors	Clearfield	EDTIF	7	1,344,760	6,723,802	10,000,000	90	125,160,000
Black Diamond Inc.	Salt Lake City	EDTIF	7	353,247	2,354,979	7,760,000	160	48,404,120
CHG Healthcare	Salt Lake City	EDTIF	10	1,706,767	8,533,833	9,281,086	503	219,032,816
Connolly	Salt Lake city	EDTIF	5	520,351	2,601,753	385,000	145	48,266,900
Consumer United		EDTIF	7	1,053,751	5,268,757	900,000	400	121,744,108
CSM Bakery	Ogden	EDTIF	6	313,524	1,567,620	30,400,000	100	12,582,742
JSI Store Fixtures	Payson	EDTIF	6	558,501	3,723,341	1,050,000	87	15,981,063
Oemeta	Salt Lake City	EDTIF	7	113,447	567,232	5,250,000	58	12,664,552
Overstock	Salt Lake City	EDTIF	10	2,281,243	11,406,214	2,650,644	333	300,843,588
Prosper Funding LLC	Salt Lake City	EDTIF	5	925,753	4,628,766	10,000,000	539	118,653,203
Young Living	Spanish Fork	EDTIF	7	8,753,974	43,769,871	89,000,000	445	174,461,476
The Goldman Sachs Group, Inc.	Salt Lake City	EDTIF	20	13,057,377	43,524,587	40,000,000	350	1,111,558,393
The Proctor & Gamble Company	Bear River City	EDTIF	20	11,146,615	37,155,384	400,000,000	200	197,854,508
Traeger Grills	Springville	EDTIF	7	503,537	2,517,685	5,204,125	164	44,613,464
Health Catalyst	Salt Lake City	EDTIF	5	706,178	3,530,888	7,600,000	291	67,335,446
Prime Inc	Salt Lake City	EDTIF	5	312,511	2,083,405	40,000,000	129	36,146,090
Viracon	St. George	EDTIF	10	1,418,393	7,091,964	2,200,000	300	118,628,713
EMC Corporation	Salt Lake City	EDTIF	10	3,873,191	15,492,764	62,000,000	700	365,290,554
FY 2015: Subtotals		**22**	**8.1**	**$ 52,422,645**	**$ 221,724,551**	**$ 746,430,855**	**5865**	**$ 3,569,568,744**

*Consolidated or replacement projects

** Did Not Accept



Fiscal Year 2015

EDTIF Program Trend of Key Metrics

Summary of Actual EDTIF Annual Incremental Post-Performance Metrics

Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
Incentives Issued	$ 2,189,400	$ 5,906,647	$ 7,578,090	$ 6,625,670	$ 10,599,932	$ 11,371,298	$ 14,619,059	$ 13,690,888	$ 72,580,983
Actual NSR	$ 4,256,864	$ 15,034,197	$ 21,732,439	$ 21,039,574	$ 36,351,104	$ 37,935,370	$ 44,445,163	$ 43,510,170	$ 224,304,881
Capital Investment*	*$ 197,311,980*	*$ 532,315,661*	*$ 682,948,559*	*$ 597,115,103*	*$ 955,281,384*	*$ 1,024,798,041*	*$ 1,405,205,405*	$ 1,315,988,245	$ 6,710,964,377
Yr to Yr Jobs Growth	1,194	2,396	1,364	(97)	2,977	1,847	1,369	2,497	13,547
Incremental Wages	$ 30,295,860	$ 230,131,860	$ 252,622,581	$ 190,070,209	$ 296,671,233	$ 465,784,512	$ 603,317,116	$ 781,189,442	$ 2,850,082,814

*FY2008–FY2014 based on extrapolated amounts, FY2015 based on reported amounts.

Actual Cummulative Annual New State Incremental Jobs For EDTIF Projects

Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	3 Year Avg.
Forecasted Jobs (Cumulitive)	2,215	5,458	7,064	9,884	11,866	13,697	15,875	19,301	
Actual Jobs (Cumuliative)	1,194	3,590	4,954	4,857	7,834	9,681	11,050	13,547	
Percentage Actual vs Forecast Jobs	54%	66%	70%	49%	66%	71%	70%	70%	70%
Yr to Yr Job Change (Forecasted)		3,243	1,606	2,820	1,982	1,831	2,178	3,426	2,478
Yr to Yr Jobs Changes (Acutal)		2,396	1,364	(97)	2,977	1,847	1,369	2,497	1,904
Yr to Yr Actual vs Forecast Growth		74%	85%	-3%	150%	101%	63%	73%	77%
Company Count Projections	11	18	35	48	58	69	86	110	435
Company Count Actual	9	17	24	30	37	43	54	63	277

Actual Annual New State Tax Revenue for EDTIF Projects

Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total*
Total Forecasted NSR	6,680,530	16,749,113	42,679,348	51,506,491	79,440,330	72,942,169	95,320,696	107,851,603	479,893,188
Actual NSR	4,256,864	15,034,197	21,732,439	21,039,574	36,351,104	37,935,370	44,445,163	43,510,170	224,840,274
% Actual Vs. Forecasted NSR	64%	90%	51%	41%	46%	52%	47%	40%	47%
Rebate %	51%	39%	35%	31%	29%	30%	33%	31%	32%

Total Include Years 2004 and 2005 not displayed.*

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Utah Governor's Office *of* Economic Development

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info@sslchamber.com
www.sslchamber.com

Southwest Valley Chamber
Susan Schilling
3600 West 13001 South
PO Box 330
Riverton, UT 84065
(801) 280-0595
susan@swvchamber.org
www.swvchamber.org

Spanish Fork Area Chamber
Clark H. Caras
40 South Main Street, Suite 10
Spanish Fork, UT 84660
801-201-9276
office@spanishforkchamber.com
www.spanishforkchamber.com

Springville Chamber
Steve Chandler
110 S. Main St.
Springville, UT 84663
801.491.7830
www.springvilleutahchamber.org

Chambers of Commerce

St. George Area Chamber of Commerce
Greg McArthur
97 East St. George Blvd
St. George, UT 84770
(435) 628-1658
greg@stgeorgechamber.com
www.stgeorgechamber.com

Tooele County Chamber
Jared Hamner
154 South Main
Tooele, UT 84074
(435) 882-0690
jared@tooelechamber.com
www.tooelechamber.com

Utah African American Chamber of Commerce
James Jackson, III
7301 S Redwood Rd. #314
West Jordan, UT 84084
801-747-9134
info@uaacc.org
www.uaacc.org

Utah Asian Chamber of Commerce
Shilpi Culmer
PO Box 3178
Salt Lake City, UT 84110
(801) 915-6333
info@utahasianchamber.com
www.utahasiancc.org

Utah Hispanic Chamber of Commerce
Francisco Sotelo
1635 South Redwood Road
Salt Lake City, UT 84104
(801) 532-3308
franciscosotelo@utahhcc.com
www.utahhcc.com

Utah Valley Chamber of Commerce
Rona Rahlf
111 South University Ave
Provo, UT 84601
(801) 851-2562
rona@thechamber.org
www.thechamber.org

Vernal Area Chamber of Commerce
Joel V. Brown
134 West Main Street
Vernal, UT 84078
(435) 789-1352
joel@vernalchamber.org
www.vernalchamber.com

West Jordan Chamber
Jevine Lane
8000 South Redwood Road, First Floor
West Jordan, UT 84088
(801) 569-5151
info@westjordanchamber.com
westjordanchamber.com

Cities and Towns

Alpine City
20 North Main Street
Alpine, UT 84004
801-756-6347
www.alpinecity.org
rnelson@alpinecity.org

Town of Alta
P.O. Box 8016, Alta
Alta, UT 84092-8016
801-742-3522
www.townofalta.com
kblack@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
www.altonut.com
altonut@xpressweb.com

Town of Amalga
6590 North 2400 West
Amalga, UT 84335
435-563-0376
www.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
www.sweethomeannabella.com
anabellatown@hotmail.com

Town of Antimony
120 North Main Street
Antimony, UT 84712
435-624-3488
antimonytown@scinternet.net

Town of Apple Valley
1777 North Meadowlark Drive
Apple Valley, UT 84737
435-877-1190
www.applevalleyut.gov
nb@applevalleyut.gov

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

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

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

Beaver City
30 W 300 N
Beaver, UT 84713
435-438-2451
www.beaverutah.net

Bicknell Town
12 W Main St.
Bicknell, UT 84715
435-425-3315

Big Water Municipal Corp.
Big Water Town Hall 60 Aaron Burr
Big Water, UT 84741
435-675-3760
bigwatertown.org
bigwaterclerk@gmail.com

Blanding City
50 West 100 South
Blanding, UT 84511
435- 678-2791
www.blandingutah.gov

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

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

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

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

Cities and Towns

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
www.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
www.castledalecity.org
mayor@castledalecity.org

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

Cedar City
10 North Main Street
Cedar City
84720
435-586-2950
www.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
www.cedarhills.org
frontdesk@cedarhills.org

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

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

Central Valley
50 West Center Street
Central Valley, UT 84754
435-896-4514

Charleston Town
3454 West 3400 South
Heber City, UT 84032
435-654-7177
www.charlestonutah.org
charlestownclerk@yahoo.com

Town of Circleville
50 South Center
Circleville, UT 84723
435-577-2638
www.circlevilleutah.org

Clarkston Town
50 South Main
Clarkston, UT 84305
435-563-9090
clarkstontown@comcast.net

Town of Clawson
200 South Main Street
Clawson, UT 84516
435-384-2724
www.emerycounty.com/towns/clawson.htm
clawsontown@gmail.com

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

Cleveland Town
130 West Main Street
Cleveland, UT 84518
435-653-2310
www.emerycounty.com/towns/cleveland.htm
cland@etv.net

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

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

Corinne City
2420 North 4000 West
Corinne, UT 84307
435-744-5566
www.corinnecity.com
kendra@corinnecity.com

Cities and Towns

Cornish Town
4733 West 14300 North
Cornish, UT 84308
435-754-3067
cornishtownhall@gmail.com

Cottonwood Heights
1265 East Fort Union Blvd Suite 250
Cottonwood Heights, UT 84047
801-944-7000
cottonwoodheights.utah.gov

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

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

Deweyville Town
10870 North Highway 38
Deweyville, UT 84309
435-239-7312
www.townofdeweyville.org

City of Draper
1020 East Pioneer Road
Draper, UT 84020
801-576-6500
www.draper.ut.us

City of Duchesne
500 East Main Street
Duchesne, UT 84021
435-738-2464
www.duchesnecity.com
duchesne@ubtanet.com

Eagle Mountain City
1650 East Stagecoach Run
Eagle Mountain, UT 84005
801-789-6600
www.emcity.org
Ikani - itaumoepeau@emcity.org

East Carbon City
101 West Geneva Drive
East Carbon, UT 84520
435-888-6613
www.carbon.utah.gov
ecc@emerytelcom.net

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

Elmo Town
75 South 100 East
Elmo, UT 84521
435-653-2125
www.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
www.elwoodtown.com
elwood@elwoodtown.com

Emery Town
65 North Center Street
Emery, UT 84522
435-286-2417
www.emerycounty.com/emery/emery.htm
townhall@etv.net

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

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

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

Escalante City
56 North 100 West
Escalante, UT 84726
435-826-4644
www.escalantecity-utah.com
escalant@scinternet.net

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

Fairfield Town
18053 West/B 1540 North
Fairfield, UT 84013
801-766-3509
www.fairfieldtown.com

Cities and Towns

Fairview City
85 South State Street
Fairview, UT 84629
435-427-3858
www.fairviewcity.com
davet@cut.net

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

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

Town of Fayette
90 South 100 East
Fayette, UT 84630
435-528-5882
fayettetown.facebook.com

Ferron City
20 East Main Street
Ferron, UT 84523
435-384-2350
www.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
www.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
www.francisutah.org
francisutah@yahoo.com

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

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

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

Town of Genola
74 West 800 South
Genola, UT 84655
801-754-5300
genola.org
genolaclerk@gmail.com

Glendale Town
90 East Center Street
Glendale, UT 84729
435-648-2341
www.glendaletown.org
glendaleutahtown@gmail.com

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
www.grantsvilleut.gov

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

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

Hanksville Town
30 South Highway 95
Hanksville, UT 84734
435-542-3451
www.hanksville.us

Cities and Towns

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

Town of Hatch
49 West Center
Hatch, UT 84735
435-735-4364

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

City of Helper
73 South Main Street
Helper, UT 84526
435-472-5391
www.helpercity.net

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

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

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

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

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

Hildale City
320 East Newel Avenue
Hildale, UT 84787
435-874-2323
www.hildaleutah.com

Hinckley Town
161 East 300 North
Hinckley, UT 84635
435-864-3522
www.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
www.cityofholladay.com

Honeyville City
2635 West 6980 North
Honeyville, UT 84314
435-279-8425
www.honeyvillecity.org
honeyvillecity@frontiernet.net

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

Howell Town
15940 North 17400 West
Howell, UT 84316
435-471-7331

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

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

Hurricane City
147 North 870 West
Hurricane, UT 84737
435-635-2811
www.cityofhurricane.com

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

Cities and Towns

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

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

Ivins City
55 North Main Street
Ivins, UT 84738
435-628-0606
www.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
www.piute.org/Junction.htm

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

City of Kanab
76 North Main Street
Kanab, UT 84741
435-644-2534
kanab.utah.gov
kcoffice@kanab.net

Kanarraville Town
40 South Main Street
Kanarraville, UT 84742
435-867-1852
david@kanarraville.org

Kanosh Town
55 North Main Street
Kanosh, UT 84637
435-759-2415

Kaysville City
23 East Center Street
Kaysville, UT 84037
801-546-1235
www.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
435-635-2581
www.laverkincity.org

Laketown City
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
www.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
www.leedstown.org
clerk@leedstown.org

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

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

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

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

Cities and Towns

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

Logan City
290 North 100 West
Logan, UT 84321
435-716-9000
www.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
www.manilautah.com
lynettea@manilautah.com

Manti City
50 South Main Street
Manti, UT 84642
435-835-2401
mantiutah.org

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
www.mapleton.org
mayorwall@mapleton.org

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

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

Mayfield Town
52 North Main Street
Mayfield, UT 84643
435-528-5061
www.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
www.mendoncity.org
cityclerk@mendoncity.org

Midvale City
7504 Holden St
Midvale, UT 84047
801-567-7200
www.midvalecity.org

Midway City
75 North 100 West
Midway, UT 84049
435-654-3223
www.midwaycityut.org

City of Milford
405 South Main
Milford, UT 84751
435-387-2711
www.milfordut.com

Millville City
510 East 300 South
Millville, UT 84326
435-750-0924
millvillecity.org

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

City of Moab
217 East Center Street
Moab, UT 84532
435-259-5121
www.moabcity.state.ut.us

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

Cities and Towns

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

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

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

Moroni City
80 South 200 West
Moroni, UT 84646
435-436-8359
sanpete.com/pages/moroni

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

Murray City
5025 South State Street Ste. 112
Murray, UT 84107
801-264-2603
www.murray.utah.gov

Myton City
125 East Main Street
Myton, UT 84052
435-722-2711
www.mytoncity.com

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

Nephi City
21 East 100 North
Nephi, UT 84648
435-623-0822
www.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
www.nibleycity.com

North Logan City
2076 North 1200 East
North Logan, UT 84341
435-752-1310
www.ci.north-logan.ut.us
cordell@northlogancity.org

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

City of North Salt Lake
10 East Center Street
North Salt Lake, UT 84054
801-335-8700
www.nslcity.org

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

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

Ogden City
2549 Washington Blvd
Ogden, UT 84401
801-399-4357
www.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
www.emerycounty.com/towns/orangeville.htm
orange@etv.net; cindorange@hotmail.com

Orderville Town
425 East State Street
Orderville, UT 84758
435-648-2534
www.townoforderville.com
towno@color-country.net

Cities and Towns

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
www.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
www.parkcity.org
webmaster@parkcity.org

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

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

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

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

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

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

Plymouth Town
20120 North 5200 West
Plymouth, UT 84330
435-458-3296

Portage Town
P.O. Box 4
Portage, UT 84331
435-866-2108
portagetown@citlink.net

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

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

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

Town of Randolph
20 S. Main Street
Randolph, UT 84064
435-793-3185
www.townofrandolph.org
info@townofrandolph.org

Redmond Town
45 West Main Street
Redmond, UT 84652
435-529-3278
redmontown@gmail.com

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

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

River Heights City
520 South 500 East
River Heights, UT 84321
435-752-2646
www.riverheightscity.org

Cities and Towns

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

City of Riverton
12830 S. Redwood Road
Riverton, UT 84065
801-254-0704
www.rivertoncity.com

Town of Rockville
P.O. Box 630206
Rockville, UT 84763
435-772-0992
www.rockvilleutah.org
rockville@sginet.com

Roosevelt City
255 South State Street
Roosevelt, Utah
84066
435-722-5001
www.rooseveltcity.com
cwilcken@rooseveltcity.org

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

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

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

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

Salt Lake City
451 South State Street
Salt Lake City, UT 84111
801-535-7704
www.ci.slc.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
www.sccity.org

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

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

Scipio Town
160 North State Street
Scipio, UT 84656
435-253-2266

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

Sigurd Town
P.O. Box 570064
Sigurd, UT 84657
435-896-4645
sigurdtown@cut.com

Smithfield City Corporation
69 North Main Street
Smithfield, UT 84335
435-563-6226
www.smithfieldcity.org
info@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
www.sjc.utah.gov
info@sjc.utah.gov

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

City of South Salt Lake
220 East Morris Avenue
South Salt Lake, UT 84115
801-483-6000
www.southsaltlakecity.com

Cities and Towns

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

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

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

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

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

City of St. George
175 East 200 North
St. George, UT 84770
435-627-4000
www.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
www.stocktontown.org
townclerk@stocktontown.org

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

Syracuse City
1979 West 1900 South
Syracuse, UT 84075
801-825-1477
www.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
www.taylorsvilleut.gov

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

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

Torrey Town
100 North 75 East
Torrey, UT 84775
435-425-3600
www.torreyutah.gov

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

Trenton Town
1207 South 400 East
Trenton, UT 84338
(435) 563-9929

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

City of Uintah
2191 East 6550 South
Uintah, UT 84405
801-479-4130
www.uintahcity.com
uintahcity@uintahcity.com

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

Cities and Towns

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

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

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

Town of Wales
150 Noth State Street
Wales, UT 84667
435-436-9345

Wallsburg Town
60 West Main Canyon Road
Wallsburg, UT 84082
435-654-4534

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

City of Washington Terrace
5249 South 400 East
Washington Terrace, UT 84405
801-393-8681
washingtonterracecity.com

Wellington City
150 West Main Street
Wellington, UT 84542
435-637-5213
www.wellingtonutah.us

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

City of Wendover
920 East Wendover Boulevard
Wendover, UT 84083
435-665-7771
wendovercityutah.com

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

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

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

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

West Valley City
3600 South Constitution Boulevard
West Valley, UT 84119
801-966-3600
www.wvc-ut.gov

Willard City
80 West 50 South
Willard, UT 84340
435-734-9881
www.willardcity.com
willardcity@comcast.net

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
www.woodscross.com

Economic Development Contacts by County

Beaver County Economic Development
105 East Center St.
Beaver, UT 84713
(435) 438-6490
www.beaver.utah.gov

Box Elder County Economic Development
1 S. Main Street 3rd Floor
Brigham City, UT 84302
(435) 734-3313
www.boxeldercounty.org

Cache Valley Chamber of Commerce
160 N. Main Street, Suite 100
Logan, UT 84321
(435) 752-2161
www.cachechamber.com

Carbon County Economic Development
751 East 100 North
Price, UT 84501
(435) 636-3295
www.carbon.utah.gov/econdev

Daggett County Economic Development
(95 North 100 West) ups
Manila, UT 84046
(435) 784-3218 x 134
www.daggettcounty.org

Davis County Economic Development**
61 S. Main Street STE. 304
Farmington, UT 84025
(801) 451-3278
www.daviscountyutah.gov/economic_development

Duchesne County Economic Development
50 E. 200 South
Roosevelt, UT 84066
(435) 722-4598
uintabasin.org

Emery County Economic Development
95 E. Main Street, #107
Castle Dale, UT 84513
(435) 381-3565
www.emerycounty.com

Garfield County Economic Development
55 South Main Street
Panguitch, UT 84759
(435)-676-1100
www.garfield.utah.gov

City of Moab Economic Development
217 E. Center Street
Moab, UT 84532
(435) 259-5121
www.moabcity.org

Cedar City - Iron County Economic Development
10 N. Main Street
Cedar City, UT 84720
(435) 586-2770
www.cedarcity.org

Juab County Economic Development Agency
160 N. Main Street
Nephi, UT 84648
(435) 623-3415
http://juabbusiness.com/

Kane County Economic Development
76 N Main Street
Kanab, UT 84741
(435) 616-5858
www.kane.utah.gov

Millard County Economic Development Assoc.
71 South 200 West
Delta, UT 84624
(435) 864-1407
www.millardcounty-ecdev.com

Better City
48 W. Young St
Morgan, UT 84050
(801) 920-0000
www.morgan-county.net

Economic Development Contacts by County

Piute County Economic Development
550 N. Main Street
Junction, UT 84740
(435) 577-2949
www.piute.org

Rich County- Bear Lake Regional Commission
69 N. Paradise Pkwy, Building B
Garden City, UT 84028
(435) 946-2198
www.bearlakeregionalcommission.org

San Juan County Economic Development
117 S. Main Street
Monticello, UT 84535
(435) 587-3235 ext. 4138
www.utahscanyoncountry.com

Sanpete County Economic Development Assoc.
191 N. Main Street
Manti, UT 84642
(435) 835-4321
www.sanpete.com

Sevier County Economic Development
250 N. Main Street, Rm 10
Richfield, UT 84701
(435) 893-0454
www.sevierutah.net

Summit County Economic Development
(1910 Prospector Ave.Suite 103) ups
Park City, UT 84060
(435) 649-6100
www.summitcounty.org

Tooele County Economic Development
47 S. Main Street
Tooele, UT 84074
(435) 843-3150
www.co.tooele.ut.us

Uintah County Economic Development
152 East 100 North
Vernal, UT 84078
(435) 781-6767
vernalutah.org

Utah County Economic Development
201 S. Main St., Ste 2010
Orem, UT 84058
801-863-7546
utahvalleydata.com

Heber Valley Tourism and Economic Development
475 N. Main Street
Heber City, UT 84032
(435) 654-3666
www.gohebervalley.com

Washington County Site Select Plus Business Resource Center
1071 E. 100 S. Building C, Ste 7
St. George, UT 84770
(435) 652-7750
www.siteselectplus.com

Wayne County Economic Development
18 South Main Street
Loa, UT 84747
(435) 836-1315
www.waynecountyutah.org

Weber Economic Development Partnership
2380 Washington Blvd. Ste 250
Ogden, UT 84401
(801)-399-8414
www.co.weber.ut.us/weberedp

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
Accredidation: NWCCU

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

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

Full-time MBA
801-585-6291
ftmba@utah.edu

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

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

Master of Accounting
801-581-7275
macc@utah.edu

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

PhD
801-585-1750
phdprogram@business.utah.edu

The Foundary
85 Fort Douglas Blvd #602
Salt Lake City , UT 84113
801-581-7200
foundaryutah@gmail.com
foundary.utah.edu

The Pierre Lassonde
Entreprenurial Center
105 Fort Douglas Blvd #604
Salt Lake City , UT 84113
801-587-3836
lassonde@utah.edu
lassonde.utah.edu

Technology and Venture
Commercialization Office
615 Arapeen #310
Salt Lake City , UT 84108
801-581-7792
tvc.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
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Economics and Finance
435-797-2310

School of Accountancy
435-797-2330

Master of Accounting
435-797-3958
macc.huntsman@usu.edu

MBA
435-797-3624
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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, Ste 108
North Logan, UT 84341
435-797-9610
ipso@usu.edu
ipso.usu.edu

Higher Education

Weber State University

John B. Goddard School of Business and Economics
1337 Edvalson St. Dept. 3801
Ogden, UT 84408
801-626-7307
gbse@weber.edu
weber.edu/SBE

Jeff Steagall, Dean
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Business Administration and Finance
3802 University Circle
Ogden, UT 84408
801-626-6075
advisebusiness@weber.edu

Department of Economics
1337 Edvalson St. Dept. 3801
Ogden, UT 84408
801-626-6066
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School of Accounting and Taxation
3803 University Circle
Ogden, UT 84408
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 N University Park Blvd., MC 102
Ogden, UT 84041
801-395-3528
mba@weber.edu
weber.edu/mba

Southern Utah University

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

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

Accounting, Economics, Finance
435-865-8058
christensend@suu.edu

Master of Accountancy, MBA
435-865-8517
alger@suu.edu

Dixie State College

Udvar-Hazy School of Business
225 South University Ave
St. George, UT 84770
435-652-7723
dixie.edu/udvarhazyschool

Kyle S. Wells
435-652-7833
wells@dixie.edu

Utah Valley University

Woodbury School of Business
800 West University Pkwy, mailstop 207
Orem, UT 84058
801-863-8260
uvu.edu/woodbury

Norman Wright, Dean
norman.wright@uvu.edu

Accounting, Finance, Management
801-863-8032

MBA
801-863-5504
mba@uvu.edu

Higher Education

Brigham Young University

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

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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, Master of Accountancy
Brigham Young University 540 TNRB
Provo, UT 84602
801-422-4235
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Rollins Center for Entrepreneurship & Technology
Brigham Young University 470 TNRB
Provo, UT 84602
801-422-7437
cet@byu.edu
marriottschool.byu.edu/cet

Technology Transfer
801-422-6266
malder@byu.edu
techtransfer.byu.edu

Western Governors University

Online BS and Master's in Multiple Business Disciplines
4001 South 700 East Suite 700
Salt Lake City, UT 84107
801-274-3280
www.wgu.edu/contact_us

Westminster College

Bill and Vieve Gore School of Business
1840 South 1300 East
Salt Lake City, UT 84105
801-832-2602
www.wcslc.edu/business

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801-832-2642
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Finance, Program Director Professor Dara Hoffa
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Management, Program Director Professor Brian Jorgensen
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MBA & Master of Accountancy, Laura Erlacher
801-832-2208

Higher Education

Salt Lake Community College

School of Business
Business Building, Rm-230
4600 S. Redwood Road
Salt Lake City, UT 84123

Dennis Bromley, Dean
801-957-4476
dennis.bromley@slcc.edu

Jordan
3491 West 9000 South
West Jordan, UT 84088
801-957-2600
www.slcc.edu

Meadowbrook
250 West 3900 South
Salt Lake City, UT 84107
801-957-5821
www.slcc.edu

Miller
9750 South 300 West
Sandy, UT 84070
801-957-5200
www.slcc.edu

South City
1575 S State Street
Salt Lake City, UT 84115
801-957-4111
www.slcc.edu

Taylorsville Redwood
4600 S Redwood Road
Salt Lake City, UT 84123
801-957-4111
www.slcc.edu

Snow College

Business Studies
Stacee McIff, Department Chair
435-283-7566
stacee.mciff@snow.edu

150 College Avenue
Ephraim, UT 84627
435-283-7000
www.snow.edu

Applied Technology Campuses

Ameritech College of Healthcare

Draper
12257 Business Park Dr #108
Draper, UT 84020
801-377-2900
www.ameritech.edu

Provo
2035 North 550 West
Provo, UT 84604
801-816-1444
www.ameritech.edu

Bridgerland Applied Technology College

Main
1301 North 600 West
Logan, UT 84321
435-753-6780
435-752-2016
www.batc.edu

West
1410 North 1000 West
Logan, UT 84321
435-753-4708
435-753-5709
www.batc.edu

Brigham City
325 West 1100 South
Brigham City, UT 84302
435-734-0614
435-734-0431
www.batc.edu

Rich County
1200 Redwood Road
Woodruff, UT 84086
435-793-4500
435-793-4530
www.batc.edu

Broadview University

Layton
869 West Hill Field Road
Layton, UT 84041
801-660-6000
801-498-6301
www.broadviewuniversity.edu

Orem
898 North 1200 West
Orem, UT 84057
801-822-5800
801-822-5801
www.broadviewuniversity.edu

Salt Lake City
240 East Morris Avenue
Salt Lake City, UT 84115
801-300-4300
801-300-4301
www.broadviewuniversity.edu

West Jordan
1902 West 7800 South
West Jordan, UT 84088
801-542-7600
801-542-7601
www.broadviewuniversity.edu

Cameo College of Essential Beauty

124 East 5770 South
Murray, UT 84107
801-747-5700
801-747-5701
www.cameocollege.com

Davis Applied Technology College

550 E 300 S
Kaysville, UT 84037
801-539-2500
www.datc.edu

DeVry University

Sandy
9350 South 150 East Suite 420
Sandy, UT 84070
801-565-5110
www.devry.edu

Dixie Applied Technology College

1506 S Silicon Way
St. George, UT 84770
435-674-8400
www.dxatc.edu

Eagle Gate College

Murray
5588 South Green Street
Murray, UT 84123
801-333-8100
www.eaglegatecollege.edu

Layton
915 North 400 West
Layton, UT 84041
801-546-7500
www.eaglegatecollege.edu

Applied Technology Campuses

ITT Technical Institute
Murray
920 West Levoy Drive
Murray, UT 84123
801-263-3313
www.itt-tech.edu/utah

LDS Business College
95 North 300 West
Salt Lake City, UT 84101
801-524-8100
www.ldsbc.edu

Mountainland Applied Technology College
Thanksgiving Point
2301 West Ashton Blvd.
Lehi, UT 84043
801-753-6282
801-753-4101
www.mlatc.edu

Orem
1410 West 1250 South
Orem, UT 84058
801-753-4200
801-753-4201
www.mlatc.edu

Spanish Fork
1210 South 693 West
Spanish Fork, UT 84660
801-753-4115
801-753-4119
www.mlatc.edu

Wasatch
311 North College Way
Heber, UT 84032
801-753-6282 (selection 1)
www.mlatc.edu

Ogden-Weber Applied Technology College
200 N Washington Blvd
Ogden, UT 84404
801-627-8300
www.owatc.edu

Provo College
1450 West 820 North
Provo, UT 84604
801-818-8901
www.provocollege.edu

Southwest Applied Technology College
510 West 800 South
Cedar City, UT 84720
435-586-2899
www.swatc.edu

Stevens-Henager College
Provo/Orem
1476 Sandhill Road
Orem, UT 84058
801-373-0285
www.stevenshenager.edu

St. George
720 South River Road, Suite C-130
St. George, UT 84790
435-628-9150
www.stevenshenager.edu

Salt Lake City
383 West Vine Street
Salt Lake City, UT 84123
801-531-1180
www.stevenshenager.edu

Logan
755 South Main Street
Logan, UT 84321
435-752-0903
www.stevenshenager.edu

Ogden
1890 South 1350 West
Ogden, UT 84401
801-392-1471
www.stevenshenager.edu

Uintah Basin Applied Technology College
Roosevelt
1100 E Lagoon Street
Roosevelt, UT 84066
435-722-6900
www.ubatc.edu

Vernal
450 North 2000 West
Vernal, UT 84078
435-725-7100
www.ubatc.edu

Public Education—Superintendent/Districts

Brad C. Smith, State Superintendent of Public Instruction
Utah State Office of Education – 801-538-7510
250 E. 500 S. Salt Lake City, UT 84114

Alpine School District
575 North 100 East
American Fork, UT 84003
801-610-8400
801-610-8516
www.alpineschools.org

Beaver School District
290 North Main
P.O. Box 31
Beaver, UT 84713
435-438-2291
435-438-5898
www.beaver.k12.ut.us

Box Elder School District
960 South Main
Brigham City, UT 84302
435-734-4800
435-734-4833
www.besd.net

Cache School District
2063 North 12th East
Logan, UT 84341
435-752-3925
435-753-2168
www.ccsdut.org

Canyons School District
9150 South 500 West
Sandy, UT 84070
801-826-5000
801-826-5053
www.canyonsdistrict.org

Carbon School District
251 West 400 North
Price, UT 84501
435-637-1732
435-637-9417
www.carbonschools.org

Daggett School District
196 West 200 North
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Davis School District
45 East State Street
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801-402-5261
801-402-5249
www.davis.k12.ut.us

Duchesne School District
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435-738-1254
www.dcsd.org

Emery School District
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www.emerycsd.org

Garfield School District
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www.garfk12.org

Grand School District
264 South 400 East
Moab, UT 84532
435-259-5317
435-259-6212
www.grandschools.org

Granite School District
2500 S State Street
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385-646-4128
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Iron School District
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435-586-2815
www.irondistrict.org

Public Education—Superintendent/Districts

Jordan School District
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www.jordandistrict.org

Juab School District
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Nephi, UT 84648
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435-623-1941
www.juab.k12.ut.us

Kane School District
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Kanab, UT 84741
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435-644-2509
www.kane.k12.ut.us

Logan City School District
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Logan, UT 84321
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435-755-2311
www.loganschools.org

Millard School District
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Delta, UT 84624
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www.morgansd.org

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Murray, UT 84107
801-264-7400
801-264-7456
www.murrayschools.org

Nebo School District
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Spanish Fork, UT 84660
801-354-7400
801-798-4010
www.nebo.edu

North Sanpete School District
220 East 700 South
Mt. Pleasant, UT 84647
435-462-2485
435-462-2480
www.nsanpete.org

North Summit School District
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Coalville, UT 84017
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435-336-2401
www.nsummit.org

Ogden City School District
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Ogden, UT 84401
801-737-7300
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www.ogdensd.org

Park City School District
2700 Kearns Blvd
Park City, UT 84060
435-645-5600
435-645-5609
www.pcschools.us

Piute School District
500 North Main
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Junction, UT 84740
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435-577-2561
www.piutek12.org

Provo City School District
280 West 940 North
Provo, UT 84604
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Randolph, UT 84064
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435-793-2136
www.richschool.org

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440 East 100 South
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801-578-8248
www.slcschools.org

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Blanding, UT 84511
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www.sjsd.org

Sevier School District
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Richfield, UT 84701
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South Sanpete School District
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285 East 400 South
Kamas, UT 84036
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www.ssummit.org

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Eureka, UT 84628
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435-433-6643
www.tintic.k12.ut.us

Tooele School District
92 S Lodestone Way
Tooele, UT 84074
435-833-1900
435-833-1912
www.tooeleschools.org

Uintah School District
635 West 200 South
Vernal, UT 84078
435-781-3100
435-781-3107
www.uintah.net

Wasatch School District
101 East 200 North
Heber City, UT 84032
435-654-0280
435-654-4714
www.wasatch.edu

Washington School District
121 West Tabernacle
St. George, UT 84770
435-673-3553
435-673-3216
www.washk12.org

Wayne School District
79 North 100 West
P.O. Box 127
Bicknell, UT 84715
435-425-3813
435-425-3806
www.wayne.k12.ut.us

Weber School District
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Ogden, UT 84405
801-476-7800
801-476-8139
www.wsd.net

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Dixie Business Resource Center – PTAC
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Blanding, UT 84511
435-678-8102

Brigham City*
Utah State University
195 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
150 S. Main Street
Ephraim, UT 84627
435-283-7376

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

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Utah State University
1770 North Research Parkway #140
North Logan, UT 84341
435-797-2277

Moab*
Utah State University Eastern
125 West 200 South, Bldg B Suite 123
Moab, UT 84532
435-259-7432

Ogden
Weber State University
2314 Washington Blvd, Room 211
Ogden, UT 84401
801-626-7232

Orem
Utah Valley University
815 West 1250 South
Orem, UT 84058
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Utah State University Eastern
451 East 400 North
Price, UT 84501
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800 West 200 South
Building 2-A
Richfield, UT 84701
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