

Utah Governor's Office of Economic Development
2020 Annual Report



Utah Governor's Office of
Economic Development

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About GOED



The GOED executive staff: Ryan Starks, Kori Ann Edwards, Lynne Mayer, Val Hale, Vicki Varela, Pete Codella, Ben Hart (Dec. 2019)

Introduction

The Utah Governor's Office of Economic Development (GOED) prepares an Annual Report for the Utah Legislature and the public that provides an accounting of the programs, initiatives, and events for which the office is responsible. This report is published on Oct. 1 each year and covers the previous fiscal year. The 2020 Annual Report represents the period from July 2019 to June 2020 (FY 2020).

After the global COVID-19 pandemic hit Utah in March 2020, GOED was called upon to manage numerous programs and initiatives as part of the state's pandemic response in addition to the office's other established work. The agency's coronavirus activities are included in this report's COVID-19 Response section.

About GOED

Under the direction of Gov. Gary R. Herbert, the Utah Governor's Office of Economic Development (GOED) provides resources and support for business creation, growth and recruitment. It helps drive increased tourism, film production and outdoor recreation in the state. Utilizing state resources and private sector contracts, GOED administers programs in economic areas that demonstrate the highest potential for development.



CITY CREEK

Executive Director's Message

June 2020

There is little doubt many economists suffered whiplash during the state's just-completed 2019-2020 fiscal year. One of the strongest economies in recent memory — including record low unemployment in Utah — plummeted almost overnight due to the COVID-19 pandemic and social unrest. Fortunately, Utah's strong economic foundation helped lessen the free fall in our state and set the stage for continued economic prosperity.

Utah's economic environment earned many accolades in the last half of 2019. Smart Asset listed Utah as the best state for the middle class. *Forbes* continued its praise of Utah by listing it as the Best State for Entrepreneurs and the No. 3 state for business and careers. That marked the 10th straight year Utah made *Forbes's* Top 3 States for Business list, including six times at No. 1. 24/7 Wall St. named Utah's economy third-best in the U.S., and *Inc.* magazine proclaimed Utah as the second-best state in which to start a business. And on top of all that, in December 2019 *The Wall Street Journal* declared Utah was "America's economic star."

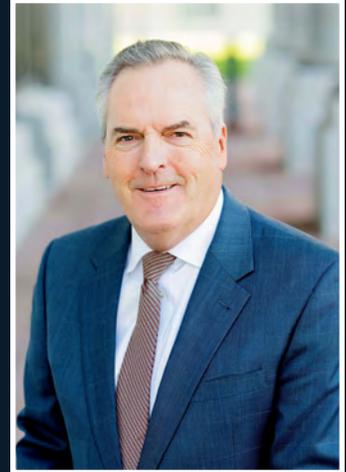
The Governor's Office of Economic Development played a vital role in helping Utah weather the recent economic roller coaster. GOED enjoyed a record year in corporate recruitment, with 21 companies participating in Economic Development Tax Increment Financing (EDTIF). Over the life of their incentives, those companies will contribute 13,364 jobs, \$1.1 billion in new capital investment, \$591 million in new state revenue, and \$9.7 billion in new wages.

After March, GOED was mobilized to create and administer grant and loan relief programs for businesses hit hard by the COVID-19 pandemic. In March and April, GOED created and managed the Utah Leads Together Small Business Bridge Loan program that provided \$12 million in interest-free loans to small businesses throughout the state. We were the first state in the Intermountain West to stand up such a program. GOED then worked with the Legislature to create and administer several grant programs utilizing over \$85 million and counting in federal CARES Act funding.

I am proud of our amazing team for the tremendous work they have done this year during the good economic times and the bad. The GOED team has gone above and beyond the call of duty to help Utah's businesses. And for nearly the entire second quarter in 2020, they did it all mostly from home.

Finally, I want to tip my hat to Gov. Gary Herbert, who has been at the helm of Utah's economy for over a decade. It has probably been the most successful economic period in the state's history. He deserves much of the credit for that success. He never wavered or apologized for making economic development his No. 1 priority. We have been fortunate to have him as our leader and champion and wish him well in his future endeavors.

Sincerely,



Q. Val Hale
Utah GOED Executive Director
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Thrillist recognized Utah as "one big epic national park," noting that Utah's state parks are national treasures.

USA Today named Utah's Scenic Byway 12 the "Best out-of-this-world road trip," with International Dark Sky Parks all along the route.

Travel and Leisure
recognized Park City, Utah as the No. 3 top travel destination in August and Ogden, Utah as the No. 2 top travel destination in September.

About GOED



Vision, Mission and Strategic Plan

Vision

Utah will offer an exceptional quality of life by implementing sustainable economic development practices to:

- 1) Promote a business-friendly environment that allows the private sector to create high-paying jobs.
- 2) Align industry and education to produce a world-class workforce.
- 3) Support entrepreneurship and small business creation and growth.
- 4) Encourage collaboration and partnerships between state and local government and the private sector.
- 5) Utilize sustainable incentives to attract and keep high-paying jobs and provide public benefit via infrastructure, workforce development, etc.

The cornerstones of Utah's economic development strategy include:

- A business-friendly environment
- Collaboration
- A focus on entrepreneurship
- Sustainable incentives
- A world-class workforce

Mission

The Utah Governor's Office of Economic Development enhances the state's quality of life by increasing and diversifying Utah's revenue base and improving employment opportunities.

Strategic Plan

Grow and support Utah businesses in urban and rural communities, and encourage an innovative, entrepreneurial spirit.

Engage with industry to build strategies that maintain a diversified economy and strengthen the business supply chain.

Expand the tourist experience of Utah's natural and cultural wonders.

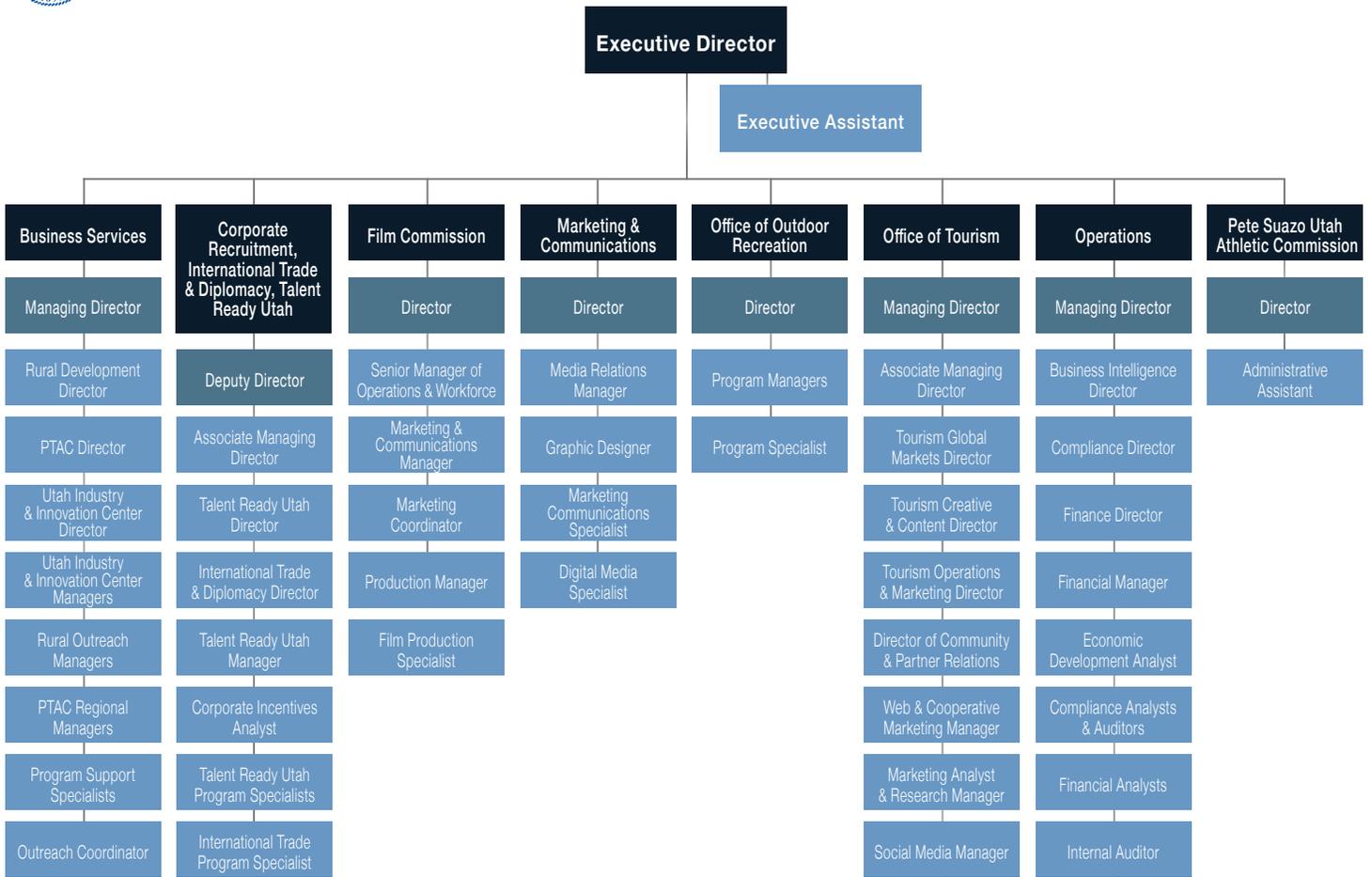
Advance Utah's unprecedented partnerships in industry, education and workforce development.

Provide benefits for Utah residents, including:

- Improved availability and quality of jobs
- Increased community quality of life
- Enhanced workforce training and educational opportunities
- Decreased tax burden



Utah Governor's Office of Economic Development



Number of Full-Time Employees Per Team

Administration	9
Business Services	15
Compliance and Business Intelligence	11
Corporate Recruitment, International Trade and Diplomacy, Talent Ready Utah	10
Film Commission	6
Marketing and Communications	5
Office of Outdoor Recreation	4
Office of Tourism	23
Pete Suazo Utah Athletic Commission	2
Total	85

Impacts

GOED's Impact on Rural Utah

The Governor's Office of Economic Development has numerous programs dedicated to serving rural counties — that's every county in the state except for Weber, Davis, Salt Lake, and Utah counties, commonly known as the Wasatch Front. Whether it's creating new jobs, providing consultation, supporting businesses, or fostering state revenue growth, GOED supports the valuable contributions rural Utah offers. While GOED has programs solely dedicated to rural development, every team and program within the organization creates a lasting impact on Utah's rural communities.

Jobs created in rural counties have a significant impact on local Utah economies. In fiscal year 2020, GOED programs helped create 357 jobs in rural areas and 456 high-paying rural jobs. In one year, GOED's programs helped 2,394 individuals in rural counties. The GOED team helped entrepreneurs grow their business, and students further their education, including 186 rural student participants in the Talent Ready Utah program. During FY 20, there were 1,947 GOED initiatives and activities in rural counties.

Investment in businesses and attracting new capital is critical to rural community revitalization. This fiscal year, GOED dedicated \$80,560,942 in grants, credits, and marketing dollars to rural counties and helped facilitate \$196,345,353 in third-party investments. Through these investments and subsidies, GOED helped rural businesses generate over \$4.8 million in revenue.

GOED's Support for Utah's Robust and Talented Workforce

Talent Ready Utah's career pathway programs continue to provide high-quality work-based learning experiences to students across the state in several industries. With expansions in St. George, Cedar City, Tooele, and Gunnison, pathway programs are now available to more students than ever before. More than 1,000 students participated in career exploration activities as part of the Utah Career Pathways program, with 200 students graduating.

The Utah Works Program provides adult learners opportunities to master new skills and find careers with some of the country's most successful companies. Learners can engage in short-term training programs paired with companies like Boeing, Northrop Grumman, and Merit Medical and acquire specialized training to transition into a high-paying career.

At the beginning of the 2019 school year, the second cohort of 15 new apprentices started the Talent Ready Apprenticeship Connection program in the Salt Lake School District. Students began their careers with the train manufacturer, Stadler US. At the start of the COVID-19 pandemic, classes were canceled until the end of the school year, but the TRAC program went to great lengths to make sure the apprentices continued their training through remote classes offered by Stadler instructors. There are currently 31 youth apprentices engaged in this new program, and the first group of students will complete the program with an associate's degree from Salt Lake Community College in 2022.



During the June 2020 special session, Utah's Legislature allocated \$16.5 million from its CARES Act award for short-term training programs. These programs are administered through the Learn & Work in Utah program. Funding for the new program helps support opportunities for workers who were furloughed, laid-off, or displaced by COVID-19. Learn & Work can provide training to more than 5,000 students through 160 programs that range in length from three to 40 weeks and will begin in September 2020.

Attracting New, High-Paying Jobs

The fiscal year 2020 (FY 20) was a record year for Utah corporate recruitment. The year delivered the highest number of new, high-paying jobs promised in a fiscal year ever through the state's Economic Development Tax Increment Financing (EDTIF) tax credit program.

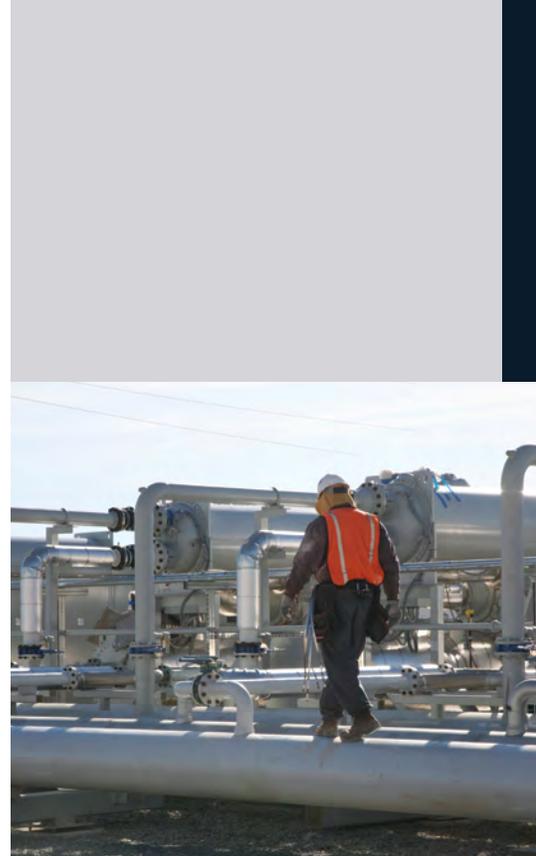
Twenty-one companies participated in the EDTIF program and are collectively projected to create 13,364 new jobs, \$1,133,129,906 in capital investment, over \$590,977,656 in new state revenue, and \$9,738,589,715 in new state wages.

The EDTIF program is a post-performance tax credit that offers companies up to 30% of new state revenues (Utah sales, corporate and withholding taxes) during a defined period (typically 5 to 10 years). The tax credit is available to companies relocating to or establishing additional Utah operations and to Utah companies expanding in the state. In fact, the tax credit has most often been used by Utah-based companies. Since its inception, two-thirds of the program's tax credits have gone to Utah-based companies to help them expand and create more jobs for Utahns.

Created by the Utah Legislature in 2005 and administered by GOED, the EDTIF program is for companies offering high-wage jobs — paying at least 110% of the average county wage. The program has a ripple effect by design, creating additional jobs that support corporate expansion across Utah's diverse economy.

In FY 20, the EDTIF program saw a few different trends from previous years, including a record number of large jobs per project, with six projects creating over 1,000 jobs. Data also show more geographic diversity in tech and more manufacturing projects off the Wasatch Front — a trend GOED expects to continue.

"The joint efforts of GOED and EDCUtah this fiscal year have yielded record results in corporate recruitment and retention. We've hit new high marks in job creation, capital expenditure, and projected square footage," said Theresa A. Foxley, president and CEO of the Economic Development Corporation of Utah (EDCUtah). "The projects on which we worked reflect the diversity of Utah's economy, with notable brands such as Northrop Grumman, Jack Wolfskin, GE Healthcare, and Amazon expanding here. Our collaboration is generating momentum to help the state recover from the COVID-19 contraction."





COVID-19 Response

GOED's unified, direct, and robust response to the coronavirus pandemic serves as a model for other agencies and states during these challenging times. It continues to be a "Team Utah" effort in every sense, with each of GOED's programs, teams, and offices contributing to the organization's successful efforts.

Since COVID-19 arrived in Utah in March, GOED has mobilized its workforce to rebuild the state's strong economic foundation and stellar reputation. To date, GOED has managed various coronavirus programs and initiatives totaling over \$115 million, including \$86 million in federal CARES Act grants that delivered aid and relief services to Utahns, Utah businesses, and organizations.

GOED's executive director has managed the state and local resources subcommittee of the state-wide COVID-19 Task Force, organizing and conducting regular meetings with government and business leaders since the pandemic began.

Members of the GOED team managed and participated in nearly every task force and committee, including the Economic Response Task Force, the state response communications subcommittee, the state's initiative that led to the Salt Lake Chamber's Stay Safe to Stay Open pledge, Unified Command, and more.

All GOED team members contributed to the agency's successful response to the pandemic. Their efforts ranged from fulfilling masks orders to designing and managing a wide range of economic relief programs.

From May to July, GOED managed the 'A Mask for Every Utahn' program, coordinating the state's purchase of 2.3 million face masks. Utahns ordered 1.24 million masks on coronavirus.utah.gov, representing almost 280,000 households. The program also provided K-12 schools with 750,000 masks, 300,000 masks were sent to popular tourism destinations to be distributed to visitors to keep locals and visitors safe, and sent 140,000 masks to grocery stores, particularly those in underserved areas of the state and in places where more COVID-19 cases existed. Masks were also directly distributed to targeted nonprofits, veterans groups, homeless shelters, facilities for the elderly, and to immigrant and minority populations and other at-risk communities.

The following are highlights of GOED's response to the coronavirus pandemic.

GOED's Post-Fiscal Year

COVID-19 Response

From July to September, the GOED team continued administering CARES Act grants. When this publication was completed, the team had managed programs and initiatives totaling over \$170 million, including \$140 million in federal CARES Act grants.

Utah Office of Tourism

- The office developed and implemented the Renaissance campaign, targeting mostly Utahns during COVID-19 and out of state visitors longer term.
- Staff members supported access to state and federal funding, facilitated short- and long-term travel planning by improving the Intercom online chat resource, and provided timely resources for the industry and consumers on *travel.utah.gov* and *visitutah.com*.
- The office is also providing matching funds for in-state marketing for the first time through its cooperative marketing program to help cities, counties, and nonprofit organizations attract in-state residents as we begin economic reactivation.

Utah Office of Outdoor Recreation

- Team members worked with local bike shops across the state to support their inclusion on the essential business list during the COVID-19 red response phase.
- The office transitioned its Summit Speaker Series from an in-person to a virtual format, focusing content on COVID-19 related topics benefitting local businesses, nonprofits, and community members.
- The office extended its grant application deadline by two weeks to allow applicants more time to fill out the application, obtain partner support letters, and complete other necessary activities.

Utah Film Commission

- To protect the public and Utah Film Commission staff from the spread of COVID-19, the offices at Council Hall closed to the public, effective March 16, 2020, while the film team remained available to respond to all requests for information via telework.
- Team members worked with producers who were forced to halt production in Utah. They created a list of resources and provided consultation to Utah employees and businesses in the film industry.
- As Utah began to reopen in May 2020, the office worked with state, local, and industry task forces to develop recommendations to help the film industry get back to work.

Pete Suazo Utah Athletic Commission

- The Commission has detailed combat sports event procedures for each phase of the Utah Leads Together plan to address physical distancing, COVID-19 advance screening for athletes and event personnel, PPE, and cleaning at hotels and event locations.





Operations

- The Operations team responded to the COVID-19 pandemic flexibly and responsively, helping GOED provide over \$86 million, to date, in business assistance relief programs to Utah businesses.
- GOED’s first pandemic response program, the Utah Leads Together Small Business Bridge Loan, was the first of its kind in our region and began accepting applications in March.
- Several new initiatives that will help safely reactivate Utah’s economy have been created in the Legislature’s 2020 special sessions. Programs and initiatives the GOED team supported during the coronavirus pandemic include (in alphabetical order):
 - A Mask For Every Utahn
 - Coronavirus Prevention Messaging Grants
 - Coronavirus.Utah.gov
 - COVID-19 Commercial Rental Assistance Program (ComRent)
 - COVID-19 Impacted Businesses Grant Program (Shop In Utah)
 - COVID-19 PPE Support Grant Program (Safe In Utah)
 - Healthy In Utah
 - In Utah
 - Learn & Work In Utah
 - Oil, Gas and Mining Grant
 - Stay Safe to Stay Open Pledge
 - Tourism COVID-19 Response Regional Marketing
 - Utah Hospital Grants
 - Utah Leads Together Small Business Bridge Loan Program

Marketing and Communications

- At the start of COVID-19 in Utah, GOED hosted an Employer Information Session with Lt. Gov. Spencer Cox and state epidemiologist, Dr. Angela Dunn. The marcom team helped produce the event, which covered ways employers could keep their businesses open and help prevent the spread of COVID-19. The information session has received over 4,500 YouTube views since it was streamed on March 10, 2020, not counting Facebook and other online platforms.
- Team members added a new coronavirus landing page to GOED’s website. A COVID-19 category of content was also added to GOED’s newsroom to tell the stories of dozens of Utah businesses and the individuals behind them who innovated and responded to the COVID-19 pandemic.
- In April, GOED’s digital media specialist was tasked with managing and updating the Resources for Business section of coronavirus.utah.gov. The team continues to maintain business content on the state’s pandemic response site.
- At the Legislature’s request, GOED’s marcom team manages a public outreach and education campaign to help reactivate Utah’s economy with an emphasis on health. This dynamic initiative is called “In Utah.”
- GOED’s marcom director is a member of the state’s COVID-19 Task Force’s communications subcommittee and continues to meet each morning with that group.



Teams

Corporate Recruitment, International Trade and Diplomacy, Talent Ready Utah

GOED's Corporate Recruitment program accelerates business growth and job creation through sustainable, targeted domestic and international corporate expansions and relocations organized by industry. Financial incentives are available 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. Talent Ready Utah plays a vital role in these expansions and relocations by helping companies find and develop the qualified workforce they need.

Achievements

The Corporate Recruitment, International Trade and Diplomacy, and Talent Ready Utah teams saw significant progress on critical initiatives this year, each focused on economic growth throughout Utah in strategic areas. As the team works together with Utah businesses to generate job growth, align with foreign markets, and convene stakeholders to facilitate and foster a more robust labor force, lasting impacts are being made throughout the state.

The Economic Development Tax Incremental Financing (EDTIF) program set new program records for jobs, capital investment, new state revenue, and new state wages. Large expansion projects from companies including Northrop Grumman, Qualtrics, Intermountain Electronics, and Malouf will be economic anchors for areas along the Wasatch Front and in rural parts of the state. Utah is already recognized as having the country's most diverse economy (source: Hachman Index). But these projects, along with others committed to Utah in the past year, will further strengthen the state's economic diversity. This year's corporate recruitment efforts will help provide job opportunities for Utahns and economic growth for the state for decades to come.

Talent Ready Utah has been instrumental in building our workforce by training individuals with the skills they need to get back into the workplace. Through the Learn & Work In Utah program, a partnership with the Utah System of Higher Education (USHE) funded partly by the CARES Act, Talent Ready Utah provided short-term training programs aligned with in-demand needs.

The Utah Works program has also provided short-term training to companies experiencing a significant hiring demand. Stadler Rail, Northrop Grumman, and Albany Engineered Composites are just a few of the companies that have taken advantage of this initiative. Career pathways are expanding and developing across the state, and youth apprenticeships are another proven method to fill workforce demand. Talent Ready Utah has also worked with the Legislature to rebuild the Utah Futures online platform to provide career guidance for K-12 students as well as adults.

The reporting requirement data for the Utah Works Program is as follows: 180 started the programs, 174 completed and were hired by companies located in Salt Lake County (Salt Lake Community College), Davis County (Davis Tech College), and Weber County (Ogden Weber Technical College). Of the students who completed the program, 96% were hired by participating companies.

Ben Hart | Deputy Director
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Opportunities

Program success is often defined by how well the office optimizes partnerships and strategic contracts to create opportunities and address each program’s challenges.

GOED’s corporate recruitment team contracts with a statewide nonprofit partner to attract new companies and industries. The contract is held by the Economic Development Corporation of Utah (EDCUtah). This partnership allows GOED to leverage state resources to enhance statewide economic development. EDCUtah supports GOED’s corporate recruitment team in efforts to build local and regional economies.

GOED’s International Trade and Diplomacy team contracts with World Trade Center Utah (WTCU) for international business services. WTCU works to strengthen and grow business throughout the state, increase exports from Utah to foreign customers, and increase foreign direct investment into Utah. WTCU also leverages their state contract to expand funding potential for private entities in Utah.

Talent Ready Utah partners with several education stakeholders to create crucial conversations around labor and workforce. Strategic partners include the Utah State Board of Education, Utah System of Higher Education, Utah System of Technical Colleges, and the Utah Department of Workforce Services.



Tourism and Film

The Utah Office of Tourism and Utah Film Commission play an integral role in the success of the Governor’s Office of Economic Development by stimulating traveler spending and film production in Utah, especially in rural parts of the state.

It was a remarkable year for the office. Direct traveler spending in Utah reached \$10.06 billion in 2019 — a 3.3% increase over 2018. Traveler spending provided \$1.33 billion in state and local tax revenue, which created approximately \$1,305 in tax relief for every household in Utah.

The Utah Film Commission continued to support in-state film production, with projects including *Good Joe Bell* starring Mark Wahlberg, and high-profile television series including *Yellowstone* (Paramount) and *High School Musical: The Musical: The Series* (Disney). These productions inject the state economy with professional jobs and revenue, supporting local businesses in urban and rural areas.

In addition to generating income for the state, the Utah Office of Tourism inspires positive perceptions of Utah by promoting the Life Elevated® brand through public relations, marketing campaigns, social media, and online written and video content. In the film industry, Utah locations are frequently featured on the big screen, in television series, and in national television commercials. More than 1,500 productions have been filmed in Utah, including iconic films such as *Butch Cassidy and The Sundance Kid*, *Thelma & Louise*, *Easy Rider*, and *Forrest Gump*.

As stewards of a healthy and sustainable tourism economy, the Utah Office of Tourism is advancing its three-year Red Emerald Strategic Plan to responsibly grow Utah’s tourism industry while maintaining a high-quality experience for visitors and Utah residents.

Vicki Varela | Utah Office of Tourism,
Managing Director

801-538-1369 | vvarela@utah.gov



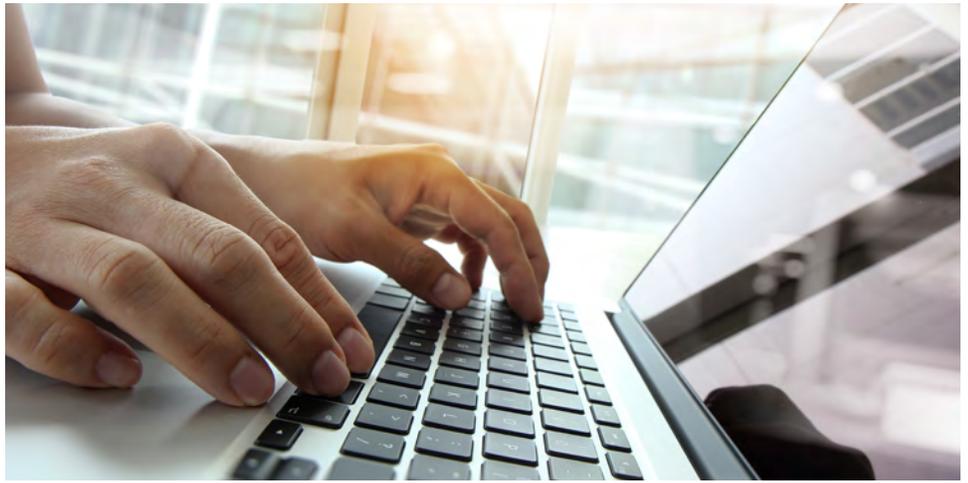
Virginia Pearce

Utah Film Commission, Director

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Teams



Business Services

GOED's Business Services team continually finds ways to enhance its programs and outreach. The team is composed of the Office of Rural Development (ORD), the Procurement Technical Assistance Center (PTAC), the Utah Industry and Innovation Center (formerly called the SBIR Center), and the state's targeted industries initiative. Last year, the team also managed partnerships with the Small Business Development Centers (SBDCs), the Business Resource Centers (BRCs), and the Broadband Advisory Council.

Last year also presented an opportunity to expand the 2017 Opportunity Zones incentives, which were established by Congress in the Tax Cuts and Jobs Act. GOED partnered with the Sorenson Impact Center and the Utah Association of Counties to formulate a plan to assist rural and urban areas in low-income census tracts. The goal is to attract investments in the areas that need it most.

Through strategic planning and analysis, we will continue to fulfill GOED's mission by refining our programs, incentives, and outreach to foster business growth and expansion throughout Utah, and develop business-ready infrastructure.

Thanks to our partnerships with the private sector, statewide economic development organizations, chambers of commerce, and other state and federal agencies, Utah is known as a prime destination for companies and industries seeking to expand, relocate, partner, and innovate. GOED can deliver more opportunities to Utah businesses than ever. Every win enhances our economy.

Ryan Starks | *Managing Director*
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Operations

The GOED Operations team oversees finance, compliance, policy, business intelligence, contract management, human resources, technology services, and overall facility management.

The team is delivery-focused, ensuring organizational success through efficiency measures and careful consideration of all resources. Recognizing its stewardship of GOED's accounting, work environment, and human resources, the team strives to deliver innovative and thoughtful service through continuous quality improvement.

The Operations team is a "best in class" cohort. Its members have government and management experience and knowledge, and a history of innovation. The team has institutionalized and maintains operations support for more than 50 active programs. The Operations team serves as the agency's backbone, upholding all applicable federal and state laws, regulations and agency rules, standards, and guidelines. This essential function protects the integrity of the organization and the taxpayer.

Achievements

Throughout the COVID-19 pandemic, GOED's Operations team has developed, implemented, and executed over \$140 million in business relief assistance designed to aid in Utah's economic recovery. This work has played an essential role in providing a holistic and unified approach to confront the economic challenges posed by COVID-19.

During the mobilization of pandemic efforts, the Operations team also implemented GOED's teleworking solutions for every eligible staff member within a matter of days. The team provided training, infrastructure support, and mobilization of hardware for members to deploy a full-time teleworking structure. The team created toolkits, training instruction manuals, and an effective tracking mechanism for state resources in less than 48 hours.

Moreover, throughout the pandemic the Operations team has ensured that GOED offices and functions remain open and working. To enhance program development and execution, the team created a new full-kit onboarding implementation initiative to provide all GOED programs with consistent systems and methods. The new process has reduced program startup time, enhanced performance metrics and measurements, and improved customer integration and reporting.

The team developed an agency-wide budget forecasting tool, employing both qualitative and quantitative methodologies, that allows for interfacing with state systems to gather, organize and present financial data to non-financial managers. The forecasted information is reviewed on a monthly basis with program managers to provide immediate financial information for program execution and fiscal management.

The team set and achieved set and achieved timely payments and increased transparency objectives in FY 2020. This includes processing 95% of all payment requests from receipt to issuance in under five days, averaging 3.4 days to pay.

The Operations team completed a successful closeout of the USTAR fiscal operations, responsibly stewarding assets and managing budgetary closures with 100% successful post performance audits completed by State Finance.

2021 and Beyond

This year has been one of automation and efficiency as GOED works to do more with less. We understand our responsibility to Utahns to be transparent and focused on our mission. Each year brings new challenges as we strive to adapt to Utah's and the nation's ever-changing economies. This is especially true as we begin to stabilize loss and re-instill consumer and economic confidence during the pandemic.

In 2020, GOED and the operations team rose to this challenge to ensure the state thrives in this "new normal." The operations team has also started preparing for the "new future," with each team member identifying future innovations specific to their functions. We will continue to engage in doing more with less and finding new, more efficient ways to work.

Kori Ann Edwards | *Managing Director*
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Teams

Marketing and Communications

GOED's marketing and communications (marcom) team consists of five full-time and two part-time employees. These communicators provide services to all of GOED's groups, programs and initiatives, and support the executive management team's internal and external communication activities.

The marcom team develops and sends email newsletters to employees, the GOED Board, executive management, and the public. The team oversees owned and earned media, publishing content on the GOED website and social media channels. The marcom team also maintains a contractual relationship with a Salt Lake City-based public relations firm to ensure consistent national coverage of business activities in Utah.

The marcom team supports GOED executives by providing briefing sheets, talking points, speeches, and presentation graphics. The team is also responsible for the content and design of GOED's Annual Report and the organization of the annual Utah Economic Summit for Gov. Herbert. It produces collateral for other GOED teams and is responsible for the yearly Business In Utah magazine and Uniquely Utah brochure.

This year, the marcom team was also tasked with managing the Resources for Business section of the state's coronavirus website. GOED's marcom director participates in weekly statewide COVID-19 task force communications coordination calls. The team manages a contract with a Salt Lake City advertising agency as part of the state's pandemic response and 'In Utah' campaign and works in daily collaborative efforts to help share, disperse, and expand the state's pandemic response and elevate consumer confidence with the In Utah campaign.

In the 2020 fiscal year, GOED's marcom team:

- Received and completed over 330 internal requests for communications deliverables,
- Posted 242 GOED newsroom announcements and articles,
- Published 14 magazines and brochures on the agency's issuu.com channel (some were also printed), and
- Achieved a 26% overall increase in social media followers.



Pete Codella | *Director*
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Cowanesque
Football
Sponsored by:
Cowan's Cafe

Sponsored by:
4-C
Reclamation

Sponsored by:
Express Title

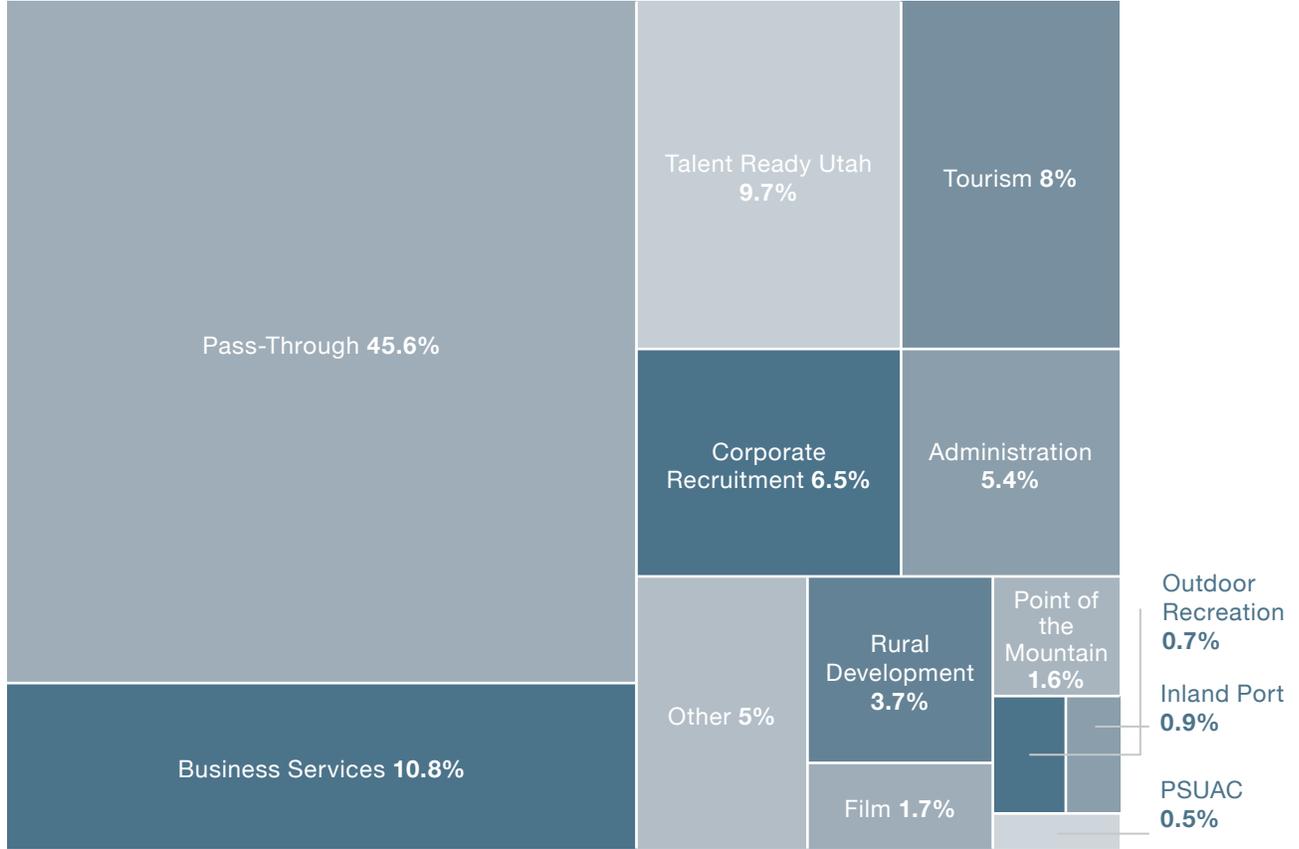
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Ca. OF
AIRPO
ALTA

CAFE

Budget

FY 2020 Operations Budget | \$56,799,900



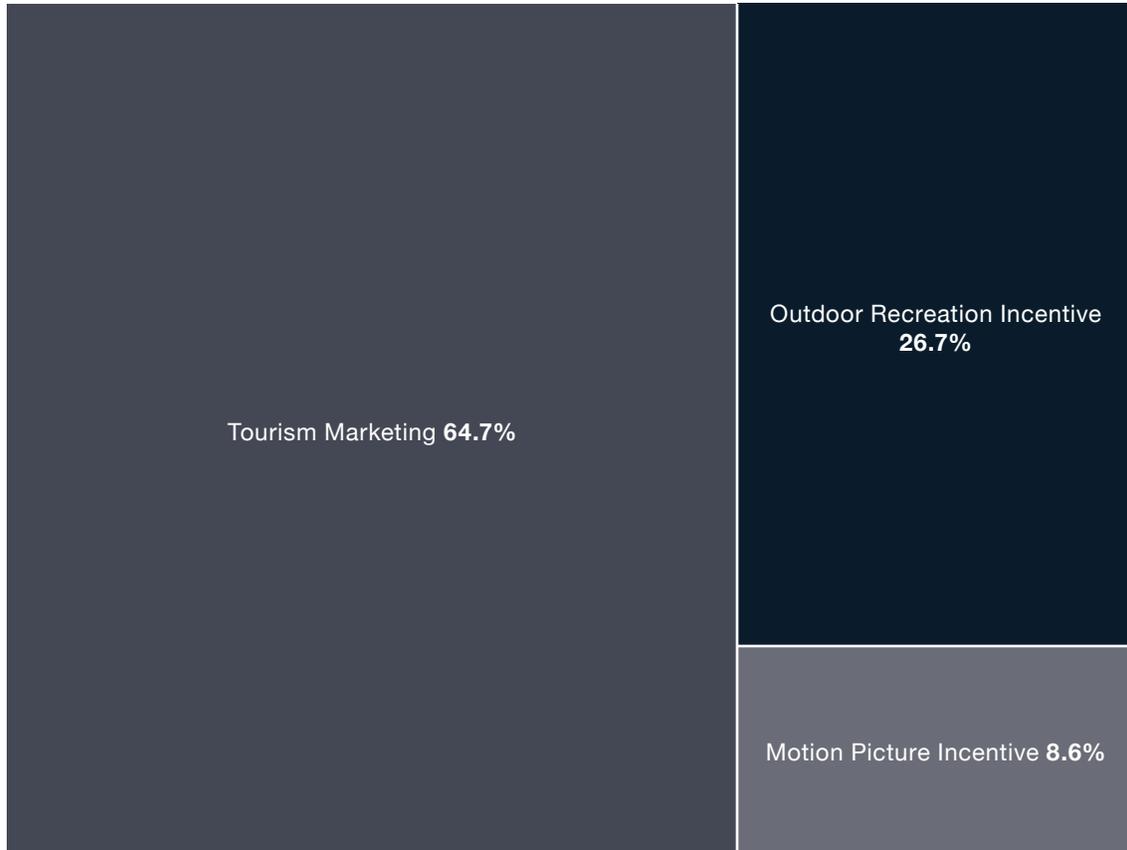
Budget Item	General Fund	General Fund One-Time*	GF Restricted	Dedicated Credit	Transportation	Federal	Total Budget
Administration	\$2,729,000	\$330,900	—	—	—	—	\$3,059,900
Pass-Through	\$9,919,400	\$15,955,900	—	\$2,100	—	—	\$25,877,400
Tourism	\$3,531,100	\$666,400	—	\$248,100	\$118,000	—	\$4,563,600
Film	\$832,300	\$122,800	—	\$2,900	—	—	\$958,000
Corporate Recruitment	\$3,403,500	\$(130,000)	\$256,000	\$150,000	—	—	\$3,681,400
Talent Ready Utah	\$1,421,100	\$4,051,300	—	\$50,000	—	\$510,900	\$5,522,400
Business Services	\$3,148,600	\$2,468,100	—	\$5,000	—	—	\$6,132,600
Rural Development	\$2,384,700	\$(311,200)	—	—	—	—	\$2,073,500
Outdoor Recreation	\$252,000	\$120,300	—	—	—	—	\$372,300
Pete Suazo Utah							
Athletic Commission	\$173,600	\$83,800	—	\$33,500	—	—	\$290,900
Inland Port	\$500,000	—	—	—	—	—	\$500,000
Point of the Mountain	—	\$900,000	—	—	—	—	\$900,000
Other	—	—	—	\$2,867,900	—	—	\$2,867,900**
GOED Budget FY 2020	\$6,119,800	\$24,258,300	\$257,900	\$3,359,500	\$118,000	\$510,900	\$56,799,900

* Includes one-time and nonlapsing/carryforward balances

**Other includes CARES Act funding

Budget

FY 2020 Fund Budget | \$41,285,000

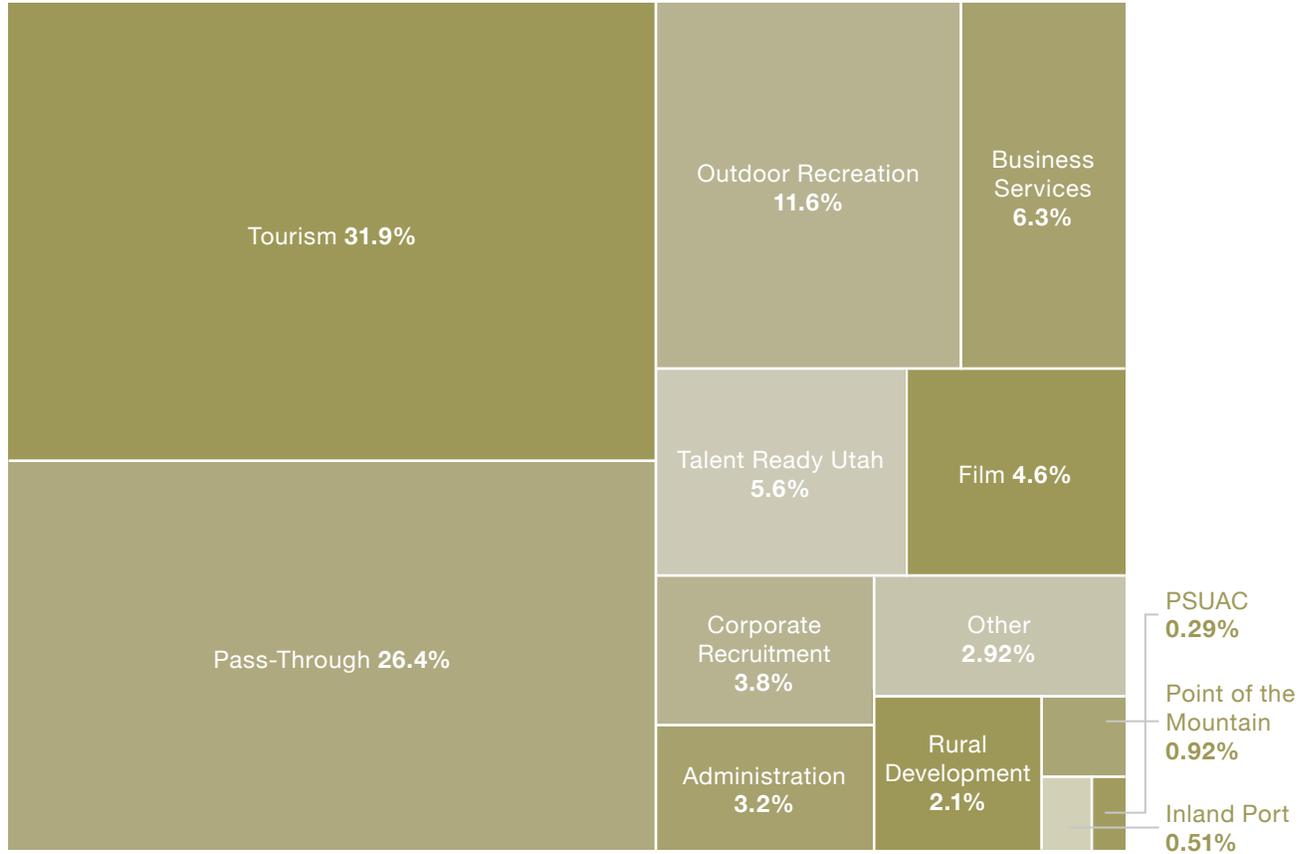


Budget Item	General Fund	General Fund One-Time*	GF Restricted	Dedicated Credit	Transportation	Federal	Total Budget
Tourism Marketing	—	\$26,708,800	—	\$12,000	—	—	\$26,720,800
Motion Picture Incentive	\$1,500,000	\$2,047,100	—	—	—	—	\$3,547,100
Outdoor Recreation Incentive	—	\$6,369,500	—	\$4,647,600	—	—	\$11,017,100
GOED Budget FY 2019	\$1,500,000	\$35,125,400	\$ —	\$4,659,600	\$ —	\$ —	\$41,285,000

*Includes one-time and nonlapsing/carryforward balances

Budget

FY 2020 Operations Program Expenses | \$98,084,900*



Budget Item	General Fund	Travel	Current Expense**	Data Processing DTS	Grants/Pass-Through	Nonlapsing	Total Expense*
Administration	\$1,532,200	\$12,400	\$942,200	\$256,100	\$16,300	\$300,700	\$3,059,900
Pass-Through	—	—	\$1,000	\$-	\$24,363,900	\$1,512,500	\$25,877,400
Tourism	\$2,077,300	\$93,200	\$18,100,200	\$101,600	\$6,463,500	\$4,448,600	\$31,284,400
Film	\$596,100	\$5,800	\$119,300	\$29,300	\$1,545,500	\$2,209,100	\$4,505,100
Corporate Recruitment	\$1,824,100	\$33,700	\$1,247,700	\$78,500	\$260,500	\$236,900	\$3,681,400
Talent Ready Utah	\$327,400	\$10,800	\$108,500	\$38,800	\$575,000	\$4,461,900	\$5,522,400
Business Services	\$1,375,000	\$46,800	\$1,555,500	\$112,400	\$503,000	\$2,539,900	\$6,132,600
Rural Development	\$290,900	\$7,200	\$23,600	\$5,100	\$338,800	\$1,407,900	\$2,073,500
Outdoor Recreation	\$434,600	\$10,400	\$42,300	\$12,900	\$2,536,800	\$8,352,400	\$11,389,400
Pete Suazo Utah							
Athletic Commission	\$186,200	\$7,400	\$24,600	\$3,700	—	\$69,000	\$290,900
Inland Port	—	—	—	—	\$500,000	—	\$500,000
Point of the Mountain	—	—	—	—	\$900,000	—	\$900,000
Other	\$277,400	—	\$92,300	\$21,300	\$2,476,900	—	\$2,867,900
GOED Budget FY 2020	\$8,921,200	\$227,700	\$22,257,200	\$659,700	\$40,480,200	\$25,538,900	\$98,084,900

* Total expense includes operations and fund budgets

**Current expense includes one-time capital expense

Budget

Industrial Assistance Fund Change in Position

FY 2019 EXPENDITURE SUMMARY

IAF Allocations	Budget	Expended	Encumbered	Available Balance
Economic Opportunities	\$3,515,621	\$1,785,316	\$783,582	\$946,723
Rural Fast Track	\$5,733,284	\$1,511,364	\$2,499,575	\$1,722,345
BEAR Funding	\$570,497	\$161,681	\$287,163	\$121,653
Smart Schools - iSchools	\$0	\$0	\$0	\$0
Post Performance Grants	\$10,264,118	\$295,243	\$3,799,757	\$6,169,118
IAF Allocations Subtotal	\$20,083,520	\$3,753,604.00	\$7,370,077.00	\$8,959,839.00

FY 2020 EXPENDITURE SUMMARY

IAF Allocations	Budget	Expended	Encumbered	Available Balance
Economic Opportunities	\$3,345,710	\$1,287,600	\$1,175,190	\$882,920
Rural Fast Track	\$5,347,876	\$1,138,750	\$1,936,404	\$2,272,722
BEAR Funding	\$1,087,312	\$941,049	\$145,542	\$722
Smart Schools - iSchools	\$0	\$0	\$0	\$0
Post Performance Grants	\$8,727,276	\$500,000	\$1,500,000	\$6,727,276
IAF Allocations Subtotal	\$18,508,175	\$3,867,399.07	\$4,757,135.94	\$9,883,639.53

FUND CHANGE IN POSITION

IAF Allocations	Budget	Expended	Encumbered	Available Balance
Economic Opportunities	(\$169,911)	(\$497,716)	\$391,608	(\$63,803)
Rural Fast Track	(\$385,408)	(\$372,614)	(\$563,171)	\$550,377
BEAR Funding	\$516,815	\$779,368	(\$141,621)	(\$120,931)
Smart Schools - iSchools	\$0	\$0	\$0	\$0
Post Performance Grants	(\$1,536,842)	\$204,757	(\$2,299,757)	\$558,158
IAF Allocations Subtotal	(\$1,575,345)	\$113,795.07	(\$2,612,941.06)	\$923,800.53

Notes:

- IAF expense is shown on a cash basis from July 1 to June 30 each year
- FY 19 and FY 20 Technology Summit Incentive of \$250,000 was received by IAF
- FY 20 available balance increased due to expiring contracts not paid-out
- Overall available balance change in position increased due to expiring contracts not paid

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Utah Office of Outdoor Recreation

The Utah Office of Outdoor Recreation (OOR) embodies the state's ongoing commitment to outdoor recreation as both an economic driver and a way of life. OOR works to promote Utah as the premier location for recreation opportunities that enhance quality of life.

OOR's mission is to ensure that Utahns can live a healthy and active lifestyle through outdoor recreation. The office supports this vision by actively marketing recreational opportunities, educating partners on recreational best practices, and providing resources to support outdoor infrastructure projects.

The Utah Outdoor Recreation Grant (UORG) supports outdoor recreation projects throughout Utah by distributing up to \$6 million in funding annually.

The Utah Outdoor Recreation Summit is an annual gathering of recreation professionals and leaders from around the state and country. The goal of the Summit is to bridge the gap between economic development, policy, planning, health, education, and industry through education, collaboration, and a shared vision for the future of recreation in Utah and the nation.

Efforts toward corporate recruitment in the outdoor recreation industry strengthen relationships with EDCUtah, local government agencies and private entities across the state. The goal is to support existing recreation businesses and to attract new businesses and events. In FY 2020, seven new businesses ranging from banking to technology all listed outdoor recreation as a significant factor in their choice to relocate to Utah. Along with this, 69 out of 74 companies interviewed in EDCUtah's Know the Customer program said outdoor lifestyle is one of the most significant advantages of doing business in Utah.

Here are some of OOR's activities during this past year:

- 1) In support of recreation creation, OOR invited Utah State Parks and the National Park Service's Rivers, Trails and Conservation Assistance (RTCA) program to join in hosting 14 workshops in 13 cities across the state. These workshops informed interested and eligible organizations about UORG funds, as well as grants offered by Utah State Parks and RTCA, and provided application assistance. The Bureau of Land Management and the U.S. Forest Service sent locally-based representatives to each location to present and provide their assistance as well. As a result, more applications were received than in any previous year
- 2) In response to the critical need for funding for restoration and repair of aging recreation infrastructure on public lands in the state, the Recreation Restoration Infrastructure (RRI) grant program was created by S.B. 249, sponsored by Sen. Ralph Okerlund and Rep. Carl Albrecht. In its first year, 28 applications were received for almost \$2 million in funding requests, with 19 projects selected to receive over \$1.5 million in funding.
- 3) The sixth annual Utah Outdoor Recreation Summit hosted 477 attendees in St. George to address current recreation issues and promote collaboration between industries that impact outdoor recreation. The Summit included 20 panels and over 100 speakers on topics such as protecting public lands, planning trails, and discussing diversity in the outdoor recreation industry. This event showcased

Offices

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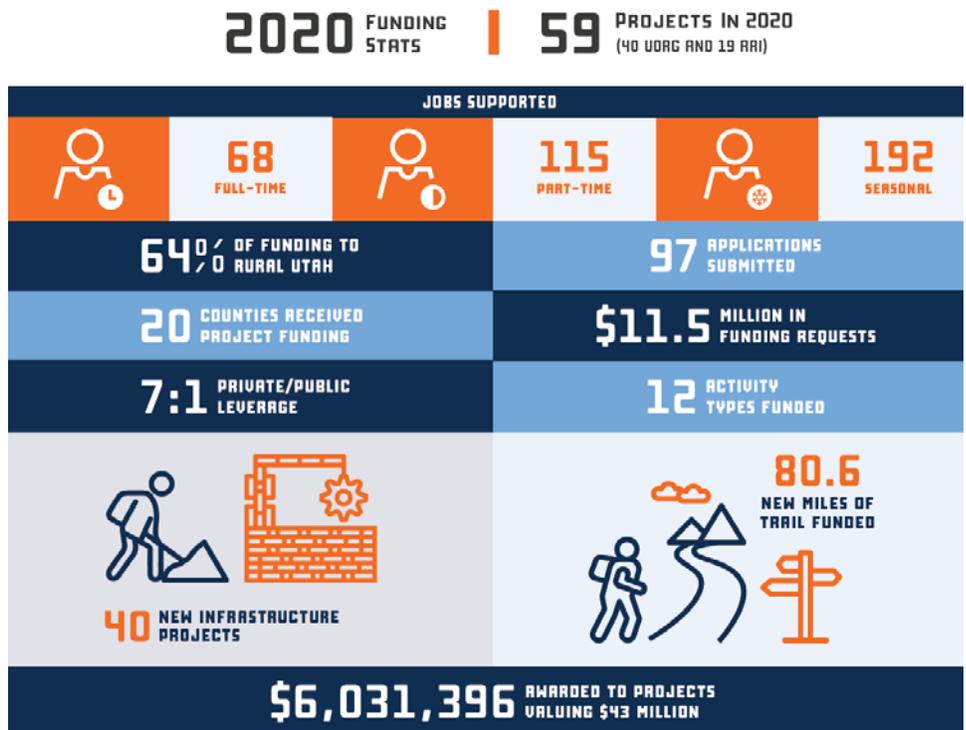
Offices



local amenities through exciting activities and delicious dinners. The second annual Outdoor Summit Awards were presented to recognize the vital work that organizations are doing to improve recreation amenities.

- 4) Corporate recruitment is an essential part of OOR's initiatives. Through strong partnerships with EDCUtah and local government agencies, OOR looks to bring in new business and help existing businesses thrive. This year, OOR welcomed Jack Wolfskin and the second Amer incentive project.
- 5) Through partnerships with EDCUtah, the Utah Outdoor Association, and the Snowsports Industry Association, OOR hosts the Summit Speaker Series. These bi-monthly workshops help strengthen Utah's outdoor industry, engage the public, and address current outdoor recreation topics and issues. In response to the COVID-19 pandemic, the Summit Speaker Series transitioned from an in-person to a virtual format, focusing on COVID-19 related topics impacting local businesses, nonprofits, and community members. Holding the event virtually resulted in increased participation.
- 6) Some of the best projects getting youth outdoors happen at the local level. To address local recreation, Sen. Lincoln Fillmore and Rep. Mike Winder sponsored S.B. 222 to create the Utah Children's Outdoor Recreation and Education (UCORE) grant, which can help provide critical funding for local youth programs. In its first year, 69 programs asked for almost \$600,000 in funding. Twenty-four programs were awarded a total of \$100,000 to provide Utah's children with opportunities for outdoor recreation skill-building and nature-focused hands-on learning. UCORE helps support the office's focus on getting every kid outdoors regardless of background or ability. OOR offers a passport of 10 free or low-cost outdoor activities to support getting every kid outdoors, whether in a city park, a backyard, or the millions of acres of public lands in Utah.

Outcomes



Utah Office of Rural Development

U.C.A. 63N-4-103

The Office of Rural Development (ORD) fosters and supports economic development programs and activities for the benefit of Utah's rural counties and communities. It accomplishes this by administering the following business development grants and tax credits:

1. Business Expansion and Retention (BEAR)
2. Enterprise Zone Nonprofit Tax Credit (EZNP)
3. Enterprise Zone Tax Credit (EZ)
4. Recycling Market Development Zone Tax Credit (RZ)
5. Rural Coworking and Innovation Center (RCIC)
6. Rural Economic Development Incentive (REDI)
7. Rural Fast Track (RFT)
8. Rural Rapid Manufacturing (RRM)
9. Targeted Business Tax Credit (TBTC)
10. Utah Rural Jobs Act

The ORD assists rural communities as they develop healthy and diverse economies that honor their unique heritage and culture. It helps businesses and communities find the resources they need to grow and prosper.

Initiatives

The Office of Rural Development fosters and supports efforts to coordinate and focus the technical and other resources of institutions of higher education, local governments, private sector interests, associations, nonprofit organizations, federal agencies and others to address the economic development, planning, leadership challenges and priorities of rural Utah.

Connecting rural communities with relevant service providers is one of the ORD's top priorities. This past year, the ORD continued working with the governor's office to visit rural counties and review their economic development plans. Additionally, the ORD laid the groundwork to launch a new Main Street program to support business growth in key rural areas. This initiative is a partnership between GOED, the Utah Office of Tourism, Department of Heritage and Arts, the USDA, and select rural communities.

The Office of Rural Development also worked closely with the Governor's Rural Partnership Board and legislative leadership to craft new policies and programs that will take effect in FY 2021. Several existing programs were eliminated in the 2020 legislative session, so the ORD wound down these programs in June 2020.

Outcomes

The ORD team created the infrastructure for new grant programs to be administered in FY 2021. At the same time, the team communicated the end of several rural programs to economic development directors, county commissioners, and other rural stakeholders. This was accomplished through a series of newsletters, face-to-face presentations, emails, and webinars.

Twenty-seven of Utah's 29 counties were able to meet with Gov. Herbert to share their economic development plans and strategies. Meetings with the last two counties were postponed due to the COVID-19 pandemic. The counties that met with and shared their economic development plans received support from the ORD staff to help accomplish their goals and priorities.

In total, the ORD team participated in over 150 visits, workshops, conferences, webinars, and training meetings during the 2020 fiscal year.

Challenges and Achievements

In 2020, the Legislature eliminated several of the programs administered by the Office of Rural Development in 2020. With the addition of two new programs, the ORD staff spent many hours building programs and educating rural partners and stakeholders about the changes.

Starting in FY 2021, the numbers of grants and tax credit programs administered by the ORD will go from 10 to seven, but the new programs will be more targeted and useful for rural counties and businesses. Each of these programs is being communicated to industry partners to ensure they are well-utilized and beneficial to all rural Utah residents.

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Offices



Utah Office of Tourism

The Utah Office of Tourism (UOT) elevates life in Utah through responsible tourism stewardship. The office achieves its mission through:

- **Marketing:** Curating messaging that inspires visitation, supports local businesses, and builds the Utah economy.
- **Stewardship:** Distributing visitation statewide and promoting the responsible discovery of Utah.
- **Development:** Partnering with local communities to enhance and develop their tourism economies to the benefit of residents and visitors.

Tourism is a vital part of Utah's economy, a fact amplified by the COVID-19 pandemic. The Office and Tourism generates significant state and local tax revenues. It manages domestic and international marketing and communication strategies to inspire visitation and assist prospective visitors with travel planning. It also collaborates with local organizations to develop tourism destinations and marketing campaigns.

Initiatives

Red Emerald Strategic Plan — Just like the red emerald, mined only in Utah, visiting our state should be a unique, transformative experience that can't be found elsewhere. Launched late 2019, version 2.0 of this plan is a three-year roadmap to create a lasting and sustainable tourism economy by attracting well-informed, high-value customers who stay longer, spend more, explore responsibly off the beaten path, and engage deeply with local communities.

Forever Mighty™ — The UOT is leveraging global interest in sustainable travel to become a recognized leader in responsible travel education and messaging. In this early phase, the office is using storytelling to cultivate well-prepared travelers who demonstrate an interest in supporting local business, more in-depth regional travel, and respect for Utah's cherished natural places.

Community Relations and Destination Development — The UOT works with community leaders to integrate locally-driven tourism development into regional economic development plans. We do this by identifying key strengths and unique offerings for marketing programs, and facilitating productive dialogue among stakeholders. Marketing, public relations, and community education and engagement in UOT programs also build advocacy for tourism and pride for our state and the Utah brand.

Data-Driven Decisions — New and continually refined analytics capabilities allow for improved tracking and insight to gauge the economic impact of ad spending. The team uses machine learning and artificial intelligence to optimize cross-channel marketing campaigns and improve the customer experience. A suite of website key performance indicators (KPIs) for visitutah.com monitors distinct traffic patterns, identifies high intent to travel, detects visitor engagement and satisfaction, and demonstrates visitor interest in Red Emerald travel. The UOT works to be the best-measured destination marketing organization in the nation.

Vicki Varela | *Managing Director*
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Renaissance — In response to the COVID-19 pandemic, the UOT launched a multi-phase, integrated campaign that promoted access to wide-open outdoors, support for local businesses, wellness, and responsible, safe travel. The campaign targeted Utahns and regional drive markets with inspirational advertising alongside social media, public relations, and content marketing to keep Utah travel inspiration front-of-mind.

Front-of-Mind International Presence — While global travel has been largely on hold, the UOT continues to maintain front-of-mind presence and positioning to gain tourism market share. Working with UOT's representation firms, its public relations and social media efforts inspire future travel and educate international visitors on how to visit responsibly. PR highlights include Utah coverage in France, with five minutes of prime-time air time on France's national television station. And, in Canada, Utah is one of the featured destinations in a series of "5 Questions" interviews with the travel editor for the Vancouver Courier. According to Michelin's research conducted in Europe, the No. 1 North American destination to focus on when international travel resumes is the Colorado Plateau area, (much of which is in Utah), and the Rocky Mountains. As such, Michelin is prioritizing guides for these regions, which include Utah coverage.

Outcomes

Total economic activity associated with \$10.06 billion in direct visitor spending in 2019 generated \$1.33 billion in state and local tax revenues. This tax revenue equates to an estimated \$1,305 in annual tax relief for every Utah household.

In FY 2020, UOT continued implementing its SUCCESS measures. By tracking website visits that exceed four minutes on-site, and identifying visitors who viewed more than three pages on the site, UOT can gauge campaign and content effectiveness.

Utah was on track for a record-breaking 2019–20 ski season before the pandemic cut it short. Utah's ski season still ranked the fourth-best in visitation. A total of 4.39 million ski season visits led to the second-best economic impact ever, an estimated \$1.55 billion in spending.

The Utah Legislature supported Utah's devastated tourism industry through the innovative allocation of \$12 million in CARES Act funds for the Travel-Related State & Regional Marketing in Response to COVID-19 initiative. This effort has become a model for other states. The money was used for matching funds for cooperative marketing projects with destination marketing organizations and nonprofit

organizations, additional UOT marketing targeting both in-state and surrounding out-of-state drive markets, and to assist national parks in providing outstanding visitor experiences while dealing with COVID-19 restrictions.

Thanks to strategic shifts undertaken at the onset of the pandemic, the UOT is on track to surpass the \$8.6 million in hotel bookings recorded last year due to marketing while spending the same amount of money as was spent in 2019. UOT took an innovative and flexible state-by-state approach to its responsible marketing and storytelling to ensure the message matched visitor readiness. The strategy worked: consumer research showed a 6.6% lift in ad-aware travelers, amounting to an estimated 500,000 ad-influenced trips since March.

Challenges and Opportunities

The COVID-19 pandemic devastated tourism more than any other industry. We are positioning Utah as a national leader on domestic and international economic recovery by reorganizing our marketing messages and strategy. And we are building on the increased personal and community stewardship inspired by the pandemic to instill travelers with a sense of responsibility for precious places. We are working closely with leaders around the state to promote healthy communities, parks, and sustainable tourism economies.



Offices



Spotlight

Wittwer Hospitality, a longstanding owner of eight Southern Utah hotels, is turning the corner on COVID-19 thanks to business resourcefulness, tourism marketing, and state business assistance grants. Wittwer is so bullish on Utah tourism that a ninth hotel is under construction in Southern Utah, and a 10th is being developed in Salt Lake City. Wittwer's properties operate under Best Western, Hilton, Choice, and other independent brands.

Headed into a strong year in March, COVID-19 cancellations created a record crash by April, with Wittwer Hospitality occupancy rates as low as 3% in Moab, and overall revenues down 71% to 97%.

Communicating cleaning practices and safety procedures to guests and potential visitors were the first areas Wittwer Hospitality addressed. A Safe In Utah grant from GOED helped offset costs for extra cleaning supplies and enhanced cleaning protocols. A federal PPP loan enabled Wittwer Hospitality to retain their 273 employees so they could get back to business quickly when the time was right.

Meanwhile, a \$12 million COVID-19 marketing grant from the Utah Legislature enabled the Utah Office of Tourism to create a new COVID-19 marketing strategy. The campaign inspires Utahns and regional visitors to travel and enjoy Utah's spectacular outdoor destinations when they feel safe to do so. The campaign promotes the state's Mighty Five® regions, including many off-the-beaten-path destinations surrounding the national parks.

By July, Wittwer Hospitality's St. George and Moab hotels were close to the calendar year 2019 revenues, with higher occupancy than in 2019 at four hotels and revenues up in two hotels. GOED's Shop In Utah grant is helping shore up fall reservations. The grant helps businesses recapture some of their COVID-19 revenue declines while also passing discounts along to consumers.

CEO Shayne Wittwer said, "Thanks to the Utah Office of Tourism's responsive and precise marketing efforts, our company is rebounding quicker than expected, and we are well ahead of national averages. GOED grants have also provided a positive outlook for the coming months as the Shop In Utah grant is already bringing new visitors to our hotels, extending the travel season. As a business owner and hotel operator, I am grateful to GOED and the Utah Office of Tourism for helping us overcome the economic effects of COVID-19."



Programs

Pete Suazo Utah Athletic Commission

U.C.A. 63N-10

The Pete Suazo Utah Athletic Commission (PSUAC) provides a safe, healthy environment for combat sports in Utah.

Strategic Plan

- Actively pursue ongoing training and updated technology to ensure an efficient and effective administration of competition rules.
- Increase efforts to establish new promotions and assist existing promotions to develop business strategies that ensure success.
- Develop a new, efficient online licensing program for athletes, promoters and officials. An online system could reduce the workload of PSUAC by as much as 25% to 30%.

Accomplishments and Outcomes

- Mixed martial arts, boxing, and kickboxing events have increased in both number of events and the number of athletes participating within the state.
- BiBella Boxing Promotions held two World Title bouts in Utah that were televised worldwide and drew the largest boxing crowd Salt Lake City has seen in years.
- Legacy Fighting Alliance (LFA) brought two events to the Beehive State, which generated a considerable amount of media attention and revenue.

Challenges

The development and implementation of a safe and healthy competition environment that follows the Utah Department of Health Services guidelines during the COVID-19 pandemic will require constant updates on the latest safety protocols in an ever-changing industry. For the duration of the pandemic, the “Unarmed Combat” sports community will have many inherent safety issues unique to boxing and mixed martial arts.

The development and implementation of an online licensing system still presents a unique challenge because of our dependence on existing systems developed by the Utah Division of Occupational & Professional Licensing. Customizing a system to meet the Athletic Commission’s needs will be a lengthy process requiring the Utah Department of Technology Services’ assistance.

Events in the state of Utah are booked at the will of the promoters. We will focus on educating non-Utah promoters about the social and economic advantages of conducting business in Utah.

Goals

The PSUAC is fully committed to ensuring that participants (and fans when safe and appropriate) return to a healthy space for competition and entertainment.

PSUAC will continue building on the momentum of 2020 by developing programs that incentivize promoters to bring events to Utah and provide support to existing promotions to help them more financially solvent.

Scott Bowler | Director

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Utah Film Commission

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

The Utah Film Commission was established in 1974 to support the state's rich legacy of filmmaking. The office markets the entire state as a destination for film, TV, and commercial production by promoting the use of professional local crew and talent, support services, locations, and state incentives in collaboration with regional stakeholders.

The Film Commission also serves as a liaison to the broader entertainment industry by supporting local film organizations and events, most notably the annual Sundance Film Festival, and facilitating production needs across the state. With more than 1,500 productions created in-state, Utah has an undeniably deep and lasting commitment to the entertainment industry. It includes iconic films such as *Butch Cassidy and The Sundance Kid*, *Thelma & Louise*, *Easy Rider*, and *Forrest Gump*.

Initiatives

- 53% of film permits were issued in rural Utah areas. Film production is a statewide industry that contributes to all sectors. We're ensuring that all counties have the resources they need to attract new film productions.
- There are 13 public and private Utah universities that offer some kind of film and digital entertainment program with nearly 4,000 students currently enrolled. Connecting higher education with industry creates more opportunities for students to enter the industry after graduation.
- Utah Film Commission's Next Level Grant Program provides funding and footing for local directors and producers to take their project to the next level.

Film Incentive Program

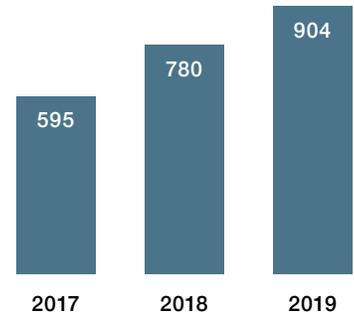
To encourage film industry growth across the state, the Utah Film Commission utilizes the Motion Picture Incentive Program (MPIP). Per statute, the key objectives of the MPIP are to promote the use of in-state locations, crew and resources, and to provide incentives to compete with other states and develop a strong motion picture industry presence. The program receives ongoing annual funds of \$1.5 million in cash and \$6.79 million in tax credits. The MPIP offers a 20% to 25% tax credit for productions that meet specific criteria, including the strength of the production company, quality and suitability of the project, economic benefit, and the number of jobs created.

The demand for film production in Utah has grown. The Utah Film Commission continues to receive more requests for film incentives than can be accommodated with allocated monies. With the remaining funds available, the Film Commission strives to attract a wide variety of productions, prioritizing a diverse slate that yields a higher quality and quantity of jobs.

Programs

Film Permits Across Utah

Reported Permits



2019 Permit fee revenue: **\$139,208**

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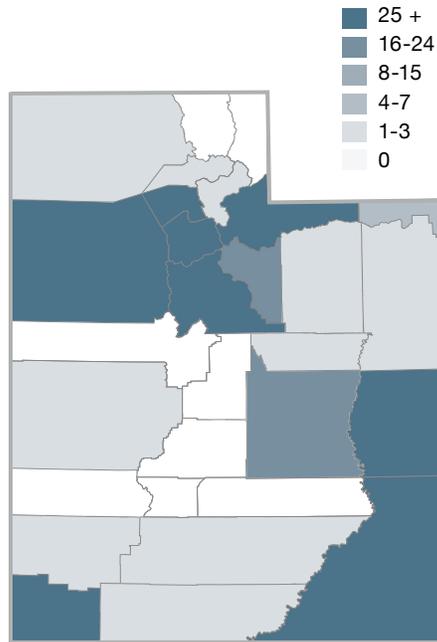


Programs

Achievements

- Since Utah's current film incentive program (MPIP) began in FY 2012, \$378 million has been spent in-state by studios such as ABC, AMC, Disney, Fox, and HBO.
- 19 productions received state film incentives to shoot in Utah, including a mix of local and out-of-state feature films, TV series, and documentaries.
- 900+ film permits were approved across the state (54% of film permits occur in rural Utah).
- Out of a total spend of \$66.4 million, \$23.8 million was spent in rural Utah by productions that received a state film incentive.
- A record six television series filmed in-state in fiscal year 2020, including the third season of the highly acclaimed television series *Yellowstone* starring Kevin Costner. This series spent more than \$100 million in Utah over the past three years and created hundreds of jobs each year.

Film Permits Issued by County



Workforce Development

There are 13 public and private universities in Utah that offer film and digital entertainment programs, with nearly 4,000 students currently enrolled. The Film Commission has created many workforce development programs that create a school-to-industry pipeline and provide trained crew for incoming productions.

Utah continues to grow as a hub for television and feature film production, as evidenced by the growth in both overall industry annual wages (\$148 million, a 24% increase over the past three years according to DWS data) and the size and quality of productions that choose our state as a location. Increased interest in Utah as a filming destination has meant that resources such as crew, infrastructure, and incentives are often in short supply over the past three years. Now that demand exceeds supply, we will continue working to determine the best, most sustainable approach to the incentive program and ensure a balance between out-of-state and local productions that utilize the state's film incentive.

Film production remains a reliable economic driver that can impact both the Wasatch Front and rural Utah. The Utah Film Commission is adapting resources to meet new challenges brought on by the COVID-19 pandemic. These include moving workforce development online, providing virtual location scouts, and consulting with production companies on new filming restrictions. These tactics will allow us to continue providing services to the film industry and promote Utah as America's film set.

Rural (54%)	490
Urban (46%)	414



Film Incentive Impact

	FY 2018 (18 Projects)	FY 2019* (19 Projects)	FY 2020 (19 Projects)*
Utah production days	3,241	3,449	4,770
Utah hires	5,329	7,258	7,008

* Contains estimates as some projects are not yet complete

	FY 2018	FY 2019*	FY 2020*
Total incentive awarded	\$13,016,239	\$6,138,323	\$7,677,575
Total Utah spend	\$73,484,138	\$54,359,169	\$66,384,855
Total spend in rural Utah	\$20,116,474	\$24,365,737	\$23,781,711

* Contains estimates as some projects are not yet complete

Programs



Spotlight

For fans of holiday made-for-TV films, Utah plays a significant role as Anytown, USA. Filming locations from 25th Street in Ogden and Main Street in Bountiful, to the quaint towns of Midway and Heber have set the stage for many of the movies that premiere on the Hallmark or Lifetime channels.

Since 2012, over 20 filmed-in-Utah holiday movies have premiered, including 2014's *Christmas Under Wraps* with Candace Cameron Bure, which is one of the highest-rated premieres on the Hallmark Channel with 5.8 million viewers. Many Utah filmmakers and producers have helped to bring these productions to the small screen over the years.

“I remain committed to bringing film to Utah,” commented local producer of several Hallmark channel productions, David Wulf. “It’s my home and my community, and I love any opportunity to work in film here. Utah’s crews, landscapes, and business-friendly community makes it the perfect place to film.”

One byproduct of these holiday movies’ popularity is the attention it brings to our state and the potential of film tourism. Landscapes and cityscapes in Utah have been seen by hundreds of millions of people around the world. A recent study found that 49% of visitors were aware of films or television series that were made in Utah. Of those, 71% said that those shows influenced their decision to visit Utah. Ultimately, 35% of all visitors report that a film or television series influenced their decision to come to Utah. Many of the films shot in Utah feature lesser-known vistas and unusual places encouraging visitors to get off the beaten path.



Business Services

Business Expansion and Retention

U.C.A. 63N-3-104.5

The Business Expansion and Retention (BEAR) grant provides funding that supports county-based economic development outreach to individual businesses. County economic development leaders assess the needs of the companies, address their goals, and then direct them to useful resources to help their businesses thrive in rural communities.

In addition to face-to-face business visits, BEAR funds are used for economic development projects within counties. These may include projects such as area sector business analysis, economic development planning, implementation of planning outcomes, and other projects enhancing rural economies. BEAR funds can also be used for specialized business training for individuals, business owners, and teams.

Initiatives

Traditional BEAR Activities and Project-Based BEAR Initiatives

Traditional BEAR activities of business outreach and referral making were completed by many entities in FY 2020. These activities reached significant numbers of rural businesses, assisting them with specialized training, and meeting targeted business goals and outcomes.

Project-based initiatives were also promoted, giving counties funding to explore and fulfill economic development projects, including area and regional planning and plan implementation, that encourage and support business growth.

Sub-Grants for COVID-19 Relief

Many rural businesses were negatively impacted by the COVID-19 pandemic, losing significant regular business. As a result, GOED administration created a rare opportunity to redirect BEAR funds in the 4th quarter of the fiscal year. Contracts were amended to allow for the distribution of BEAR funds directly to rural businesses, up to \$1,000 each, to assist in payment of regular business expenses such as utilities, rent, payroll, payroll taxes, employee health benefits, inventory, etc.

Challenges and Achievements

The BEAR program for FY 2020 was designed to expand opportunities in diverse counties based on their unique needs and plans, rather than on a standard set of activities. Each applying entity was encouraged to be creative in their project designs, with their overall area economic development plan and goals as a central focus.

BEAR sub-grant awards for COVID-19 relief were highly successful. Many business owners expressed gratitude for receiving a sub-grant as they navigated significant downturns in their business. Our BEAR contract holders distributed \$297,648 to 317 rural businesses across the state.

The BEAR program has been active for many years and has a legacy of service to rural businesses and communities. This year, the program was sunsetted by the state Legislature as new programs to benefit rural counties have been designed and implemented.



Outcomes

In FY 2020, the Office of Rural Development issued \$948,131 to 20 BEAR grant contract awardees in rural counties, and \$866,276 or 91% of the funds were utilized. This represents the highest percentage of use of any fiscal year in the program's history.

Business Expansion and Retention (BEAR)	FY 2018	FY 2019	FY 2020
Grants issued	17	14	20
Expended amount	\$198,988	\$161,681	\$866,276
Business visits/consultations	861	909	806
Individuals attending training	1,486	520	806
Community-driven planning and implementation	1	12	21
BEAR COVID-19 sub-grants issued	0	0	317

Business Resource Centers

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

Business Resource Centers (BRCs) provide a convenient one-stop-shop to address the needs of new or growing businesses through on-site or over-the-phone assessments with clients. They also offer comprehensive services and ongoing assistance to help businesses start and expand.

BRCs contribute to statewide economic growth by partnering with higher education institutions to create a coordinated network of federal, state, local, and private business service providers.

Utah's BRC partners include:

- Business Expansion and Retention (BEAR)
- Custom Fit Training
- Department of Workforce Services (DWS)
- Chambers of commerce
- Procurement Technical Assistance Center (PTAC)
- SCORE business mentors
- Small Business Development Center (SBDC)
- Women's Business Centers

This year, in partnership with Snow College, a new BRC was created in Richfield. This brings the total number of BRCs throughout the state to 17. GOED helps BRCs with marketing support services through an updated statewide BRC brochure and website, and a new logo system featuring customization for each location.

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Business Services



Initiatives

BRCs participate in and support a wide range of events such as summits, job fairs, training events, and webinars. The BRC leadership team meets twice per year to discuss initiatives, successes, and issues related to businesses in their geographic regions.

Services provided include counseling, training events, introduction to and review of federal, state and local business resources, incubator space, maker space, website development, and more.

Challenges and Achievements

Utah BRCs include both rural and urban locations, requiring different levels of support. Rural BRCs can experience difficulty reaching their clients to provide training, while those located in larger cities can assist multiple clients on-site. Remote BRCs work to create online training opportunities, remote video conferencing, webinars, online sessions for counseling, and other web-based tools.

Outcomes

	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Total FY 20
Businesses/People served	2,684	4,597	4,747	2,693	14,721
Incubator clients	114	171	136	145	566
Networking events (# attended)	467	1,071	1,117	86	2,741
Outreach (# clients served)	114	3,806	1,824	954	6,698
Training classes held	106	147	176	85	514
Number of attendees served	3,023	4,023	4,233	2,467	13,746
Virtual Activity					
Social media posts	65	470	2,220	1,535	2,755
Webpage visits	11,953	10,583	12,658	1,608	35,194

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Procurement Technical Assistance Center

The Procurement Technical Assistance Center (PTAC) helps Utah's businesses identify, pursue, and win government contracts to grow their operations and successfully compete in the local and global government marketplace. PTAC regional managers offer one-on-one coaching, monthly outreach workshops, bid proposal assistance, and many other services in eight offices throughout the state.

Strategic Plan

Expand PTAC services to rural Utah communities:

- Petitioned and received additional funding from the Defense Logistics Agency
- Hired a full-time PTAC Regional Manager to cover seven counties, including the Uintah Basin and Utah's four eastern counties
- Increased counseling goals, recruited new clients, and held additional events for businesses in rural Utah

Initiatives

PTAC received significant support from several congressional districts. In November 2019, Rep. Rob Bishop gave opening remarks at the national PTAC training conference's reception. Both Rep. Bishop and Rep. Ben McAdams supported the PTAC program in the National Defense Authorization Act signed by Congress in February 2020.

Two regional managers with decades of government contracting experience were hired to help bring increased expertise and federal procurement knowledge to the PTAC program. These individuals had former careers in the federal sector and worked for defense contractors in the private sector.

Highlights

PTAC's October 2019 Annual Symposium welcomed more than 300 attendees and included:

- Opening remarks by Lt. Gov. Spencer Cox.
- Featured speaker Joshua Frank. Mr. Frank is a nationally recognized authority on government sales and business acceleration. With 30 years in the government market, he speaks nationally on federal acquisition and business strategy.
- Four breakout sessions, including a panel discussion with four successful government contractors sharing lessons learned in federal procurement.

In January 2020, PTAC also sponsored a Southern Utah Vendor Fair in St. George. Over 60 attendees met with more than 10 federal, state and local exhibitors throughout the day.



Spotlight

Joni Anderson, one of PTAC's long-standing regional managers, with an office in Cedar City, was recognized at the Small Business Development Center's national conference for her outstanding work with small business owners. The award was presented to her in September 2019.

Business Services



Outcomes

Client Counseling Hours	
Number of new clients	613
Number of counseling hours	2,946
Number of events	57
Client Contract Award Amounts	
Prime awards	\$711 million
Subcontract awards	\$562 million

Achievements and Challenges

PTAC continues to connect Utah businesses with contracting opportunities. This past year, regional managers helped clients obtain prime federal contracts totaling over \$711 million and subcontracts worth over \$562 million. PTAC also hosted several outstanding small business outreach events.

PTAC has made positive in-roads in brand recognition and program awareness throughout the state. The PTAC program is better-known among the small business community and state, county, and city stakeholders.

The COVID-19 pandemic challenged how PTAC regional managers consulted and connected with businesses in need of assistance. Although traditional counseling involves one-on-one in-person meetings, adopting virtual platforms and remote work habits allowed staff to continue to serve new and existing clients. Through the pandemic, PTAC saw an increase in counseling hours within the Wasatch Front regions.

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Rural Coworking and Innovation Center Grant

U.C.A. 63N-4-401

The state of Utah allocated \$500,000 per fiscal year for this grant, and it was initiated for the first time in FY 2020. An advisory committee of seven members was formed under 63N-4-505. It is known as the Rural Online Working Hubs Grant Advisory Committee.

The committee advises and makes recommendations to GOED regarding the awarding of grants. This grant helps create facilities that provide individuals working within designated rural areas with the infrastructure and equipment to participate in the online workforce.

Initiatives

Qualifying activities of this grant are:

- Construction or renovation of a facility to create a Coworking and Innovation Center
- Extending or improving utilities and broadband service connections to a Coworking and Innovation Center
- Purchasing equipment, furniture, and security systems as part of a Coworking and Innovation Center

Qualifying entities for this grant include a county, city, higher education institution, or a private company within a defined county designated as a “rural area.” Qualifying counties are Beaver, Box Elder, Carbon, Daggett, Duchesne, Emery, Garfield, Grand, Iron, Juab, Kane, Millard, Morgan, Piute, Rich, San Juan, Sanpete, Sevier, Uintah, Wasatch, and Wayne.

Achievements

- All of the \$500,000 fund allocation is encumbered under four 18-month performance contracts.
- Six Rural Coworking and Innovation Center projects are underway.
- All contracts end on April 1, 2021. We anticipate all of the encumbered funds will be claimed on or before the contract deadline.

Rural Coworking and Innovation Center Grant

Number of applications received:	10
Number of applications approved:	4
Number of overall projects:	6
Overall allocation of grant funds:	\$500,000

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Business Services

Rural Economic Development Incentive

U.C.A. 63N-4-401

The Rural Economic Development Incentive (REDI) grant encourages businesses to create quality jobs in Beaver, Box Elder, Carbon, Daggett, Duchesne, Emery, Garfield, Grand, Iron, Juab, Kane, Millard, Morgan, Piute, Rich, San Juan, Sanpete, Sevier, Uintah, Wasatch, and Wayne counties. Businesses that hire remote rural employees or create positions in a satellite hub/office space located in a rural county are eligible regardless of where the business is headquartered. Businesses physically located in a rural county are also eligible.

A post-performance grant of \$4,000 to \$6,000 is available for businesses (other than construction, retail, staffing, or public utilities) for each new full-time, high-paying position they create paying 110% of the county's average wage. While funds are available, a total of \$250,000 in grants is available to each business each fiscal year.

The REDI grant may be used concurrently with other GOED incentives. Businesses must apply and receive approval through GOED before job creation.

Initiatives

Legislative changes to the REDI grant made during the 2019 session led to significant revisions of the program, which were fully implemented by FY 2020:

- Raising the incentive cap of \$25,000 per business per fiscal year to \$250,000
- Lowering qualifying wages from 125% of the county's average wage to 110% of the county's average wage
- Adding Box Elder, Iron and Uintah counties to the list of eligible locations
- Adding a provision for businesses to request funds after six months of employment demonstrating an annualized wage
- Authorizing use of the grant concurrently with other GOED incentives

Challenges and Achievements

While implementing revisions to the REDI grant and getting the word out about changes was challenging, the results were rewarding. Partnerships with the Office of Rural Development, Business Services, Corporate Recruitment, and the Rural Workforce Network consisting of Utah State University's Rural Online Initiative (ROI), the Salt Lake Chamber, Utah Department of Workforce Services, and EDCUtah helped promote the REDI program and spur rural job creation.

A second challenge to the program was freezing any new applications starting in mid-February until July 1 when all available funds had been allocated, as well as preparing for potential state budget cuts due to COVID-19. Even so, year-over-year numbers were exceeded. After six months, 59 of the planned new positions have been reported as filled.

Outcomes

Year-Over-Year REDI Grant Results		
	2019	2020
Businesses applied	20	22
Projected jobs	139	220
Positions filled	28	59
Total Grant Funds Allocated		
2019	\$ 615,000	
2020	\$1,188,000	

Actual Grant Funds Disbursed and New Positions Created	
	2020
Grant funds disbursed	\$56,000
Businesses impacted	4
High-Paying jobs created	10

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Rural Fast Track

U.C.A. 63N-3-104

The Rural Fast Track (RFT) grant program supports small companies in rural Utah by awarding post-performance matching grants of up to \$50,000 for investments directed toward improved production and the creation of high-paying jobs.

Initiatives

The Office of Rural Development's ongoing initiative has been to increase communication between potential RFT applicants and the economic development departments assisting them. With help from county economic development directors, businesses complete a rigorous application process and submit projects that are then analyzed for program adherence. After meeting all requirements and receiving approval from the Governor's Rural Partnership and GOED boards, companies may start their projects by making initial capital investments and hiring at least one new full-time employee. Once a project is complete, reimbursement is coordinated with GOED's Office of Rural Development and compliance team.

Challenges and Achievements

The RFT has successfully helped growing rural companies with capital investments that improve production and help hire new employees. The RFT program has been in place for several years, but with 2020 legislation affecting rural programs, the RFT program has ended. GOED will continue to service all outstanding contracts for the next two years until all projects and reimbursements are completed.

Outcomes

Rural Fast Track Grant	FY 2018	FY 2019	FY 2020
Grant reimbursements issued	23	23	24
Amount	\$1,120,513	\$1,005,241	\$1,137,950
Company capital expenditure	\$3,221,570	\$6,459,465	\$9,382,761
Jobs created	27	27	24

Projections for Approved Grants

Contracts have a life cycle of up to two years. In FY 2020, GOED approved 20 new grant projects. If all approved grant projects are successfully completed, it is projected that 37 new jobs will be created and more than \$5.6 million in private capital investment will be made against approximately \$925,000 in grant funding.

Claims made on open RFT contracts during FY 2020 are reflected above, and compared to the two prior fiscal years.

Business Services

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Business Services

Rural Rapid Manufacturing Grant

U.C.A. 63N-4-601

The state of Utah allocated \$500,000 for this one-time grant, initiated in FY 2020. This grant was created to assist in the establishment of laboratories designed to train students and employees, to help build and improve equipment, and to support scholarship opportunities within an industry defined under state code 63N-4-602 as Rapid Manufacturing. "Rapid manufacturing" means a facility, laboratory, equipment, or process engaged in small-batch, fast delivery manufacturing.

Initiatives

Qualifying activities of this grant were:

- Construction or renovation of laboratories designed to train students and employees in:
 - Clothing production
 - Engineering and computer graphics
 - Manufacturing systems
 - Textile science
- Building and improvement of equipment to provide training and participation in rapid manufacturing
- Training and scholarships for students and employees to participate in rapid manufacturing employment opportunities

Qualifying entities for this grant included institutions of higher education and nonprofit companies (including 501(c)(3), 501(c)(4), 501(c)(5), and 501(c)(6) organization types) established within the qualifying rural counties: Beaver, Box Elder, Carbon, Daggett, Duchesne, Emery, Garfield, Grand, Iron, Juab, Kane, Millard, Morgan, Piute, Rich, San Juan, Sanpete, Sevier, Uintah, Wasatch, and Wayne.

Challenges

The first challenge this program faced was the initial program design, including the application and scoring methodology, which had to account for a very narrow applicant pool. Once the program was in place and awards were granted, the next challenge was meeting the funding reimbursement requests of one applicant on a very tight capital investment budget while keeping within the post-performance standards common to most other grant programs administered by the Office of Rural Development.

Outcomes

Rural Rapid Manufacturing Grant	FY 2020
Number of applications approved	2
Expected capital expenditure	\$295,000
Expected number of scholarships/internships	81
Estimated value of scholarships/internships	\$205,000

Achievements

- All of the \$500,000 fund allocation is encumbered under two 18-month performance contracts.
- Two Rural Rapid Manufacturing Grant projects are underway; one with a nonprofit organization in Carbon County, and one with Southern Utah University in Iron County. The two entities have made claims for partial funding in FY 2020 of \$280,060.
- New equipment and educational scholarships/internships have been afforded by these two entities to teach and improve business opportunities in the rapid manufacturing sector.

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Utah Broadband Outreach

GOED works with broadband providers, local, state and federal policymakers, consumers, community institutions, and other stakeholders to support broadband deployment throughout the state, improve efficiencies, and expand statewide broadband access and usage.

Initiatives

GOED facilitates the Broadband Advisory Council and collaborates with the Utah Automated Geographic Reference Center (AGRC) to maintain up-to-date online state broadband and economic development commercial maps.

Highlights

- We completed spring and fall biannual updates to the online broadband availability maps.
- AGRC, with the support of GOED, began updating the residential map app to be more user-friendly.
- The Broadband Advisory Council collaborated with GOED to revise the state's five-year broadband plan.
- Gov. Herbert endorsed the council's broadband plan.
- The broadband.utah.gov website was updated and transitioned to be administered by GOED.
- Three rural broadband providers supported by GOED were awarded nearly \$30 million in USDA ReConnect grants for rural broadband infrastructure.

Challenges and Achievements

The COVID-19 pandemic, which resulted in many more people learning and working remotely, caused an increased demand for available broadband and internet connections. Collaboration with schools, libraries, and broadband providers redirected our focus, while other projects such as efforts to redesign the residential map were put on hold.

One significant outcome was GOED's creation of a public Wi-Fi availability map. This map identified schools and libraries that were closed but provided accessible Wi-Fi outside their buildings for students and teleworkers.

Outcomes

The state's broadband outreach and leadership support has continued to grow as the demand for efficient broadband and accessibility in rural and urban areas increases. The demand for and importance of efficient, accessible, and reliable broadband has never been more critical than it is in 2020.

Business Services



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Business Services

Utah Industry and Innovation Center

The Utah Industry and Innovation Center (formerly the Utah SBIR Center) has served Utah small business technology companies for more than 10 years, helping Utah companies receive over \$37 million in federal non-dilutive grant funding. The Industry and Innovation Center is a national model for other states, providing high-touch guidance and evaluation to help Utah companies move their technology forward.

The federal Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs are highly competitive with a strong success record. Congressionally-mandated, these funds serve to further research and development of tomorrow's technology without taking any ownership or intellectual property, or requiring payback of funds.

When companies work with the Utah Industry and Innovation Center, they nearly double their chances of winning this funding.

The Industry and Innovation Center is located at the Salt Lake Community College — Miller Campus Business Resource Center in Sandy. The five-person staff serves over 500 clients across the state and, in 2019, helped Utah rank 25th for all SBIR/STTR funding.

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Initiatives

The Utah Industry and Innovation Center continually works with organizations across the state to educate business owners and increase awareness of the Center's services. The Center's work this past year has strengthened existing partnerships and built new ones.

Maintaining knowledge of the necessary details and nuances of the 11 federal agencies participating in the SBIR/STTR program is critical and a top priority to the Industry and Innovation Center. The staff works diligently to maintain an extensive library of samples, templates, and materials specific to the agencies that participate.

Challenges and Achievements

The Utah Industry and Innovation Center successfully integrated into the Governor's Office of Economic Development, moving from the disbanded Utah Science Technology and Research (USTAR) Initiative. This integration brought stability to the organization and additional opportunities to collaborate inside and outside of GOED.

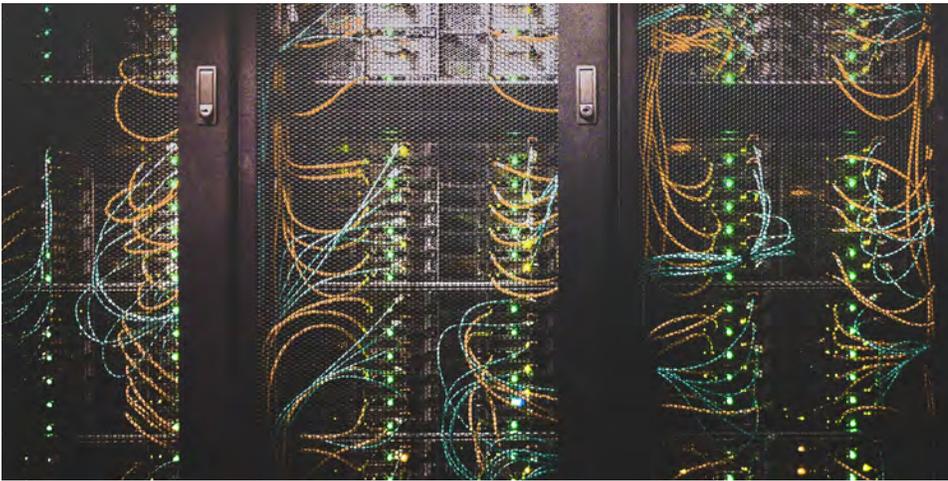
The Center was unable to attend national and regional conferences in FY 2020 due to the COVID-19 pandemic. However, it worked with agencies to make certain information was up-to-date and correct, allowing clients to move ahead without interruption.

The Center was invited to host the SBA's SBIR in the Rockies tour in August 2020. The virtual tour anticipated 150 participants. In response to the pandemic, the Industry and Innovation Center offered workshops and a full suite of online and electronic services.

Outcomes

In addition to offering workshops ranging from introducing the basics to more in-depth learning, the Center also partnered with organizations across the state, including Small Business Development Centers, Business Resource Centers, PTAC, VentureCapital.org, and BioUtah, and leveraged national partnerships with the Departments of the Navy and Air Force.

In FY 2020, the Industry and Innovation Center conducted 23 events with over 586 client contacts. The Center team also helped Utah companies win over \$7.7 million in non-dilutive SBIR/STTR funding to advance their research and development efforts.



Business Services



Spotlight

Utah Industry and Innovation Center

In May 2020, six Utah companies received over \$1 million in non-equity funding from the U.S. Department of Energy through the Small Business Innovation Research (SBIR) program. Five of the six Utah winners were Utah Industry and Innovation Center clients.

These Utah small businesses, located in Cache, Salt Lake and Utah counties, competed against companies from throughout the United States to win this highly competitive funding opportunity.

Companies include:

- Coreform (Orem, Utah) — Nuclear
- Nielson Scientific (Lehi, Utah) — Solar
- Seerstone Development (Provo, Utah) — Fossil Energy
- Sequent Logic (Logan, Utah) — Wind
- Visionary Products, Inc. (Draper, Utah) — Water

SBIR funding supports the development of cutting-edge technologies with commercialization potential. With the successful completion of their Phase I projects, the Utah Industry and Innovation Center helps these companies apply for Phase II funding of up to \$1 million each.



Advanced Manufacturing

Utah's Advanced Manufacturing industry includes various cutting-edge companies dedicated to expanding the advanced materials, manufacturing, technology development, and design sectors.

GOED works closely with the Utah Advanced Materials and Manufacturing Initiative (UAMMI) and the Kem C. Gardner Policy Institute to further advance Utah's footprint in this vital industry.

A recent report released by UAMMI detailed the economic impact of COVID-19 on Utah's advanced materials and manufacturing industry. The report assessed the economic effects and challenges the industry cluster faces, offered support to companies, and guided policymakers.

Based on the results from UAMMI's outreach to 144 advanced materials and manufacturing companies in Utah, seven common themes emerged.

1. Companies with large government defense contracts have been mostly protected. For those companies, production is stable and, in some cases, increasing. However, all reported that they had to make workplace adjustments.
2. Aerospace suppliers are continuing production; however, their future is uncertain.
3. Recreational manufacturers had to pivot.
4. Companies making PPE cannot keep up with demand.
5. Accounts receivable impacted cash flow.
6. Projects have been delayed for nearly all companies.
7. Receiving supplies, except for PPE, has not typically been a problem, but there have been delivery delays.

A report from the Kem C. Gardner Policy Institute, commissioned by the Utah Governor's Office of Economic Development, shows that in 2018, Utah's manufacturing industry provided 7% of total state employment and paid 9.6% of overall earnings. The report also states the industry accounted for 11% of Utah's gross domestic product.

In 2018, the total economic impacts of Utah's manufacturing industry, both indirect and induced, included 427,980 jobs, \$26.4 billion in earnings, and \$44 billion in GDP. Overall, manufacturing supports one-fifth of all Utah jobs and one-quarter of Utah's total GDP and earnings.

Other highlights of the report included:

- **Employment** — Manufacturing provides 143,461 jobs in Utah, the state's fifth-largest industry. Approximately two-thirds of Utah manufacturing jobs are in durable goods.
- **Earnings** — In 2018, Utah's manufacturing sector paid \$10.4 billion in wages, the third-largest amount of any sector in the state. Average annual earnings in the manufacturing industry rank fourth at \$72,565, 38.6% higher than the statewide average for all industries.
- **Gross Domestic Product** — At \$19.6 billion in 2018, manufacturing is Utah's third-largest source of GDP and the second-largest private sector industry.

Targeted Industries

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Targeted Industries



Aerospace and Defense

Utah's Aerospace and Defense industry is home to multiple large aerospace and defense companies. Core competencies include design, composites manufacturing, software and control systems, sophisticated testing, and repair maintenance. The state's aerospace industry accounts for more than 950 establishments and over 34,000 jobs.

In 2019, Hill Air Force Base (HAFB) injected nearly \$3.7 billion into Utah's economy. With 22,000 employees, HAFB is Utah's largest single-site employer, in both total employees and salaries. New programs operating at HAFB include the Ground-Based Strategic Deterrent (GBSD) and the F-35 programs. HAFB was awarded the GBSD program, the largest acquisition program in the United States Air Force's history. The GBSD program is an estimated \$86-billion, 20-year effort to replace more than 400 Minuteman III Intercontinental Ballistic Missiles, requiring hundreds of new jobs over the lifetime of the program.

Initiatives

In conjunction with GOED and the Utah Department of Transportation, the Kem C. Gardner Policy Institute will analyze aviation-enabled economic development potential in communities driven by strategic airport and community investments.

The Utah Department of Transportation, in conjunction with GOED, EDCUtah, and the University of Utah, among others, has created the Urban Air Mobility working group to establish a framework for safe and effective autonomous aerial transportation.

Outcomes

The Aerospace and Defense industry is composed of 44% federal civilian jobs, 28% professional and technical services, 26% manufacturing, and a small percentage of transportation and warehousing services. There are more than 34,000 jobs in Utah in the Aerospace and Defense industry, with an average annual wage of \$79,216.

Challenges and Achievements

Aerospace and Defense (A&D) industries make significant contributions to labor income or earnings. Every dollar of output in A&D generates \$0.69 of labor income for workers in Utah. The top 25 A&D industry occupations account for 61% of total sector employment.

Over the past year, Utah companies have expressed concern about the shortage of systems engineers. Collectively, companies across the state have identified hundreds of high-paying job openings that require training and experience in systems engineering.

The Engineering and Computer Technology Initiative remains successful in increasing the number of graduates in targeted areas. Since the initiative began, over 40,000 engineering and computer science degrees have been awarded in the state.

Recent Announcements

- GOED recently announced that Northrop Grumman will expand operations in Weber County with a plan to add up to 2,250 jobs and \$380 million in capital investment over the next 20 years.
- GOED also announced a corporate headquarters in Salt Lake for Breeze Aviation, a new company founded by David Neeleman, with plans to create 369 jobs in the next five years.

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Energy

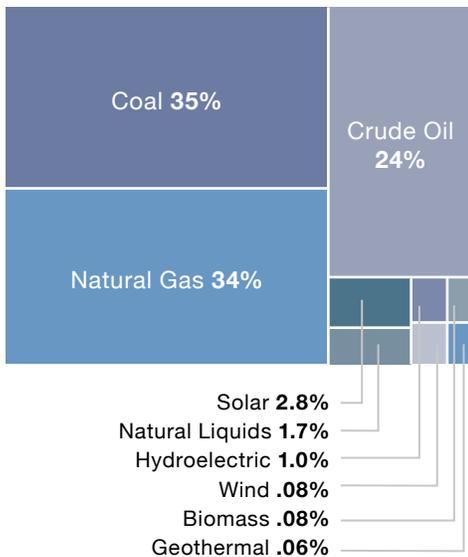
The Governor’s Office of Energy Development (OED) is an independent, technical office that navigates Utah’s and the globe’s changing energy landscape. OED’s mission is to advance the governor’s energy vision, implement state energy policy, and enhance Utah’s energy infrastructure, technology, and workforce to provide more affordable, reliable, and cleaner energy options for Utah’s households and businesses.

- Utah continues to enjoy one of the most dynamic energy economies in the nation. The state produces over \$4 billion of energy annually and has a strong foundation for future success thanks to strategic investment in infrastructure and technology.
- Utah has been a net energy exporter since 1980, according to Utah’s Energy Landscape 5th Edition. The state produces, on average, 26% more energy than is consumed. Utah’s low energy prices support the state’s overall economic success, including providing critical investment and high-paying jobs in rural Utah.
- While fossil fuels continue to be the backbone of Utah’s energy economy, there has been unprecedented growth in renewable energy. Over the past five years, almost 1,000 megawatts (MW) of new utility-scale solar capacity became available to rural Utah. During the same period, residential solar grew from less than 10 MW to well over 200 MW.
- COVID-19 challenged Utah’s energy economy with sharp drops in demand for transportation fuels. This market change led to low and volatile oil and gas prices, placing exceptional strain on Utah’s producers. While oil prices and production have started to rebound, ongoing demand challenges remain.
- Utah’s overall energy economy remains strong with significant investment in new generation and world-class technology. These investments include the world’s largest renewable energy storage facility near Delta and the U.S. Department of Energy’s flagship advanced geothermal research project near Milford.

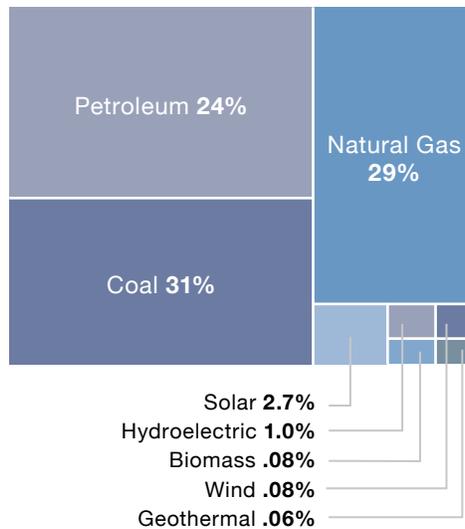
Targeted Industries



Utah’s Energy Production



Utah’s Energy Consumption



Figures courtesy of the Utah Geological Survey’s (UGS) Utah’s Energy Landscape 5th Edition, showing the overall production and consumption of Utah’s energy resources (2018).

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Financial Services

The financial services industry, including commercial and industrial banks, credit unions, fintech, insurance enterprises, and other financial service businesses, are all part of Utah's diverse, robust economy.

Utah is home to Zions Bank, Wells Fargo, Discover Products, Goldman Sachs, America First Credit Union, JP Morgan Chase, and others. Utah is one of the nation's top states for financial services employment with an employee base of over 84,000 people.

Initiatives

Utah shines in several financial services industry sub-sectors:

1. The University Venture Fund (UVF) is an investment firm that partners with well-known venture capital and private equity firms to provide college students with opportunities to perform real-time due diligence and engage in value-add projects.
2. Cougar Capital is a venture capital and private equity fund run by MBA students at the Marriott School at Brigham Young University.
3. Students from all disciplines run the Campus Founders Fund on different campuses around the state.
4. The Financial Planning Association of Utah consists of over 27,500 members, including financial planners, accountants, attorneys, bankers, charitable giving specialists, insurance agents, stockbrokers, money managers, investment consultants, executives, and others.
5. Association for Corporate Growth – Utah Chapter consists of professionals from private equity firms, lenders that invest in middle-market companies, and members from law, accounting, investment banking, and others.
6. The Utah Bankers Association is the professional and trade association for Utah's commercial banks, savings banks, and industrial loan corporations.

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Industry Director, Financial Services

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Outcomes

The Governor's Office of Economic Development has identified financial services as a targeted industry for support and development in Utah, and a critical economic investment area.

- Utah's financial services industry has experienced employment growth of over 18% over the past five years.
- Twelve education institutions in Utah offer programs related to financial services, and Brigham Young University is nationally acclaimed for accounting and finance programs.
- Utah has an abundance of consumer and commercial banking companies, providing more than 41,000 jobs.

Challenges and Achievements

A recent Kem C. Gardner Policy Institute report based on 2019 data found Utah's 14 industrial banks:

- Provided 1,824 in-state jobs, paying employees an average of \$105,400,
- At year-end, held \$140.6 billion in assets, which equates to 93.5% of the U.S. total for industrial banks and 0.8% of the U.S. total for any type of bank insured by the Federal Deposit Insurance Corporation (FDIC), and
- Funded \$1 billion in loans, investment, and donations to support lower-income communities, especially affordable housing.

Recent Announcements

- Square Inc. received approval from the Federal Deposit Insurance Corporation (FDIC) and the state of Utah to open an Industrial Bank, also known as an Industrial Loan Company (ILC). It has been more than a decade since the FDIC has approved deposit insurance for an industrial bank.
- BlueVine Capital Inc. announced it will expand its operations in Utah, creating almost 1,500 new jobs over the next nine years. BlueVine offers a suite of products designed to meet business owners' diverse financial needs, including BlueVine business checking, line of credit, term loan, and invoice factoring.
- Brex, a financial technology company that helps companies scale, will open its new location in the Salt Lake Valley, creating up to 1,000 new jobs over the next seven years. Since its 2018 launch, Brex has announced offerings in both the e-commerce and life science industries, intending to bring tailored underwriting, benefits and rewards to these two new verticals in need of a financial solution.

Life Sciences and Healthcare

The life sciences industry contributes to Utah's diverse, dynamic economy, and its footprint continues to grow nationally. The life sciences industry provided 45,354 full-time and part-time jobs in Utah during 2018, a 5.9% increase from the 42,831 jobs in 2017.

For 15 years since 2002, the annual growth in the number of Utah employees was 3.5% among life sciences companies, compared to 2.0% for all other companies in Utah. The average employee earnings for these employees were more than 50% above the average for Utah jobs in different industries in 2018.

The cutting-edge technology, world-class research, and robust workforce within Utah's life sciences ecosystem attracted \$4.1 billion in investment from 2013 to 2017, including venture capital, subsequent rounds of funding, mergers and acquisitions, and public stock offerings. As the life sciences industry expands, more inputs are required from suppliers, creating additional jobs and investment opportunities in other parts of the state's economy.

Initiatives

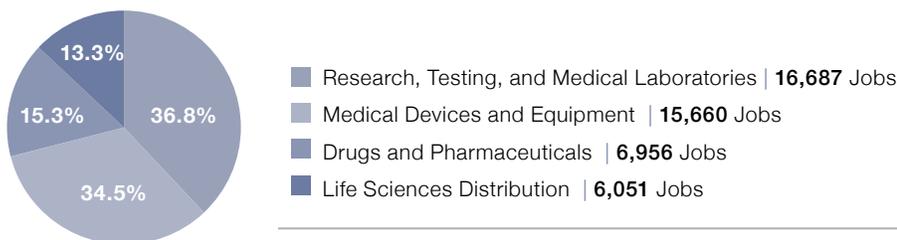
Medical Innovations Pathways (MIP) has expanded since last year to include five school districts and 12 companies. Sixty-three students in the 2020 cohort completed their certificates. With leadership from BioUtah and industry partners, MIP offers specialized courses and practical work experience for high school students to help them develop skills to qualify for careers with Utah's most elite medical device and laboratory testing companies.

Challenges and Achievements

Utah companies are finding solutions to some of our most significant healthcare challenges through innovative medical technologies that improve and save lives. Utah companies have risen to the challenge brought by the COVID-19 pandemic, expanding their production and distribution to meet the demand, and in some cases, pivoting to address unfulfilled needs.

At a virtual roundtable with the governor held during the COVID-19 pandemic, industry leaders emphasized that as community health is protected, workers within the life sciences industry remain safe and can complete their essential efforts. Meanwhile, the crisis is shining a light on the need for public-private partnerships. As the industry continues to expand rapidly, Utah life science companies depend on the state's educational system to prepare talent to work within the industry. Other needs include attracting suppliers and building awareness among consumers, locally and nationwide.

Utah Employment in Life Science Industry Components



Total Employment: 45,354

Targeted Industries



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Targeted Industries



Outdoor Products and Recreation

According to the Outdoor Industry Association, the outdoor recreation economy in Utah is substantial, generating:

- 110,000 direct jobs
- \$12.3 billion in consumer spending
- \$3.9 billion in wages and salaries
- \$737 million in state and local tax revenue

One of the driving factors behind these numbers is that 72% of Utahns participate in outdoor recreation each year. Utahns enjoy the great outdoors.

Based on figures from the Utah Mining Association and the Utah Governor’s Office of Energy Development, more than twice as many direct jobs in Utah depend on outdoor recreation (110,000) as on mining (32,000) and energy (18,000) combined.

According to a Kem C. Gardner Policy Institute analysis of U.S. Bureau of Economic Analysis and U.S. Bureau of Labor Statistics data, “Utah ranks in the top 10 states for outdoor recreation value added, employment, and compensation as percent of total. In other words, the outdoor recreation industry plays a greater role in Utah’s economy than it does in most other states’ economies.”

Initiatives

Utah’s outdoor companies, brands, and nonprofits are not only a large part of Utah’s economy but are also key players in giving back to Utah communities.

Three Utah outdoor businesses and a machine company partnered to manufacture medical-grade PPE face shields in response to the COVID-19 pandemic. DPS Skis, Goal Zero, and Petzl combined efforts and resources with cutting machine manufacturer Eastman Machine Company to manufacture face shields for the Utah Department of Health.

“Our entire team is proud to be contributing to the nationwide effort of personal protective equipment production and are humbled by the enthusiastic support of key partners that are helping make this possible,” said Alex Adema, DPS president and CEO. “With a 15-year history of rapid prototype-to-production manufacturing, we are in a unique situation to convert a major portion of our operations to produce protective medical face shields. We are inspired by the healthcare workers who dedicate their lives to helping others.”

These efforts are a testament to the commitment Utah’s outdoor companies have to not only help outdoor enthusiasts, but to support the entire community through innovation, dedication, creativity, and hard work.

Government	Net Tax Revenue	Share
State	\$299.7	63.0%
Local	\$176.1	37.0%
Total	\$475.8	100.0%

Fiscal impacts of the life science industry in Utah; 2017 (millions of dollars)



Additionally, Utah-based Black Diamond, a company that “is about climbing and skiing,” recently partnered with a Utah nonprofit, Elevated Mountain Guides, to support their “Project Climb” initiative. Elevated Mountain Guides works to help underserved communities access outdoor recreation. Project Climb takes youth from The Boys and Girls Clubs of Greater Salt Lake, Liberty Elementary (a Title I school), and Salt Lake County Youth Services (a community resource for homeless and foster youth), and Summit County’s SOS Outreach on climbing adventures.

Project Climb helps youth develop trusting relationships, build self-esteem and conflict resolution skills, and learn environmental stewardship and healthy habits. Black Diamond employees serve as mentors in the program and help teach kids how to be active, safely, in the outdoors, and many other essential life skills.

Challenges and Achievements

With the onset of the coronavirus pandemic, outdoor recreation became a natural escape for Utahns. Increased recreation was seen across all activities, as was evidenced in packed parking lots, crowded trails, and full campsites. In just a few examples, Strava data from April to June 2020 shows a 50% to 90% increase in bicycle trips in areas across the Wasatch Front compared to the previous year, numerous State Parks doubled their fee collection without raising entrance fees in the same time frame, RV sales hit a record high, and hunting, fishing, and combination license sales have increased by approximately 82,000 licenses over last year.

The dramatic increase in recreation challenged land management agencies to find a way to navigate this impact. With more new and regular users, graffiti and vandalism increased, litter became more frequent, and toilets required more regular cleanings and pumpings. To offset this negative impact, REI partnered with outdoor industry players to create and promote the #RecreateResponsibly campaign.

Many outdoor business sectors saw substantial increases in sales: bikes, RVs, OHVs, fishing and hunting. However, industry sectors more dependent on tourism suffered heavy losses, in particular the guiding industry. Due to the pandemic’s impacts in the spring, winter seasonal sports sectors like skiing and snowboarding also experienced losses resulting from the early closure of resorts.

Grand Trunk, the hammock, travel goods, and accessories company, was purchased by a Utah-based entrepreneur group in May 2020 and moved to Utah in July.

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Targeted Industries



Software and Information Technology

Utah is one of the nation's top states for information technology employment and is home to companies like Adobe, Ancestry, Domo, Micron, Qualtrics, and many others. As one of the fastest-growing states for tech jobs in the nation, Utah's tech sector is known as Silicon Slopes.

In 2019, Utah tech jobs grew by 4.6%, with tech companies supporting one in seven Utah jobs and one-sixth of worker earnings, generating over \$2.5 billion in tax revenue annually. In addition to 118,600 Utah jobs in the tech industry itself, tech-related firms provided 50,100 jobs that overlap with other sectors. Another 43,800 employees worked in tech occupations for non-tech companies. Utah has high employee concentrations of software developers, web developers, computer and information research scientists, and many other IT-related occupations.

Initiatives

- The Kem C. Gardner Policy Institute at the University of Utah published a report on Utah's tech sector in July 2019. The report focuses on the economic impacts, industry trends, occupations, and workers in the Utah tech industry.
- The initiative to fund computer science education in all Utah schools received support from Gov. Herbert. He recommended \$10.2 million as part of his budget to the state legislature to ensure every K-12 student has access to this critical education. Coordinated through Talent Ready Utah, in partnership with Pluralsight One, the collaboration between government, industry and education leaders led to a statewide Computer Science Master Plan to align efforts to meet the governor's goal to provide every student access to computer science education by the year 2022.
- Utah's Silicon Slopes, a nonprofit organization that works to connect the growing tech sector in Utah, joined forces with the Utah Technology Council and continues to empower Utah's tech community.
- Utah tech industry partners have stepped up to provide wrap-around funding through the Silicon Slopes Computer Science Fund at the Community Foundation of Utah to ensure every child can learn critical computer science skills needed to unlock their full potential.

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Software and Information Technology*

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Outcomes

Salt Lake and Utah counties provide most of Utah's tech jobs, but the industry creates economic opportunities throughout the state. Homegrown and transplant tech innovators leverage decades of private and public investments in Utah's tech sector.

Ranked among the strongest in the nation, Utah's economy continues with low unemployment across all strategic sectors, despite the pandemic. Over the next five years, the most significant labor force needs are likely to continue to be software application developers, computer and information systems managers, computer user support specialists, and systems software developers.

Challenges and Achievements

Due to the COVID-19 pandemic, funding for computer education programs was cut, and forward movement on initiatives has been delayed. It is anticipated that the planned programs will continue as the economy regains stability.

Recent Announcements

- Facebook announced plans to expand its data center project in the Utah County community of Eagle Mountain, adding 500,000 square feet of additional facilities to the first phase and pushing the capital investment to \$1 billion. Also, Facebook is investing about \$150 million in infrastructure, including bringing power to the 500-acre site, extending sewer and water service, bringing in telecommunication lines, and road improvements.
- Qualtrics, an experience management company headquartered in Provo, announced plans to create up to 2,245 new jobs in Utah over the next 10 years. Qualtrics Experience Management helps brands continually assess the quality of their four core experiences — customers, employees, products, and brands.
- Weave, a customer communication leader and one of Utah's fastest-growing tech companies, will expand its operations in Utah with nearly 1,000 new jobs over the next 10 years. Weave services small and medium businesses with its VoIP (Voice over Internet Protocol) phone system, software, and payment solutions to improve overall customer experience.
- GoHealth, an online marketplace for health insurance with Lindon offices, is expanding its presence in Utah. In 2018, the Chicago-based firm first set up shop in Utah, and now plans a second expansion. GoHealth had considered expanding on the East Coast but instead chose to expand in Utah.

Tax Credits



Economic Development Tax Increment Financing

U.C.A. 63N-2-1

The Economic Development Tax Increment Financing (EDTIF) program helps foster and develop key industry sectors in Utah, provide additional employment opportunities, and improve the state's economy. Used to help attract new companies and keep Utah companies here, it offers a tax rebate of up to 30% of new state taxes paid for up to 20 years to companies that create at least 50 jobs that pay wages of 110% of the county average. EDTIF contracts are post-performance, only providing a state tax credit if the company meets its obligations.

During the most recent fiscal year, the number of newly approved incentives for the EDTIF program set new records for job creation, capital investment, new state revenue, and new state wages. In FY 2020, 21 companies received approval from the GOED Board to participate in the EDTIF program. These participants are collectively projected to create 13,364 new jobs, \$1,133,129,906 in capital investment, over \$590,977,656 in new state revenue, and \$9,738,589,715 in new state wages.

Large corporate expansion projects will be anchor-type projects throughout the state. These projects, along with other company projects coming to Utah, will strengthen our state's economic diversity and provide job opportunities and economic growth for many decades to come.

The EDTIF program supported the expansion of multiple companies that are significant employers within Utah's strategic, targeted industries, including:

- Intermountain Electronics (Advanced Manufacturing)
- Malouf (Advanced Manufacturing)
- Northrop Grumman (Aerospace and Defense)
- Qualtrics (Software and Information Technology)

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Challenges & Achievements

The GOED Board passed a motion supporting GOED’s recommendation to allow an EDTIF company the option to forgo a tax credit for 2020 in exchange for one additional year to claim the credit. GOED staff will work with companies with an active EDTIF contract to advise them of the option to forgo reporting and claiming the tax credit in 2020.

Every three years, the EDTIF program is required to undergo a third-party review to ensure it’s meeting and accurately providing information for its statutory, ethical, and reporting obligations. The most recent report, completed by the Tanner CPA firm in the summer of 2020, shows the EDTIF program continues to provide a positive return on investment to the state of Utah, and that outcomes for new incremental and high-paying jobs are reported accurately and according to legislative intent.

The report highlights an increase in operational performance, new state revenue, and return on investment:

Years Ended June 30	Number of Tax Credits/Cash Rebates	Amount (in thousands)
2017-2019	145	\$ 62,103
2013-2016	109	\$ 29,576

Calculated ROI

Reported/ Generated Fiscal 2019/2017	Reported/ Generated Fiscal 2018/2016	Reported/ Generated Fiscal 2017/2015
\$ 53,733	\$ 49,992	\$ 49,237

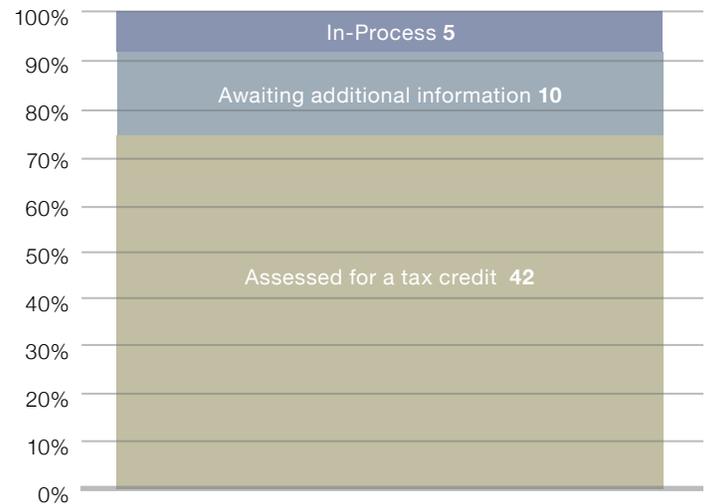
Year	New State of Utah revenues as a percentage of program expenses & tax credits/rebates
2019	380%
2018	363%
2017	339%

Outcomes

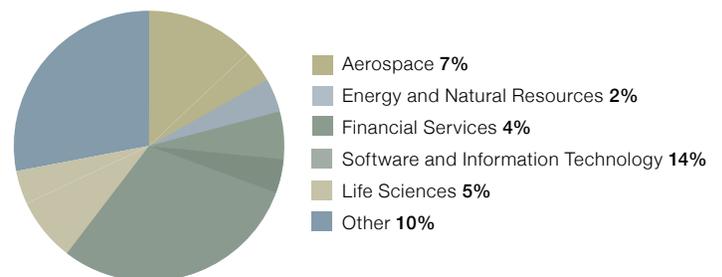
In the calendar year 2018 (the most recent results available), there were 111 active EDTIF agreements. Of those 111 active projects, 57 companies submitted annual report data, and 42 have been assessed for a tax credit. Additionally, five assessments were completed for prior reporting years.

Of the remaining 15 companies, GOED is awaiting information from 10, and five applications are currently in-process or under final review (see Assessment Status, CY 2018).

Assessment Status, CY 2018



Assessed Companies in Targeted Industries, CY 2018



Since the program’s 2005 inception, GOED’s Compliance team has assessed 117 companies and verified the creation of 27,451 new full-time jobs.

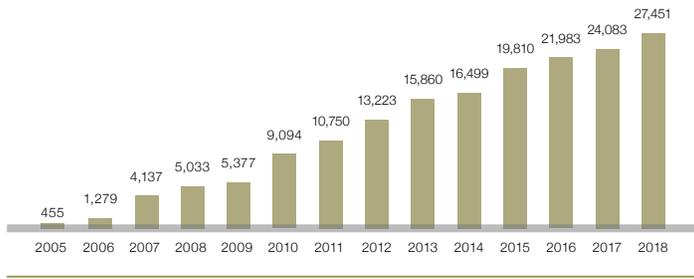
The number of new jobs is the sum of the data provided by each company that requested and completed an EDTIF assessment for the specific audit year. The calculation includes a count of employees for the audit period and subtracts the baseline (the employee count at the time of GOED Board approval) for the first year.

In subsequent years, the calculation includes the count of employees relative to the last reporting period, increasing or decreasing from the time the company last reported.

Completion of an assessment is contingent on the time and accuracy of the company provided data. The completion date of an assessment may impact data reported by the program in year-over-year comparisons. During the last reporting period, the program completed seven prior year assessments and five previous year adjustments.

For companies that did not have an assessment for an audit year, it is assumed for reporting purposes that there was no increase or decrease in employee count. Since this data represents incremental increases or decreases for each year, they can be added together to create the total cumulative job count.

New Incremental Jobs CY 2005 to 2018



Based on the 42 companies that reported and were assessed in CY 2018, the program has verified 9,653 new high-paying jobs, paying an average of \$101,784 per year.

New high-paying jobs have been verified across the GOED target industries. Information technology leads with 4,184 full-time positions and an average annual salary of \$122,023, which meets EDTIF’s high-paying job criteria.

High-Paying Jobs by Targeted Industries

Number of Jobs and Average Wage

Targeted Industry	New Full-Time Jobs*	Average Salary^
Aerospace and Defense	665	\$ 81,460.17
Energy	590	\$ 122,875.50
Financial Services	1,883	\$ 98,223.50
Life Sciences and Healthcare	4,184	\$ 122,023.64
Software and Information Technology	1,288	\$ 102,682.00
Other	1,043	\$ 82,488.20
Total	9,653	\$ 101,783.68

* Full-time jobs that pay ≥ 110% of the county average wage

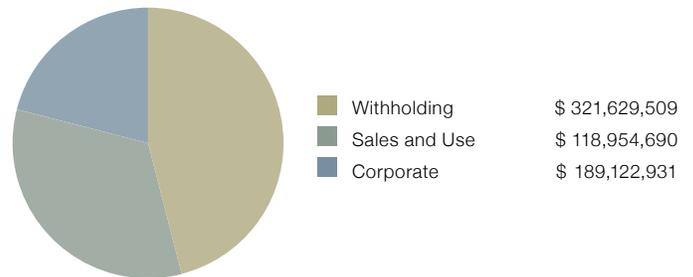
^ Average salaries of new full-time jobs ≥ 110% of the county average wage



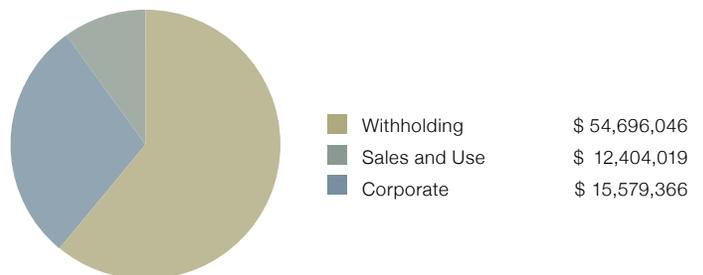
Revenue

Compliance receives a growing number of requests each year to calculate new state revenue for companies with an EDTIF award. New state revenue is calculated using paid and remitted employee withholdings, sales and use tax, and corporate tax that has increased from the time of Board approval, as verified using information from the Utah State Tax Commission. A percentage of these new state revenues can be credited through the EDTIF program if the company meets the contractually defined number of new, high-paying jobs for that period. The percentage by type of cumulative new state revenue and new state revenue for CY 2018 is in the chart below.

Cumulative New State Revenue CY 2004 to 2018



New State Revenue CY 2018





Tax Credits

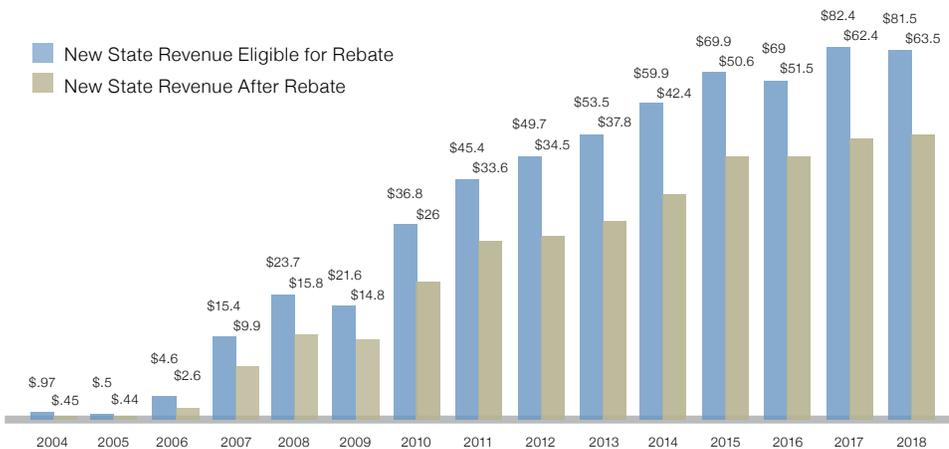
New State Revenue CY 2018

Over the program's history, EDTIF-assessed companies have created \$613.9 million in new state revenue and \$445.8 million in new state revenue after tax credits. The difference in these two amounts represents tax credits that have been awarded by the percentage of new state revenue incentivized by the EDTIF program. The percentage of the award has been set in statute not to exceed 30%. Recent contracts are trending towards terms of seven years and 20%. As legacy contracts come to full-term, we expect to reduce margins between new state revenue and new state revenue after rebate.

Year	Revenue	Revenue Less EDTIF Payment	Margin
2013	\$ 53,527,695	\$ 37,846,586	70.7%
2014	\$ 59,901,437	\$ 42,433,250	70.8%
2015	\$ 69,872,777	\$ 50,632,026	72.5%
2016	\$ 68,989,578	\$ 51,457,659	74.6%
2017	\$ 82,470,083	\$ 62,444,046	75.7%
2018	\$ 81,475,006	\$ 63,480,077	77.9%

The margin on revenue to payment from 2013 to 2018 has increased to favor the state by 7.2%.

New State Revenue CY 2004 to 2018



Figures in millions

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Tax Credits



Enterprise Zone Nonprofit Tax Credit

U.C.A. 63N-2-213.5

The Enterprise Zone Nonprofit Tax Credit encourages private donations to 501(c)(3) organizations. Tax credits are issued to donors for 50% of their investment in approved projects that spur community and economic growth in rural Utah.

Initiatives

The Office of Rural Development (ORD) seeks to encourage economic development in rural communities with nonprofit entities in established Enterprise Zones. The ORD connects with local economic developers to inform them of the nonprofit tax credit program that may benefit and improve their area’s economic development.

Outcomes

In CY 2019, there were no new tax credits issued.

Enterprise Zone Nonprofit Tax Credits	CY 2017	CY 2018	CY 2019
Credits issued	10	0	0
Total credits	\$21,780	0	0
Project investment	\$43,543	0	0

Challenges and Achievements

The Enterprise Zone Nonprofit Tax Credit is capped at \$75,000. The number of applications has been small, as the tax credit available may not be enough to encourage large donations to respective projects.

New legislation has eliminated this tax credit program. GOED will continue to issue tax credits to nonprofit organizations with outstanding agreements until all are finalized.

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Enterprise Zone Tax Credit

U.C.A. 63N-2-3

Businesses within an Enterprise Zone can apply for and be awarded state income tax credits for investing in depreciable assets including machinery and equipment, creating new, above-average wage jobs and the rehabilitation of older facilities.

Initiatives

The Office of Rural Development (ORD) continues to encourage eligible rural cities and counties to designate areas of potential business and economic growth as Enterprise Zone Areas, or to renew Enterprise Zone Areas that may have expired.

The ORD also works directly with the GOED Compliance team as they review and approve business applicant claims for Enterprise Zone Tax Credit certificates. ORD and the Compliance team also cooperates with the Automated Geographic Reference Center (AGRC) to update and refine all Enterprise Zone Designation maps throughout the year.

Challenges and Achievements

More activity in issuing tax credits incentivizing private investment were issued during FY 2020 than any previous year. However, with legislative adjustments to the program starting in FY 2021, the percentage rate was reduced from 10% to 5% on qualified depreciable assets. We anticipate a significant reduction in the amount of tax credits issued this next fiscal year. Additionally, no new Enterprise Zone Designation Applications will be accepted after December 31, 2020, which will ultimately lead to the sunset of the program. The goals for the next fiscal year will be to encourage zone designation renewals before the end of the calendar year, 2020, and to keep all internal records up-to-date, including mapping for locate.utah.gov.

Outcomes

From an operational viewpoint 1,227 Enterprise Zone Tax Credits were provided in FY 2020 compared with 1,017 tax credits in FY 2019. Applications are made available in January for the previous three calendar years. GOED provides eligible entities a tax credit for the year the depreciable asset(s) were placed into service, and are reported as such in the table below.

Enterprise Zone Tax Credit	CY 2017*	CY 2018*	CY2019*
Number of Claims	884	1,065	902
Total Credits	\$10,339,363	\$11,515,171	\$10,110,936
Jobs Created	139	126	22
Private Investment	\$167,982,832	\$153,075,889	\$130,828,381

* Information as of August 13, 2020

Hotel Convention Tax Credit

U.C.A. 63N-2-501

The Hotel Convention Tax Credit helps encourage development of co-located Utah hotel and convention spaces. It provides a post-performance tax rebate of up to \$75 million over the course of up to 20 years.

One entity was approved by the GOED Board to receive a post-performance tax credit to build a new convention center hotel in Salt Lake City. The tax credit of up to \$75 million earned over 20 years is designed to increase hotel space by approximately 700 rooms and add 62,000 square feet of meeting space to attract larger conferences, meetings, and conventions.



The Hotel Convention Center broke ground in the spring of 2020. GOED and the Tax Commission developed the process by which the Hotel Operator can request a rebate of sales tax paid on the hotel's construction after being audited by a third-party. GOED anticipates the first claims to be processed in early FY 2021.

Life Science Tax Credit

U.C.A. 63N-2-801

The Life Science Tax Credit encourages investment and job creation in Utah's life science businesses. It offers a post-performance tax credit of up to 35% of equity investments in life science companies for up to three years.

Outcomes

There was one tax credit claimant in CY 2019 for \$5,000 associated with a \$50,000 investment in the life science industry.

Life Science Tax Credit	CY 2017	CY 2018*	CY 2018*
Number of Claims	0	1	1
Total Credits	0	\$5,000	\$5,000
Private Investment	0	\$50,000	\$50,000

* Information as of August 13, 2020

Motion Picture Tax Credit

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

The Motion Picture Tax Credit promotes the use of Utah locations, crew, and resources, provides incentives that allow Utah to compete with other states, and develops a strong motion picture industry. The program receives ongoing annual funds of \$6.79 million in tax credits. (See page 31 for more information.)

New Market Tax Credit

U.C.A. 63N-2-601

The New Market Tax Credit helps attract additional investment in the state’s most severely distressed areas. It’s a parallel state program to the federal New Market Tax Credit Program. The tax credit is designed to use \$50 million raised by private community investment firms, designated by the IRS as Community Development Entities (CDE), to make investments in small businesses within distressed areas. Tax credits are provided to the investors of the program.

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A prospective CDE applies to the state to be authorized to raise their respective portion of the total \$50 million. Once approved by the state, the CDE raises its authorized amount by issuing 58% income tax credits provided by the state to the investors who invest in each CDE’s respective funds.

The tax credits are funded through the premium tax collected on all insurance premiums in the state, and the credit is claimed against premium taxes owed to the state. Once each CDE has raised its authorized portion of the \$50 million, it must invest 85% of the funds raised into eligible small businesses throughout the state, with no one business receiving more than \$4 million in investments.

To be considered eligible, a company must:

- 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% of its profits from the sale of real estate

Each CDE must invest the funds it raises within 12 months. The investments are monitored by the state for the next seven years to ensure compliance and track the success of each investment. Additionally, the statute requires that each CDE reinvest portions of the interest or dividends earned from the investments made into other qualified small businesses in the state, resulting in 150% of the original allocation amount awarded to each CDE being invested by the end of seven years.

Advantage Capital, Enhanced Capital, and Stonehenge Capital each received authorization in 2014 to raise one-third of the \$50 million total award. The three CDEs had until December 2015 to invest at least 85% of their respective funds (or \$14.2 million) with a six month cure period if they do not meet this deadline.

Moreover, each CDE will be required to reinvest 50% more of this allocation amount (or an additional \$8.3 million) into other qualified small businesses by the end of the seven-year program.

As of the end of CY 2019, the three participating CDEs had made \$69,716,845 of investments into 32 small Utah businesses. Annual reports from the CDEs show 891 new jobs created from the time of investment. Pursuant to the statutory requirements, GOED issued an additional \$5,450,000 in tax credits for CY 2019 commitments. The total amount of tax credits given to date is \$24,500,000 of the \$29,000,000 authorized.

Recycling Market Development Zone Tax Credit

U.C.A. 63N-2-401

The Recycling Market Development Zone (RMDZ) is designed to attract business growth to Utah's industrial and manufacturing industries. It incentivizes businesses to remove recyclable materials from solid waste streams or use recyclable material to create new marketable products. Participating companies receive tax credits on purchases of equipment, labor, or materials to establish and operate recycling technology.

Initiatives

Cities and counties continue to look to the benefits of Recycling Zone tax credits for businesses involved in renewables manufacturing and recycling. Some have reapplied for the zone area designation not only as an incentive to local businesses but also as part of their waste management master plans. The key initiative is to inform city and county governments of the benefits of recycling and offer tax incentives to businesses within the recycling industry to make capital investments in equipment and operations.

Challenges and Achievements

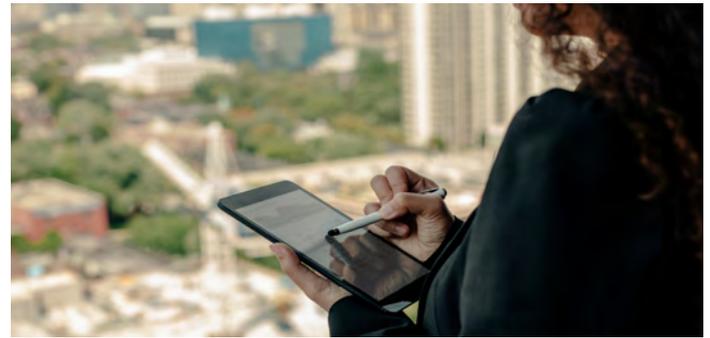
Many large recycling companies rely upon the tax credit from year to year. They make significant expensive capital purchases to maintain operations and divert recyclables from the regular waste stream. The challenges include updating map records for the GOED's Compliance team and designing a system for more straightforward claims. Due to new legislation, the Recycling Market Development Zone program has been transferred from the Office of Rural Development to the Utah Department of Environmental Quality.

Outcomes

In CY 2019, two tax credit claims totaling \$79,450 were issued for \$1,549,000 of private capital purchases.

Recycling Zone	CY 2017	CY 2018*	CY 2019*
Number Issued	15	10	2
Amount	\$1,300,387	\$161,931	\$79,450
Private Capital & Expenditure	\$25,487,374	\$2,918,611	\$1,549,000

* Information as of June 30, 2020



Targeted Business Tax Credit

U.C.A. 63N-2-301

The Targeted Business Tax Credit (TBTC) program encourages private investment and the creation of jobs in rural Utah counties with populations less than 25,000. The program offers up to \$300,000 per year to businesses with eligible Community Investment Projects (CIP). The awards to qualifying businesses are refundable tax credits up to \$100,000 per company.

Initiatives

The Office of Rural Development works with county economic development directors to identify businesses ready to make significant capital investments of at least \$100,000 and create a substantial number of new jobs. This post-performance tax credit is given to the qualifying business after contracted benchmarks and commitments are completed.

Challenges and Achievements

This program can be a useful tool in reducing investment risk in counties where it may take longer to show a return on investment. The applications for the TBTC are competitive, and the Governor's Rural Partnership Board helps determine awards based on best project proposals. The program needs renewed marketing and emphasis as a strong incentive for rural business expansion.

Outcomes

In FY 2020, two companies were awarded Targeted Business Tax Credit contracts of \$100,000 each for projects that will lead to significant capital investments of more than \$2.3 million and create up to 25 new jobs in rural counties. These companies have until December 31, 2021, to complete their project, after which they will make their tax credit claims.

Two Targeted Business Tax Credits were issued in CY 2019 for projects approved in past fiscal years. These two tax credits totaled \$125,000 for projects with new capital investments of \$148,395, creating 24 new positions.

Tax Credits

Utah Rural Jobs Act

U.C.A. 63N-4-3

The Utah Rural Jobs Act enables an eligible small business located in rural Utah to expand and create high-wage jobs by providing flexible and affordable capital. Like the New Market Tax Credit program, tax credits are provided to the investors of the program.

In CY 2017, three Rural Investment Companies applied for and were given investment authority over approximately \$42 million.

The program has three types of participants:

1. Investors who provide capital investment to a Rural Investment Company (RIC),
2. Rural Investment Companies that raise funds for investors to be invested in eligible small businesses, and
3. Eligible small businesses that may receive up to \$5 million in capital for business development and expansion needs.

Initiatives

Businesses that fall within the following industry types are encouraged to connect with the Rural Investment Companies as they consider making investments in their growth:

- Aerospace
- Agribusiness
- Defense
- Energy and Natural Resources
- Financial Services
- Information Technology
- Life Sciences
- Manufacturing
- Outdoor Products
- Software Development

Outcomes

The three RICs are currently seeking eligible projects for investment pursuant to reaching the amount of investment needed to qualify for tax credits by the end of CY 2020. GOED has provided 24 letters of eligibility to potential investment businesses as requested by the RICs.

Challenges and Achievements

The Rural Investment Companies have until the end of 2020 to invest approximately \$42 million. These companies are required to pursue their own investment opportunities. ORD will direct qualifying businesses to these companies as they are discovered in the course of its outreach.





Boards
and Councils



GOED Board of Directors

U.C.A. 63N-1-401

The Governor's Office of Economic Development Board consists of 15 members appointed to four-year terms by the governor, with the advice and consent of the Senate.

The Board promotes and encourages the economic, commercial, financial, industrial, agricultural, and civic welfare of the state.

The Board also advises the Governor's Office of Economic Development staff on the development, attraction, retention and expansion of businesses, industries, and commerce within the state.

Board Members



Carine Clark
Board Chair
Silicon Slopes Commons
Utah County



Susan Johnson
Futura Industries
Weber County



Andrea Moss
Comenity Capital Bank
Salt Lake County



Stefanie Bevans
Design to Print
Washington County



Heather Kahlert
The Kahlert Foundation
Utah County



Peter Mouskondis
Nicholas and Co.
Salt Lake County



Brad Bonham
Walker Edison
Salt Lake County



Roger Killpack
Service Drug
Millard County



Steve Neeleman
HealthEquity
Utah County



Doug Dilley
Parker Aerospace
Weber County



Mel Lavitt
Needham and Company
Summit County



Jesse Turley
Bank of America Private Bank
Utah County



Margaret Jacobs
Sundance Utah Leadership
Council
Summit County



Annette Meier
Superior Drilling Products
Uintah County



Ted Wilson
FormerUCAIR
Executive Director
Former Salt Lake City Mayor
Salt Lake County

Governor's Economic Development Coordinating Council

U.C.A. 63N-1-501

The Governor's Economic Development Coordinating Council (GEC) is a public-private partnership board that helps coordinate economic development activities throughout the state. Appointees' membership is based on their economic development leadership efforts within Utah organizations. Some board members are appointed by statute and others are appointed by the governor.

GEC members help create and maintain unprecedented partnerships between business and government. They help coordinate public and private economic development efforts throughout the state and work to further foster Utah's growing economy.

Appointed by Statute



Q. Val Hale
GEC Chair
GOED Executive Director



Carine Clark
Chair of the GOED Board



Steve Styler
Chair of the Governor's
Rural Partnership Board



Scott Peterson
Chair of Utah Capital
Investment Corporation



Craig Wagstaff
Chair of the Economic
Development Corporation
of Utah



Scott Anderson
Chair of the World Trade
Center Utah Board

Appointed by the Governor



Brandon Fugal



Sarah Lehman



Lori Belnap Pehrson



Cydni Tetro



Governor’s Rural Partnership Board

U.C.A. 63C-10-101

The Governor’s Rural Partnership Board (GRPB) serves as an advisory board to the governor and the Governor’s Office of Economic Development on rural economic and planning issues.

The Board comprises a diverse group of Utahns representing universities, the League of Cities and Towns, Department of Workforce Services, Division of Indian Affairs, and the following industries: agriculture, travel, rural utilities, and oil, gas and mineral extraction. Five rural members are appointed by the governor, with at least one representative from a private rural business.

The director of the Office of Rural Development (ORD) serves as staff to the Governor’s Rural Partnership Board and its executive committee. The ORD director creates agendas for board meetings, held at least semiannually; provides opportunities for board members to review business development grants and incentives administered by the Office of Rural Development; assists in the development of rural economic development planning activities, and; prepares an annual GRPB report for the Legislature.

Members



Lt. Governor Spencer Cox
Co-Chair, Governor’s designee



Joan Hammer
Tourism



Jeff Peterson
Rural Utilities



Steve Styler
Co-Chair, At-Large
GRPB Executive Committee



Brian Higginbotham
V.P. USU Extension
Services GRPB Executive
Committee



Curtis Wells
Utah Association
of Counties



Shannon Ellsworth
At-Large, Small Business



Stephen Lisonbee
SUU, President’s Designee



Zachary Whitwell
Department of Workforce
Services



Geri Gamber
Association of Governments



Michael McKee
At-Large Rural Member



**Commissioner Kent
Wilson**
Utah Association of
Counties



Gary Hallows
Agriculture



Robert Miller
Oil, Gas and Mining



Jason Yerka
At-Large



Emily Niehaus
Utah League of Cities
and Towns

Utah Board of Tourism Development

U.C.A. 63N-7-1, sections 101-103

The Board of Tourism Development consists of 13 members representing various geographical areas and segments of the tourism industry. Members are appointed by the governor to advise the Utah Office of Tourism in planning, policies, and strategies, as well as on trends and opportunities for tourism development that may exist in various areas of the state.

The Board has the authority to approve a tourism program consisting of out-of-state advertising, marketing and branding, taking into account the long-term strategic plan, economic trends, and opportunities for tourism development on a statewide basis.

Members



Brian Merrill
Owner, Moab River Expeditions
Represents: *Business Owners*



Greg Miller
NBA Governor; Board of Directors, Larry H. Miller Group of Companies
Represents: *Salt Lake, Tooele and Morgan counties*



Nathan Rafferty
President & CEO, Ski Utah
Represents: *Ski Industry*



Dean Cox
Washington County Commissioner
Represents: *Utah Association of Counties*



Jim Powell
Vice President of Marketing, Park City Chamber/Bureau
Represents: *Utah, Summit, Wasatch and Juab counties*



Sara Toliver
President & CEO, Visit Ogden
Represents: *Utah Tourism Industry Association*



Dirk Clayson
Represents: *San Juan, Piute, Wayne, Garfield and Kane counties*



Kym Buttschardt
Owner, Roosters Brewing Company
Represents: *Davis, Weber, Box Elder, Cache, and Rich counties*



Shayne Wittwer
CEO, Wittwer Hospitality
Represents: *Washington, Iron, Beaver, Sanpete, Sevier and Millard counties*



Elaine Gizler
Executive Director, Moab Area Travel Council
Represents: *Carbon, Emery, Grand, Duchesne, Daggett and Uintah counties*



Lance Syrett
Owner, Best Western Ruby's Inn
Represents: *Lodging Industry*



Glen Overton
Managing Partner, Hotel Park City
Represents: *Restaurant Industry*



Mike Taylor
Owner, Budget Car & Truck Rental of Utah
Represents: *Motor Vehicle Rental Industry*





**Utah Governor's Office *of*
Economic Development**

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