

B.O.S.S.

BUSINESS OUTREACH SUPPORT SERVICES

TOOLKIT



Utah Governor's Office of
Economic Development

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Utah SBDC
Utah Small Business Development Center
Leading Entrepreneurial Growth

BUSINESS OUTREACH SUPPORT SERVICES TOOLKIT

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In cooperation with

Utah Small Business Development Center

Small Business Administration

Utah Governor's Office of Economic Development

Six County Association of Governments

Sevier County Economic Development Council

USU Charter Credit Union

2009

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B. O. S. S.

Business Outreach Support Services

Welcome!

If you're thinking about starting your own business, and wondering where and how to start, BOSS can help. Business Outreach Support Services (BOSS) is a service of Utah State University Extension and its statewide partners that provides assistance to people like you who want to start or expand their own business.

How the BOSS Toolkit can help you get started:

- Turn to the CHECKLIST (Section 1) and review the steps and procedures that are required or recommended for completion before you can get your business idea off the ground and into the marketplace.
- If you are not certain about the business idea you want to develop, complete the ASSESSMENT and FEASIBILITY Sketchbook (Section 2). This is a critical step that will help you decide whether your business idea will fly, and whether it will give you a return on your investment of the financial and emotional resources required for its success.
- Review the RESOURCES that are available to help you start and run a successful business (Section 3). This information is available, usually free of charge, and will help get you access to timely research, training and counseling resources.

Remember!

Being your own boss is really what starting and running your own business is all about, and BOSS can help you get started.

Your next step:

Review the business startup materials in the BOSS Toolkit, complete the business assessment sketch book, and then schedule (at the BOSS web site) an appointment with a peer counselor or SBDC consultant for further information and assistance that will help move your business idea from concept to reality.

www.extension.usu.edu/boss

SECTION ONE

CHECKLIST FOR STARTING AND GROWING YOUR BUSINESS

What are the ropes you need to learn, the ropes you can skip, and the ropes you need to untangle to help you get your business started? Start by answering these questions and following these critical first steps and procedures. They will help you to start your business, and then to successfully manage and grow it once you have it underway.

Can I do it? Do I want to?

- Assess your personal entrepreneurial characteristics
- Confirm your technical and management skills

What business idea?

- Select and evaluate your business idea
- Complete the *Start Smart Sketchbook*

Will it fly?

- Determine the feasibility and competitiveness of your business idea
- Identify business requirements – location, equipment, capital
- Determine funding needs and sources

What next? Making it official and legal

- Prepare your business plan
- Select legal business structure
- Register with local, state, federal government
- Acquire appropriate licenses and permits. Legal and regulatory compliance includes the following steps:
 - Register your business name
 - Get a state occupational business license (if needed)
 - Get a city/county business license
 - Get a state sales tax number (if needed)
 - Get a federal tax ID number (EIN, TIN)
 - Comply with hiring practices, minimum wage/overtime laws
 - Make arrangements for paying taxes
 - Make arrangements for employee statutory benefits
- Find bank, attorney, accountant
- Acquire appropriate insurance coverage
- Establish business checking account

What's the first step?

BUSINESS START-UP GUIDE

With few exceptions, every business begins as a small business. Some stay small, others grow as the years pass. Profitability and future growth of a business are based on the ability to understand business operations and make good decisions.

It's important to get off to a good start and that's why we've developed this Start-up Guide. It is designed to walk you through the key steps in starting a business and provide you with the essential information that you will need. While almost all start-up businesses will eventually need to consider each of these categories, you may choose to go through each step in a different order than they are listed. Completion of this guide will give you a great start on your business.

The Utah SBDC delivers a 10-week FastTrac course for Business Start-ups throughout the state. Check our training calendar on our website (www.utahsbdc.org) contact the SBDC office nearest you (see contact information on the last page) for the schedule of the next class.

First Steps to Starting a Small Business

❑ **Step 1: Do you have what it takes?**

Do you know what going into business means for your income, lifestyle, family, and time? Complete this section to find out.

❑ **Step 2: What business should you choose?**

You may think you already know what business is right for you or you may just want to be your own boss. Take the time to make a list and evaluate the possibilities.

❑ **Step 3: Is your idea feasible?**

You've got a great idea but do others feel the same way? Does someone want your product or service? Do you know how many people will buy? Check it out before quitting your day job.

□ **Step 4: How will you finance the business?**

You've got the skills, a great idea, and a market, but what about the money? The number one reason that small businesses fail is because they did not have enough working capital to survive the first two years of operation.

□ **Step 5: Get help from your local Utah SBDC consultant.**

There's still a lot more to do, but now it's time to make an appointment with a Utah SBDC counselor. You'll receive no-cost, confidential counseling from business experts to help point you in the right direction. They'll help you through the complex maze of getting your business up and running. Contact information is on the last page of this booklet or visit our website at www.utahsbdc.org

STEP ONE: Do You Have What It Takes?

There are a number of different reasons for starting a business. Some individuals are interested in "trying something new." Others work to solve a problem or meet an expressed need, want independence, or are trying to increase their income. Whatever your reasons for going into business, you must do so with your eyes open. If you are like most people, it's likely you haven't thought as much about the downside of going into business as you have about the bright side. A great deal of thought and research should go into making a decision that will affect you and your family for a long time to come.

Risks

- **Failure.** Entrepreneurs must assume the emotional and financial risks of failure. In fact, the failure rate for new start-up businesses is high.
- **Time.** A major drawback to starting a small business is the tremendous amount of time it takes to make the business successful. Most report 60-70 hours per week as normal. Small business owners spend an average of 12 hours a day, 6 days a week on business activities.
- **Family.** Because of the strain of operating a business, families can suffer. Many entrepreneurs find that the lack of time for family, community, and personal activities is the highest price they pay for business ownership.
- **Money.** Most start-up businesses have their own money at risk. It is normal for small businesses not to earn a profit in the first two years. If you need financing, you will be expected to provide 20% or more of the total funds. The number one reason that small businesses fail is because they did not have enough working capital to survive the first two years of operation.

Rewards

Naturally, there must also be some rewards or no one would ever start a small business. These are different for each person but some of the common positive aspects are:

- **Independence.** For many, the freedom to act independently is chief in their decision to "be their own boss."

- **Money.** The financial returns from your own efforts are not limited to normal work for normal pay. You have the chance to make a lot more money than you can make working for someone.
- **Fun.** Many entrepreneurs describe what they do as fun – that is, they really enjoy what they do!

There are three key areas that you should evaluate before jumping into a business endeavor headfirst: 1) your general understanding, 2) your personal characteristics and 3) your skills, experience and training. We've provided an assessment tool for you to use to determine how ready you are for starting a business. Your results from the checklist will let you know if you are prepared to start a business and areas where you may need to develop some additional skills and training. After you have completed the checklist, move to Step 2.

STEP TWO: What Business Should You Choose?

Now that you've decided that you have the right skills to start a business, you'll need to determine what business you want to start. You may already have a very good idea and feel like you can skip this step. DON'T. It always helps to test and refine your idea.

Make a List and Check it Twice

Make a list of the businesses you could consider, eliminating only those that are obviously not for you. Rule out ones that require talents and skills you received low scores on in Step 1 and ones in which you have no interest.

Then, gather information and evaluate your idea against other possibilities. You might try one or more of the following sources for information:

- Telephone yellow pages can indicate what is and is not available in your area.
- Public libraries have a number of business directories, including the *Thomas Register*.
- Searching the Internet can help you find and refine your idea.
- Entrepreneurial magazines often have articles about new business ideas that have potential.
- Ask friends, coworkers, neighbors, and relatives if they have product or service needs that are not currently being met.

After collecting this additional information and reconsidering your list, narrow the possibilities.

Get Advice

One of the common errors in choosing a business is not asking for help. This is an important way to gather information to complete the selection process:

- **Talk with people in the same or a similar business.** Businesses located outside of the area you are considering locating your business will usually be flattered and willing to share their experience and advice. The local chamber of commerce or other business association meetings may provide access to business owners that you can talk to.
- **Work for someone else for a while.** A time-honored way of learning a business is to work in a similar business as an employee. Not only will you be getting on-the-job training, but you'll be getting a paycheck, and will be avoiding overhead expenses. When scouting out potential "employer-trainers," it's best to look for one that is successful and well run.
- **Ask for professional advice.** There are four professionals you should get to know early in your business planning: an attorney, accountant, marketing consultant, and banker. Share your plans with them. They may point out factors you hadn't yet considered.
- **Share your thoughts with your family, friends, and associates.** They may come up with considerations that may discourage you from one idea, or they may offer real encouragement for pursuing another idea. Having the support and involvement of those close to you can be an added benefit.

Common Entry Strategies

Now that you know what business you want to start, you'll need to choose how to start it. Some common entry strategies are:

- **Start a new business:** This option permits you the most freedom and the satisfaction of knowing you did it all yourself. Some opportunities which might prompt this choice are: a new invention, a spin-off of an existing product or service, turning a hobby into a business, awareness of a customer ready to buy your product, unfulfilled market need, expansion of a part-time activity or simply chance.
- **Buy an existing business:** By buying an existing business you can avoid lead time required to launch the business, understand expected income and expenses, acquire

an existing customer base, and take hold of an established image. Most successful acquisitions are accomplished by knowledgeable, adequately financed business people. When acquiring a company, it's important to understand the numerous tax and financial maneuverings available for acquiring and financially restructuring an existing company.

- **Purchase a franchise business:** This option allows you to “purchase” a known trademark for delivery of products or services under an established system. You will usually pay a franchise fee, ongoing royalties, and the costs of getting into the franchise. While it can be comforting to have ongoing support services, collective buying and advertising power, and market research, not every franchise is a guarantee of success. Many small, less expensive franchises are under-funded, lack a good training program, and fail to provide the necessary support. Many of the large, well-known franchises are too costly for many beginning entrepreneurs. This can be an attractive starting point but be sure to check out the franchise thoroughly.

STEP THREE: Is Your Idea Feasible?

At this point, you have examined your personal motivation for business ownership and chosen an interesting possibility. Most likely, you are anxious to run to the bank, get a loan, and open your business. STOP! Before you pump your life savings into a small business, you want to know if it has a chance to succeed.

A common mistake made by many people is to blindly begin a business without evaluating whether it is feasible. A feasibility evaluation will allow you to make a more informed "go" or "no go" decision. A sampling of topics that should be honestly appraised includes:

- Is there really a demand for your product or service?
- Have you researched market demand or have you just assumed that people need or want your product or service?
- Does your product or service satisfy an unfulfilled need?
- Will your product or service serve an existing market in which demand exceeds supply?
- Will your product or service be competitive based on its quality, selection, price or location?
- Do you know who your customers will be?
- Will your business be conveniently located for the people you plan to serve?
- Will there be adequate parking facilities for your customers?
- Do you understand how your business compares with your competitors?

Study the Market

Ultimately, your idea must fulfill a need for your buyers and must do so in a way that's somehow superior to the competition, however you define it. If you want to be sure that your idea will do these two crucial things, you need to know as much as you can about the following:

- **Personal knowledge.** Understanding the industry is vital to assessing the market for a product or service. Personal knowledge of the industry develops from having contacts in the business, personal experience and a general feel for the business.
- **Competition.** Who are your competitors? What are your competitors' strengths and weaknesses? What are your competitors planning to do next? What are your competitors' spending trends? A survey of the competition may be needed to determine if there is a niche or room in the market for another business. This can be done by observing competitors' businesses. How busy are they? What problems do the businesses seem to have? What type of customers do they have? Observation helps to determine the size of the market and problems businesses have in serving that market.
- **Customers.** Do you know who your customers are? Do you understand why they buy your products or services? Another useful tool in planning a business is interviewing owners of similar businesses outside your planned market area. If your business will draw customers from a 25-mile radius, similar businesses in towns 60 miles away generally will not be competing for your customers. Business owners may be quite willing to discuss their businesses and to share advice. Often, they have insight and experience that can be invaluable to a new business owner. Also, after developing a profile of a typical customer, talking with a few people fitting that description will help identify needs of customers.
- **Secondary research.** Finding information that is already published, through searching the library or Internet, is necessary to quantify the market and to verify your findings from the above three steps. How big is your market? Is it large enough to sustain your business and competition? What is the growth trend for the next five years? Once a market has been identified, what is the size of the actual market that you can compete in? The actual market segment that you can sell to may be a small fraction of the total market.

Research Tools

The following tools are designed to help with research at the library or on the Internet. This research should not be neglected nor should it be the sole source of information used in developing a business or marketing plan.

Local and university libraries contain publications which can provide much of the information entrepreneurs need. Materials that are not in your local library may be obtained through interlibrary loans. Check with the reference librarians. Most libraries also have Internet connections and the reference librarians can help you with on-line research.

Use the following list as your guide to doing secondary research on a specific business or industry.

- Identify the appropriate Standard Industrial Classification (SIC) code for your business. Four-digit numbers are assigned by the U. S. Government to specific lines of business. Since most government and industrial statistics are gathered and reported by SIC code, identification of the correct code for your business will enable you to locate important data. An SIC code manual is available at most libraries.
- Check for the current periodical literature on the subject.
- Check the *Small Business Sourcebook* or the *Encyclopedia of Business Information Sources* to identify major books, trade journals, and organizations for specific business categories.
- Write or call the appropriate industry trade associations that are listed in the *Encyclopedia of Associations*.
- Write or call for a media kit from trade journals.
- Write or call franchisors for information on their franchised businesses.
- Obtain the financial ratios for the business category. Trade association financial studies, if available, usually provide the most detailed information. Three other popular sources include Robert Morris Associates *Annual Statement Studies*, Dun & Bradstreet's *Business and Financial Ratio*, and Financial Research Associate's *Financial Studies of the Small Business*.
- Examine census material such as income, age, and family size of populations in areas as small in size as zip codes in the *Census of Population and Housing*, *Census of Retail Trade*, *Census of Service Industries*, *Census of Wholesale Trade*, and *Census of Manufacturers*. The Department of the Census website is: www.census.gov.
- Search the Internet for information on your topic. Some search engines you may want to try are: www.google.com, www.yahoo.com, and www.profusion.com.

STEP FOUR: How Will You Finance the Business?

Every day thousands of businesses are forced to close their doors. The most common reason given for the high failure rate of small businesses is lack of adequate capital. Capital is any asset that a business uses to create value and generate profits, including financial resources, equipment, and even human capital. Working capital means cash and is usually what beginning businesses lack.

Here are some facts you should know about financing your business:

- Most businesses are started with money from personal savings, family, or friends.
- Only about 20% of new business owners start their business with money borrowed from commercial lenders.
- No conventional lending source, private or governmental, will make a commercial loan for 100% of the funds you need to start your business.
- As a rule of thumb, you will need to provide a minimum of 25-30% of personal investment toward the total start-up costs of your business. If you have less than this, your chances of obtaining outside financing are not good.
- Your "sweat equity" will not be considered relevant by the lender.
- As a general rule of thumb, you will need \$1.50 in quality collateral for every \$1 you want to borrow.
- Although you may think your collateral's true worth is its appraised value or its original cost, its worth to the lender will be far less than either of these values.
- Your financial projections must show that any loan proceeds plus interest and other business expenses can be repaid from business revenues. The assumptions that you base your financial projections on will be examined carefully for reasonability. When the lending decision is being made, having adequate collateral will not override your business's inability to generate positive cash flow.
- Acquiring a loan will be more involved and time-consuming than you think. In the best of circumstances, it will normally take 60-90 days to close a loan. If you have a complex situation or if the lender needs additional information, the time span may be significantly longer.

Sources of Financing

Funding for a business usually comes in two forms: debt and equity.

- **Debt** is obtained from borrowing and must be repaid from cash flow.
- **Equity** is contributed by owners or investors and is not repaid from operations.

There are several sources to consider when looking for financing. It is important to explore all of your options before making a decision.

- **Personal savings:** The primary source of capital for most new businesses comes from savings and other forms of personal resources. While credit cards are often used to finance business needs, there may be better options available, even for very small loans.
- **Partner:** Very rarely does a single individual have sufficient resources to start a company on his or her own. With the right mix, a partner can bring both human and economic capital to the table. Having a partner also spreads the risks involved in running a business.
- **Friends and relatives:** Many entrepreneurs look to private sources such as friends and family when starting out in a business venture. Often, money is loaned interest free or at a low interest rate, which can be beneficial when getting started. Your friends and family may want to be a part of the company in exchange for the money. Remember, once you bring friends and family into the business, there is little separation between your professional and personal life.
- **Banks and credit unions:** The most common source of funding, banks and credit unions, will provide a loan if you can show that your business proposal is sound and that you have some money to contribute (typically 20%).
- **Angel financing:** In angel financing, a private investor or group of investors will contribute money in exchange for an equity stake in the company and perhaps a seat on the board of directors. In many cases, an angel will also contribute expertise, management skills and strategy advice. Angel financing is appropriate if you are seeking anything from a few thousand dollars to \$3–\$5 million.
- **Venture capital firms:** A venture capital fund is a firm that specializes in financing new ventures with capital supplied by investors interested in speculative or high-risk investments that have the potential to provide them very high rates of return. They start where angel firms leave off.

Loans

The five C's of credit

Your bank is not a charitable institution. It is in business to make (not lose) money. Consequently, when a bank lends money it wants to ensure that it will get paid back. To maximize the possibility of being paid back, the bank wants to make sure that there is sufficient assurance that a person can pay back a loan and that he or she has met such obligations before. The bank must consider the 5 "C's" of Credit each time it makes a loan. Review each category and see how you stack up.

- **Capacity** to repay is the most critical of the five factors. The prospective lender will want to know exactly how you intend to repay the loan. The lender will consider the cash flow from the business, the timing of the repayment, and the probability of successful repayment of the loan. Payment history on existing credit relationships--personal and commercial--is considered an indicator of future payment performance. Prospective lenders also will want to know about your contingent sources of repayment.
- **Capital** is the money you personally have invested in the business and is an indication of how much you have at risk should the business fail. Prospective lenders and investors will expect you to have contributed from your own assets and to have undertaken personal financial risk to establish the business before asking them to commit any funding. If you have a significant personal investment in the business you are more likely to do everything in your power to make the business successful.
- **Collateral** or "guarantees" are additional forms of security you can provide the lender. If for some reason the business cannot repay its bank loan, the bank wants to know there is a second source of repayment. Assets such as equipment, buildings, accounts receivable and in some cases inventory, are considered possible sources of repayment if they are sold by the bank for cash. Both business and personal assets can be sources of collateral for a loan. A guarantee, on the other hand, is just that--someone else signs a guarantee document promising to repay the loan if you can't. Some lenders may require such a guarantee in addition to collateral as security for a loan.
- **Conditions** focus on the intended purpose of the loan. Will the money be used for working capital, additional equipment, or inventory? The lender will also consider the local economic climate and conditions both within your industry and in other industries that could affect your business.
- **Character** is the general impression you make on the potential lender or investor. The lender will form a subjective opinion as to whether or not you are sufficiently trustworthy to repay the loan or generate a return on funds invested in your

company. Your educational background and experience in business and in your industry will be reviewed. The quality of your references and the background and experience of your employees also will be taken into consideration.

Types of business loans

Terms of loans may vary from lender to lender, but there are two basic types of loans:

- A **short-term** loan has a maturity of up to one year. These include working capital loans, accounts receivable loans and lines of credit.
- **Long-term** loans have maturities greater than one year but usually less than seven years. Real estate and equipment loans may have maturities of up to 25 years. Long-term loans are used for major business expenses such as purchasing real estate and facilities, construction, durable equipment, furniture and fixtures, vehicles, etc.

How your loan request will be reviewed

When reviewing a loan request, the lender is primarily concerned about repayment. To help determine this ability, many loan officers will order a copy of your business credit report from a credit reporting agency. Therefore, you should work with these agencies to help them present an accurate picture of your business. Using the credit report and the information you have provided, the lending officer will consider the following issues:

- Have you invested savings or personal equity in your business totaling at least 25 percent to 50 percent of the loan you are requesting? (Remember, a lender or investor will not finance 100 percent of your business.)
- Do you have a sound record of creditworthiness as indicated by your credit report, work history and letters of recommendation? This is very important.
- Do you have sufficient experience and training to operate a successful business?
- Have you prepared a loan proposal and business plan that demonstrate your understanding of and commitment to the success of the business?
- Does the business have sufficient cash flow to make the monthly payments?

STEP FIVE: Contact Your Local Utah SBDC Counselor

Congratulations! If you've completed the first four steps, you know:

- whether you have the personal, business, and lifestyle requirements to begin a small business endeavor,
- your idea has been thoroughly examined and refined,
- there are customers for your product or service, and
- generally, you can make the finances work.

With this information, you are on your way to putting together your Business Plan, an important cornerstone of starting a business. But there are still many more questions to answer and choices to make.

At this point we recommend you make an appointment with one of our knowledgeable business consultants. They can review your information, answer your questions, and point you in the right direction to complete the additional steps needed to start your business. And all this is confidential and no cost to you! Contact the Utah SBDC office nearest you to set up your appointment.

Additional Steps

Some of the additional questions you will need to answer are:

- What legal structure will you have?
- What insurance coverage will be needed?
- What accounting system will you use?
- What equipment and supplies will you need?
- What will you name your business?
- Where will your business be located?
- How will you market your business?
- What permits and licenses do you need?
- Should you rent or lease?
- What do you need to set up an office?
- Should you have a home-based business?
- Have you applied for your state employer ID number and your federal identification number?
- Have you obtained a business license?

- Have you checked zoning and other land use ordinances?
- Have you established a bank account?
- Where will you find qualified employees?
- How much will you pay your employees and yourself?
- How will you price your product?

Utah SBDC Regional Centers

1 Blanding

College of Eastern Utah
639 West 100 South
Blanding, UT 84511
(435) 678-2201, Ext 177

7 Orem/Provo

Utah Valley State College
1410 W 1200 S
Orem, UT 84058
(801) 863-8230

2 Cedar City

Southern Utah University
351 West Center Street
Cedar City, UT 84720
(435) 586 5400

8 Price

Southeastern Applied
Technology College
375 East Carbon Ave.
Price, UT 84501
(435) 613-1438 x450

3 Ephraim

Snow College
345 West 100 North
Ephraim, UT 84627
(435) 283-7376

9 Richfield

Snow College
800 West 200 South,
Room 155W
Richfield, UT 84701
(435) 896-9778

4 Kaysville

Davis Applied
Technology College
550 East 300 South
Kaysville, Utah 84037
(801) 593-2202

10 Salt Lake

Salt Lake Community College
Miller Campus - MCPC 200
9750 South 300 West
Sandy, UT 84070
(801) 957-5259

5 Logan

Utah State University
1330 East 700 North #124
Logan, UT 84322-8330
(435) 797-2277

11 St. George

Dixie State College
225 South 700 East
St. George, UT 84770
(435) 652-7741

6 Ogden

Weber State University
3806 University Circle
Ogden, UT 84408-3806
(801) 626-7232

12 Vernal

Utah State University
1680 West Highway 40
Vernal, UT 84078
(435) 789-6100

Utah SBDC Center Locations





Utah State University

COOPERATIVE EXTENSION

County Offices

If you need directions to our various county offices, try using our [interactive map](#).

Beaver County

Courthouse
105 E. Center St. P.O. Box 466
Beaver, UT 84713

435-438-6450

<http://extension.usu.edu/beaver>

Box Elder County (Brigham City)

195 West 1100 South
Brigham City, UT 84302

435-797-1784

<http://extension.usu.edu/boxelder>

Box Elder County (Tremonton)

400 North 1000 West
P.O. Box 206
Tremonton, UT 84337-0206

435-257-5447

<http://extension.usu.edu/boxelder>

Cache County

179 N. Main St. Suite 111
Logan, UT 84321

435-752-6263

<http://extension.usu.edu/cache>

Carbon County

120 E. Main St.
Courthouse
Price, UT 84501

435-636-3233

<http://extension.usu.edu/carbon>

Davis County

28 E. State Street P.O. Box 618
Farmington, UT 84025

801-451-3412

<http://extension.usu.edu/davis>



Duchesne County
50 E. 100 S. P.O. Box 978
Duchesne, UT 84021

435-738-1140

<http://extension.usu.edu/duchesne>

Garfield County
Courthouse
55 S. Main St. P.O. Box 77
Panguitch, UT 84759

435-676-1113

<http://extension.usu.edu/garfield>

Iron County
585 N. Main St. #5, P.O. Box 69
Cedar City, UT 84721

435-586-8132

<http://extension.usu.edu/iron>

Kane County
180 W. 300 N.
Kanab, UT 84741

435-644-4901

<http://extension.usu.edu/kane>

Millard County (Fillmore)
50 S. Main St.
Fillmore, UT 84631-0568

435-743-5412

<http://extension.usu.edu/millard>

Emery County
75 E. Main St. P.O. Box 847
Courthouse, Room 113
Castle Dale, UT 84513

435-381-2381

<http://extension.usu.edu/emery>

Grand County
125 W. 200 S.
Moab, UT 84532

435-259-7558

<http://extension.usu.edu/grand>

Juab County
Juab County Center
160 N. Main St.
Nephi, UT 84648

435-623-3450

<http://extension.usu.edu/juab>

Millard County (Delta)
83 S. Manzanita Ave.
Delta, UT 84624

435-864-1480

<http://extension.usu.edu/millard>

Morgan County
48 W Young St. P.O. Box 720
Morgan, UT 84050-0720

801-829-3472

<http://extension.usu.edu/morgan>



Ogden Botanical Garden

1750 Monroe Blvd.
Ogden, UT 84401

801-627-3270

<http://extension.usu.edu/weber>

Piute County

Courthouse
550 N. Main St. P.O. Box 39
Junction, UT 84740

435-577-2901

<http://extension.usu.edu/piute>

Rich County

20 S. Main P.O. Box 8
Randolph, UT 84064

435-793-2435

<http://extension.usu.edu/rich>

Salt Lake County

2001 S. State Street S-1200
Salt Lake City, 84190-2350

801-468-3170

<http://extension.usu.edu/saltlake>

San Juan County

Courthouse
117 S. Main St. P.O. Box 549
Monticello, UT 84535

435-587-3239

<http://extension.usu.edu/sanjuan>

Sanpete County

325 W. 100 N. St.
Ephraim, UT 84627

435-283-7597

<http://extension.usu.edu/sanpete>

Sevier County

250 N. Main
Richfield, UT 84701

435-893-0470

<http://extension.usu.edu/sevier>

Summit County

45 E. 100 N. P.O. Box 127
Coalville, UT 84017-0127

435-336-3217

<http://extension.usu.edu/summit>

Thanksgiving Point

3003 N. Thanksgiving Way
Lehi, UT 84043

801-768-7443

<http://www.thanksgivingpoint.com/>

Tooele County

(For questions regarding the
Utah State University Tooele
Regional Campus please contact
them at 435-882-6611)

151 N Main St
Tooele, UT 84074-2141

435-277-2400

<http://extension.usu.edu/tooele>

Uintah County
152 E. 100 N.
Vernal UT 84078

435-781-5452

<http://extension.usu.edu/uintah>

Utah Botanical Center
700 S 150 E
Kaysville, UT 84037

801-593-8969

<http://utahbotanicalcenter.org/>

Utah County
100 E. Center St. Rm. L600 (L400 for 4-H)
Provo, UT 84606

801-851-8460

<http://extension.usu.edu/utah>

Wasatch County
55 S. 500 E.
Heber City, UT 84032

435-657-3235

<http://extension.usu.edu/wasatch>

Washington County
44 N. 100 E.
St. George, UT 84770

435-634-5706

<http://extension.usu.edu/washington>

Wayne County
Courthouse
18 S. Main St. Box 160
Loa, UT 84747

435-836-1312

<http://extension.usu.edu/wayne>

Weber County
1181 N. Fairgrounds Drive
Ogden, UT 84404

801-399-8201

<http://extension.usu.edu/weber>

Wendover
435-665-2343

SECTION TWO

ASSESSMENT AND FEASIBILITY OF YOUR BUSINESS IDEA

You may already have decided on an idea for your start-up business, if not, that's one of your first steps. Once you have decided on the best idea for a start-up business you need to make some preliminary judgments about its viability. Will it fly? Will it be profitable? Is it sustainable? These are important issues to address before developing a more comprehensive business plan. But first, you need to think about your commitment to the entrepreneurial practices and the business demands on your lifestyle that area required for you to be successful in starting and running your own business.

Can I do it? Do I want to?

- Evaluate your technical, management and entrepreneurial profile
- Select and evaluate your business idea

Will it fly?

- Complete the *StartSmart Sketchbook*
- Assess the preliminary feasibility of critical marketing factors
 - Is there a need for your product or service?
 - Do customers exist?
 - Does the product have a strong life expectancy? Is it trendy?
 - What is the market size? Are there enough potential customers?
- Assess the competitive advantage of your business idea
 - Do you have any control over price, costs, or channels of supply or distribution?
 - Is there a barrier to entry? Is it easy for others to start a business in this industry?
 - Do you have regulatory protection? Are there laws or ordinances that may regulate your competition?
 - Do you have a response/lead time advantage?
 - Do you already have contacts and networks in place?
- Does your business idea “fly”? Will it be profitable?

What next? Where can I get help?

- Review *SECTION ONE CHECKLIST* – making it official and legal
Do you need counseling, training or other assistance?



Pre-biz Plan Sketch Book



Welcome!

This StartSMART Pre-biz Plan Sketch Book is a tool to help you think through some important components of your business plan. In order to hit the ground running when you meet with your counselor, please fill in the boxes with some of your thoughts up to this time. You will see an explanation of each question and a sample answer to help you with the process. After you have filled in the box, check if you:

- ✓ Have researched the idea,
- ✓ Have a gut feel it's true, or
- ✓ You frankly don't know.

It's all right if you haven't completely discovered the answers to the 11 questions in this Sketch Book. Your SBDC experience will help you expand your answers to a complete business plan if that's the direction your ideas take you. So, as in any sketch book – have fun with it. This is the time to start putting your dreams to ink!

The StartSMART Pre-biz Plan Sketch Book was originally created by the Dixie Business Alliance SBDC at Dixie State College. With permission it has been adapted by the Utah State University Entrepreneurship Best Practice Team.

Please do not reproduce this publication without acknowledgement and permission of the Small Business Development Center or Utah State University Cooperative Extension Service. Contact Mark Holmes at the Uintah Basin SBDC @435-789-6100 or Marion Bentley, USU Extension Community & Economic Development Specialist @ 435-797-2284 or go to <http://extension.usu.edu/boss>.

UtahStateUniversity
COOPERATIVE EXTENSION
extension.usu.edu/boss

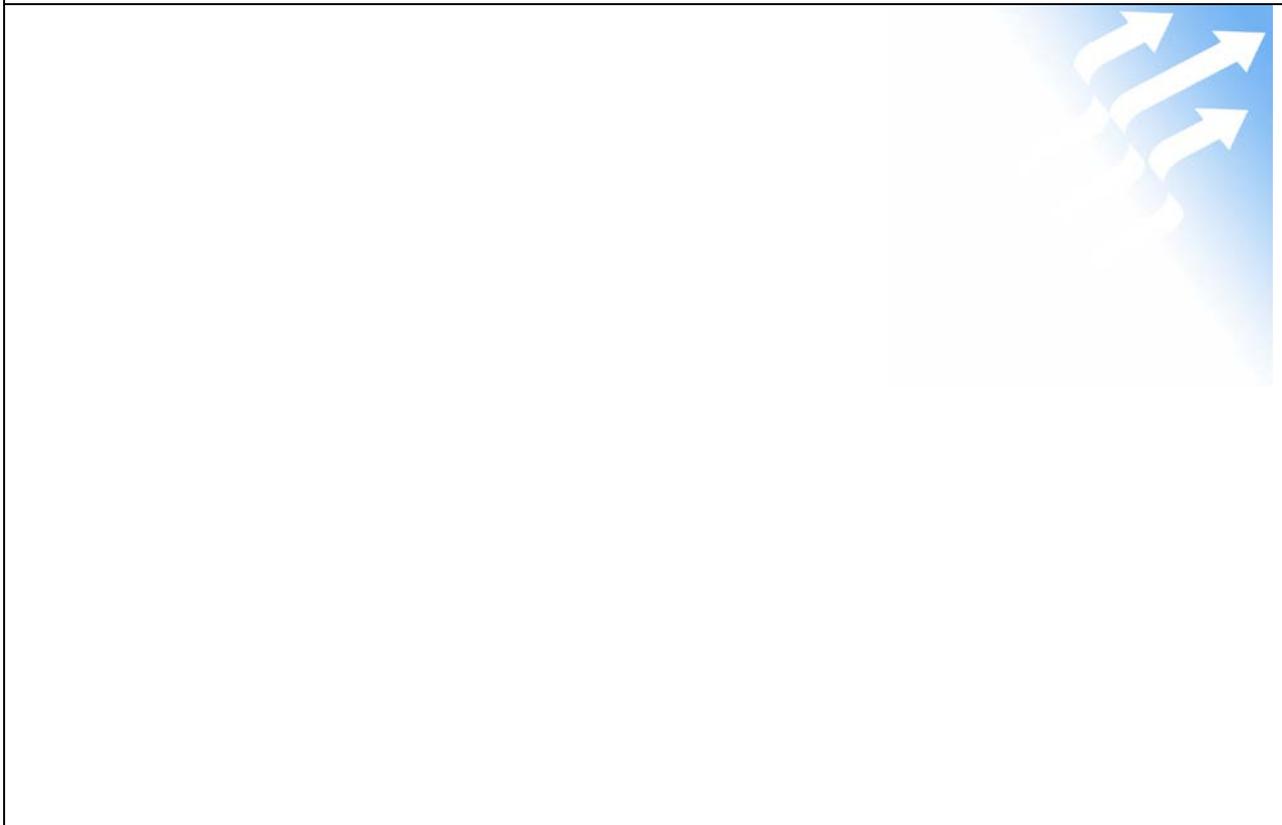


What's Your Big Idea?

Is there something about your idea that is unique? Remember that an idea does not have to be some wildly different product. It does not have to have some "secret sauce." Your idea can be about how your systems are executed or how your products are sold. But beware of being a "me too" type of business. Read the sample and then write your business idea in the space below. Don't worry about elegant words and structure. Just get it out.

Sample: Our idea is to open a service business that would cater to the snowbirds of St. George. Whether it would be to clean their condo, procure travel tickets, put up Christmas lights or shuttle them to the airport in Vegas, we can get it done. We would also have a web site, "Git'er done in St. George" that would include a list of "best providers" that people could consult.

My Business idea is:

A large rectangular box with a thin black border, intended for writing a business idea. The top right corner of the box features a decorative graphic of three white arrows pointing up and to the right, set against a light blue gradient background.

Why do people “need” (want) it?

It’s always better to have a need than a want. If you have a want, then you have to spend effort in convincing people that’s it’s a need.

Another way of saying this is: “There is a problem out there and my business has a solution.” After you write about the “need”, fill in the check box below about how you have researched this need, just have a “gut feel” about it, or have no real knowledge about it. If you haven’t researched your answer, it’s all right. That’s why you’re here, to learn more about what you need to know!

Sample: People need this because there are thousands of new people moving to Washington County every year in addition to the thousands of snowbirds that migrate every winter. A sizeable percentage of these pay cash for homes and condos so they have disposable income. They are used to getting good service, but they don’t know who to call. Many of them need someone to open their homes, buy groceries or arrange for repairs. On the other hand many businesses would like access to this market of receptive customers. Although they might not be able to pay for a good referral, they would like to advertise on the Git’er Done web site.

People need my business because:

		
<input type="checkbox"/> I’ve researched this	<input type="checkbox"/> I have a gut feel it’s true	<input type="checkbox"/> I don’t know

Who are your top one or two groups of customers?

A group of customers is sometimes called a “market”. A market has some characteristics in common. Sometimes these are demographic in nature, such as age, sex and income. Often they are psychographic such as lifestyle, interest or hobbies. If your market is a business or industry group sometimes they have certain buying patterns, or ways of paying and other characteristics. You always want to promote to your top one or two groups of customers rather than “everybody”. That way you can expend fewer resources and be more effective. That doesn’t mean you won’t sell to everybody who wants to buy.

Sample: Git'er Done customers are: Retirees and snowbirds that have disposable income. They are active but need help finding someone trustworthy to provide various services in their new or part-time locations. The other group of customers for the web site will be businesses who want access to those customers.

My top two groups of customers are:

A large rectangular box with a thin black border, intended for the user to write their top two customer groups. The right side of the box features a decorative graphic of three white arrows pointing up and to the right, set against a blue gradient background.

I've researched this

I have a gut feel it's true

I don't know

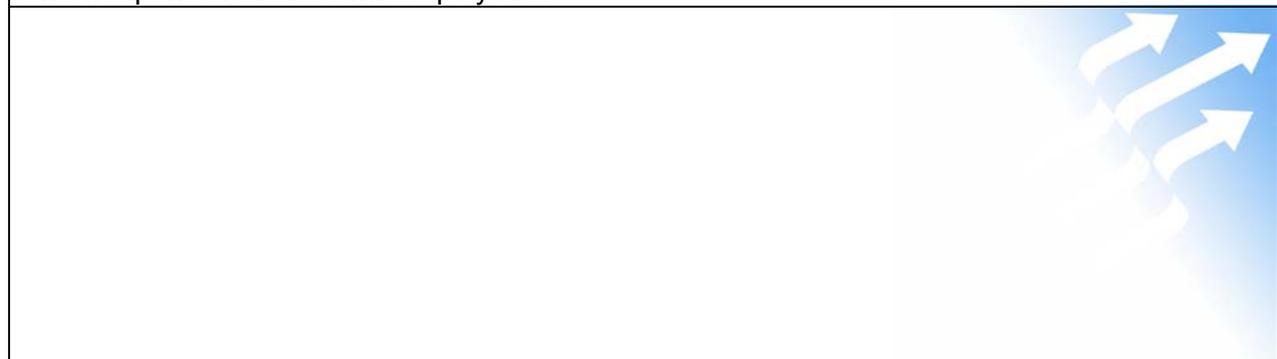
How will you reach these customers and convince them to buy?

This question is concerned with marketing and selling. Marketing is what you do to reach your customers and create prospects. Selling is actually closing the deal. Sometimes these methods are called tactics or weapons. There is a whole arsenal of weapons that can be used to reach your customer. The biggest challenge here is deciding which will be the most effective. To determine the most effective you will need to look at your customers and their characteristics and needs. You will also be constrained by your budget and the time you have to promote your business. The most effective weapons aim directly at the potential customer who needs the product/service. This is called the rifle approach. For some businesses who want to get the word out to a broad population, the shotgun approach works just fine. But the shotgun approach is usually much more expensive.

Sample: *Git'er Done* will employ the following tactics or weapons:

1. *Work with property managers of "over 50" developments. Give them a \$5 gift certificate for every referral that results in a sale.*
2. *Employ the above tactic at the local golf courses.*
3. *Distribute tasteful flyers in the club houses.*
4. *Keep a data base of contact information of clients. E-mail at appropriate times to offer more service.*
5. *Buy occasional ads in the association newsletters. Keep track of the ones that seem to work.*
6. *Send thank you notes and birthday cards; ask for referrals.*
7. *Wear clean pressed uniform shirts all over town.*
8. *Join the Chamber of Commerce and actively promote to the volunteers there.*
9. *Sponsor or volunteer at the Huntsman World Senior Games.*

The weapons or tactics I will employ are:

A large rectangular box with a thin black border, intended for the user to write down their chosen weapons or tactics. The right side of the box features a decorative graphic of three white arrows pointing upwards and to the right, set against a light blue gradient background.

I've researched this

I have a gut feel it's true

I don't know

Who are your competitors and what do you think is your competitive advantage?

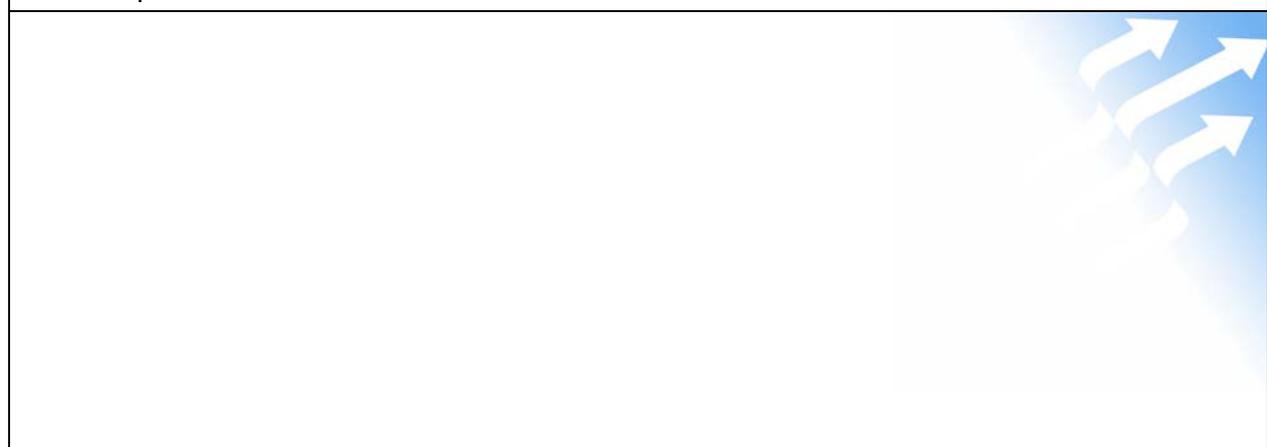
These are businesses that do what you do. Another way of asking this is: “When people are buying your product now, where is their dollar going?” There are two major types of competitors. Your direct competitors do exactly (or close to) what you are doing. Your indirect competitors may be doing something similar in the industry but not directly what you are doing. For example, if you have an ATV rental business, another business that rents ATVs would be your direct competitor. A business that rents bicycles might be your indirect competitor.

Do not make the mistake of thinking that you have no competitors. The dollar spent for what you offer is most likely going somewhere now. Furthermore, if you are successful, others will soon come into the competitive picture. You also need to be suspicious if you truly see no competitors in the picture. When there is someone making serious money, there is probably a place for someone else to come in. However, you will need to develop your own unique competitive edge.

Sample: *Git'er Done* has the following competitors:

1. *One Call Solution. Is just beginning. Does not have website.*
2. *Other individual service providers such as handymen. Cannot provide a wide spectrum of services.*
3. *Classified ads. Are untested and unproved to new residents. Do not have website reviews or testimonials.*

The competitors I have are:

A large rectangular box with a thin black border, intended for the user to list their competitors. The right side of the box features a decorative graphic of three white arrows pointing up and to the right, set against a light blue gradient background.

I've researched this

I have a gut feel it's true

I don't know

Who's on your business team?

The people who are on your team are your most important assets. Keep in mind that there are three important functions in a business. The Operations include the actual day to day activities of the business. The Marketing function includes advertising, selling, customer service. The Financial function includes the bookkeeping, accounting, paying of taxes. Many times with a start-up business the business owners wears all the hats on a day to day basis. But an advisory team can take away some of the pressure of juggling everything yourself. An advisory team can include paid or unpaid members. Paid team members might include your bookkeeper that you pay by the hour, or your attorney. Unpaid members might include your MBA brother-in-law who provides expert advice, or the key contact who gives you leads. Remember, your advisory team can make your business seem bigger than it really is.

Sample: *The Git'er Done team includes:*

1. *Myself who will be running the business and performing many of the operations.*
2. *Hired Dixie State College students as needed. These will include my children and their friends who need extra money at times. My sister will also help out.*
3. *I will hire The Tax Company professionals to set up the QuickBooks and pay the taxes. The Tax Company will also set up the Limited Liability Company.*
4. *I will hire Jane Willis to design and maintain the web site.*
5. *I will hire Rachel Ebbons to design the flyers and advertising pieces.*

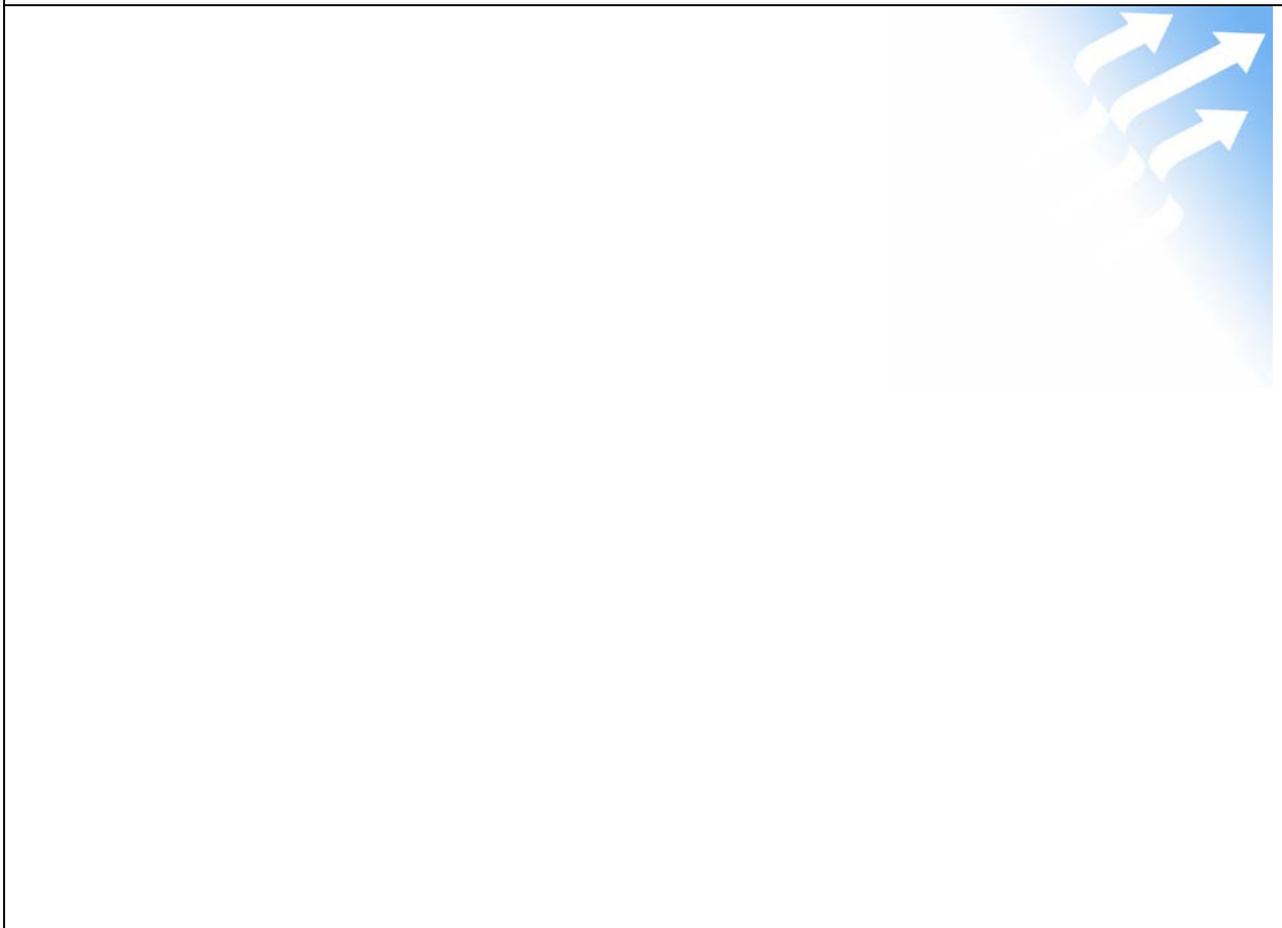
My business team includes:		
Operations:		
Financial:		
Marketing:		
<input type="checkbox"/> I've researched this <input type="checkbox"/> I have a gut feel it's true <input type="checkbox"/> I don't know		

Where will your customers buy your product/service?

The place or method your customers will buy your product is important. Sometimes you have only one place, such as a retail store. Sometimes you have a number of places such as a retail store and a web site. You may have a service business where customers buy your services when they call you on the phone and ask you to come to their homes or offices. The place from which you sell your product or service has all sorts of implications for value and customer service.

Sample: Git 'er Done services will originate from the owner's home office at the beginning. We will also have a web site to provide information on products and services. Customers will be able to access the services through the web site, email or phone.

My products and services will be sold from:

A large rectangular box with a thin black border, intended for the user to describe where their products and services will be sold. The top right corner of the box features a decorative graphic of three white arrows pointing up and to the right against a light blue background.

I've researched this

I have a gut feel it's true

I don't know

Approximately how much will your customer pay for your product? How much will it cost you to purchase it for resale or produce it?

How you price your product depends on many factors such as where your business is located, how much your competition is charging, the perception of value that your potential customer has. Remember that you also must price your product to cover not only the direct costs (how much the product costs you) but your overhead costs. Overhead costs include the costs you will have to be in business. These include such items as location rent and utilities, insurance, telephone and Internet, travel costs, loan payments, and basic office supplies and others.

Sample: Git 'er done will charge an average of \$25 per hour for services. At the beginning of the business, much of the work will be performed by the owner's family. If it is necessary to employ college students, they will be paid \$12-14 per hour. Web site classified ads for providers will be charged at the going rate for such ads.

My products and services will be sold from:

My customers will pay (average transaction or hourly cost):

These products/services will cost me:

I've researched this

I have a gut feel it's true

I don't know

How much money do you need to get this idea to the point where you can start selling?

These figures are often called Startup costs. They include the costs for equipment, location, marketing, inventory, legal setup, operating capital, in fact everything you need to start Day 1 of the business. It is better to overestimate this figure rather than underestimate. You can always scale down. Do not neglect to consider marketing costs. If no one knows about your service, you'll be a failure from the start. Surveys from Inc. Magazine say the average Inc. 500 company was started with \$10,000 or less. You do not have to list these needs in detail here, but you should have an idea of how much you'll require.

Sample: Git 'er Done will need about \$3000 to start the business. We need to have a very professional, colorful logo designed. We will have our son-in-law design and maintain a top notch website. We need to produce some good quality graphics that will allow us to produce some good marketing materials through desk top publishing. We need to be listed in the two top yellow page books. We will order some high quality button down shirts with our logo and produce some decals to place on our vehicles.

In order to start my business, I will need to plan the following for start-up costs:

I've researched this

I have a gut feel it's true

I don't know

Where will the money come from?

Start-up funding comes from two sources: Equity, which is money the owners (you and other investors) put in; or Debt which is money that is borrowed and has to be paid back. Consider that lenders and investors will want to see that you have put something into the business yourself. Remember that lenders and investors will want to know that you have carefully thought out your business and documented it with a solid business plan. Hitting up friends and family is the most common way to start a business. But according to Inc. Magazine, it's also the riskiest

Sample: *Git 'er Done startup costs will be funded through personal savings of the owners. We also have a \$25,000 home equity line of credit that can be tapped in case of cash flow emergency.*

My business startup money will come from:

		
<input type="checkbox"/> I've researched this	<input type="checkbox"/> I have a gut feel it's true	<input type="checkbox"/> I don't know

How soon will you be able to start selling? How soon will you be able to make a profit?

Timing is important. Some businesses are seasonal and need to start at a certain time of year in order to gain some marketing advantages. For example, a retail store would want to start in late July in order to capture back-to school sales or in October to take advantage of holiday sales. A tourism related business in a summer market should avoid starting in August because end of season sales will not likely be enough to cover costs through the winter.

Sometimes the amount of time required to get zoning and regulations approved, or to get locations prepared make additional funding necessary. Timing is also important from a lender or investor's point of view. How much money will you have to "burn" before you can turn a sale?

Sample: Git 'er Done will kick off in October. We will sponsor an event at the senior games and do a big marketing push as the snow birds come to town. Because our overhead costs are low and we will not have permanent workers on the payroll, we should turn a profit immediately.

Our business will begin sales:

 A decorative graphic in the bottom right corner of the text box, featuring a blue background with three white arrows pointing up and to the right, similar to the logo in the header.

I've researched this

I have a gut feel it's true

I don't know

Notes

SECTION THREE

RESOURCES THAT CAN HELP YOUR BUSINESS

There are many valuable resource guides, business research and sources of technical assistance that will help you to both get your business started and then to successfully manage it once it is launched. Visit these websites for information to help you evaluate and use these business assistance resources.

Helpful business websites to help you start and manage your business:

- www.business.utah.gov – Good place to start when doing business in Utah
- www.sba.gov/training - Menu of small business tools, training, services from SBA
- www.score.org – Good advice, training, forms, information for entrepreneurs
- www.startupnation.com – Useful tips for starting and marketing your business
- www.utahsbdc.org – SBDC counseling and services available to entrepreneurs
- www.extension.org – Visit eXtension “Communities and their Entrepreneurs”
- <http://jobs.utah.gov/jsp/wi/utalmis/gotoCounties.do> - Information and services

Counseling and technical assistance available to assist entrepreneurs:

- Small Business Development Centers
- SCORE – Service Corps of Retired Executives
- Utah State University Extension
- Manufacturing Extension Partnership
- County and AOG Economic Development Offices
- Community and Area Chambers of Commerce
- Business consultants

Business and entrepreneurship training on site and on line:

- Small Business Development Centers
 - BizSmart
 - FasTrac
 - Dashboard
 - 360 Degree Survey for Small Businesses
- NxLevel Education Foundation for Entrepreneurship
- Utah State University
 - Ca\$hing in on Business Opportunities
 - Manufacturing Extension Partnership
- SBA Online

Your next step:



SIX COUNTY LOAN PROGRAMS

TARGETED BUSINESS ASSISTANCE FUND

In September 1994 the Six County Economic Development District (SCEDD), in association with Six County Association of Governments (SCAOG) was granted funds from the Rural Community Assessment and Demonstration Program (RCAD). The purpose of the grant was and is to develop a program that will encourage start-up businesses to utilize vacant buildings or targeted locations.

SCOPE OF WORK

Traditional programs require the utilization of a conventional building or space. In rural areas travel becomes a major factor for start-up or expanding businesses. The requirement of a single location or space becomes very difficult in establishing a successful program which serves the entire region. In addition, a conventional type structure may not meet the needs of certain businesses. Also, most local elected officials will not commit to real estate investment due to the liabilities and expenses associated with ownership. Several prime industrial sites in addition to vacant commercial and industrial buildings exist in the Six County Region.

Vacant structures deteriorate the longer they remain empty. Once dilapidated, they become liabilities rather than assets. Most industrial sites SIX COUNTY TARGETED BUSINESS ASSISTANCE FUND require the establishment of driveways, parking lots, drainage, etc. Incidental costs associated with these developments often inhibit start-up or expansion opportunities.

By providing incentives, many entrepreneurs can start or expand their business, create jobs, and be encouraged to utilize vacant existing buildings or targeted industrial sites.

The RCAD funds helped establish the SCTBAF program which provides these incentives. Structures or sites approved for this program serve as a business incubator for the county in which they are located.

GUIDELINES

The SCTBAF program is a business incubator and serves as an incentive to encourage start-up or expanding businesses to utilize vacant existing buildings or targeted industrial sites. The following are administrative goals to ensure the success of the program:

- SCTBAF encourages the use of existing vacant Buildings or an industrial site targeted by the county for development.

- The program maintains flexibility of funding making it easy to utilize.
- Repayment of funds from recipients is expected.
- A match is required of:
 - Building and/or property owners.
 - Recipients of the SCTBAF.
- The SCTBAF serves as a carrot to encourage start-up or expanding businesses only.
- The program requires the participant's business plan to be reviewed by the Small Business Development Center.
- The target amount of SCTBAF participation is \$10,000 maximum per project.
- The SCTBAF program targets projects with the potential of providing family sustaining wages and long term employment.

SCTBAF may be utilized for, but not limited to the following:

- Structural improvements provided the owner of such structure waives payment for rent, utilities, etc. for a period of time and/or other arrangements agreeable to all parties.
- Costs associated with site preparation and development, provided these costs are deducted from asking price of the property and matched by the property owners as agreed upon by the Six County Loan Administration Board (LAB).
- Rent.
- Utility connection fees.
- Costs associated with utilities, telephones, computers, Fax machines, etc.
- The time frame for use of SCTBAF resources is based on financial strength as determined by the Six County Loan Administration Board.

Loan recipients are encouraged in, but not limited to, the following business classifications:

- Light manufacturing.
- Services.
- Distribution.

TERMS AND CONDITIONS

Upon LAB approval, each recipient will enter into a contract with the Six County Economic Development District. Terms and conditions of loans from the SCTABAF will be determined on a case by case basis based upon the strength of an applicant's cash flow projections, available capital, level of job creation, wages, plus other factors contained in their business plan. Recipients will provide a personal guarantee and secure the loan with equipment and/or other available assets. An acceptable credit history is also important. The borrower will pay any out-of-pocket loan costs and an origination fee of 1.5% due at closing.

Building/Site Qualifications

All buildings and/ or sites must be approved by the Six County Economic Development District prior to SCTBAF participation. Owners of the building and/or site will:

- Agree to terms and conditions in advance.
- Hold the SCEDD, LAB, SCAOG, SBDC, their boards, staff, county commissions, mayors, special interest representatives, and county economic development administrators harmless.
- Provide a match as determined by the SCTBAF.

REGULATIONS

The SCEDD, in affiliation with the SCAOG, is responsible for the financial administration of the SCTBAF, while the SBDC provides business support services. The Six County Technical Committee, in which the SBDC has representation and Six County Loan Administration Board reviews and approves applications as directed by the SCEDD. Other regulations governing the SCTBAF program are:

- A single audit is to be conducted yearly.
- Project funding requires at least a two (2) week drawdown period.
- The SCTBAF program adheres to all Equal Employment Opportunity (EEO) guidelines.
- Copies of receipts and payment checks for expenditures during the 1st six months of this loan are required for submission to certify funding.

REVOLVING LOAN FUND (RLF)

The Six County Revolving Loan Fund has been established by the Six County Economic Development District. It was created with monies from Housing and Urban Development, the Economic Development Administration and USDA. The primary purpose of the fund is to create permanent, long-term jobs within Juab, Millard, Piute, Sanpete, Sevier and Wayne Counties by providing "gap" financing to qualified businesses for eligible activities.

Who can borrow from the RLF?

In order to qualify to borrow money from the RLF the project must meet the following requirements:

- The project must create or retain permanent, long-term jobs.
- Funding with satisfactory terms and conditions must be unavailable from conventional lending sources.
- Private lenders must be willing to participate in funding the project with the loan fund for at least 50% of the project costs.
- The jobs must be created within the Six County area.

How can the funds be used?

The following types of projects are eligible:

- Purchase and development of land and facilities.
- Construction of new buildings.
- Renovation of existing building.
- Purchase of machinery and equipment.
- With some restrictions, answer working capital needs.

How much can I borrow?

Maximum RLF participation is 40% of the total project cost, usually not to exceed \$150,000. Other lenders will need to provide the balance of financing. The borrower is required to participate with no less than 10% equity in the project.

What is the rate of interest?

Loans are made at fixed interest rates. The rate on individual loans may vary, but the rate is generally near or above the prime rate of commercial banks.

What are the repayment terms?

Repayment terms are flexible: up to 20 years for capital assets, 10 years for machinery and equipment, and 5 years on working capital. Equal monthly payments for principal and interest are the normal method of repayment and loans are generally on a simple interest basis.

What collateral is required to secure the loan?

The loan may be secured by a second mortgage or by a lien on assets purchased with loan proceeds.

What strings are attached?

As noted, the purpose of the RLF is to assist in job creation and retention. The borrower therefore agrees to create permanent, long-term jobs. Other federal civil rights, environmental and construction regulations are also to be complied with and monitored. A borrower will be assisted in meeting these requirements.

What fees am I required to pay?

The applicant pays all out-of-pocket closing costs. There is also a 1.5% origination fee due at loan closing.

Are there any other requirements?

The following will usually be required:

- Business plan and financial projections.
- Personal guarantees of principals.
- A periodic financial statement after the loan is granted.
- Key man life insurance.
- Evidence of sufficient cash flow to pay loan.
- Good credit history.

Examples of Possible Loan Structures

- 10% equity + 40% RLF + 50% private lender
- 10% equity + 30% RLF + 60% private lender
- 15% equity + 30% RLF + 55% private lender

For further information on either of these programs please contact:

Brian Florang
Loan Administrator
435-893-0710 (office)
bflorang@sixcounty.com



PTAC

Your Official Source for Government Contracting Assistance

Step-by-step assistance in securing government contracts

Utah Procurement Technical Assistance Centers help small businesses with all phases of Government contracting (federal, state, and local). Counselors provide one-on-one and group instruction that helps clients identify contracting opportunities, which can create growth of market share and revenues, for them. The government is an excellent customer because they generally purchase in large quantities, and pay their bills on time.

PTAC is an important part of The Governor's Office of Economic Development (GOED), with nine offices throughout the state to assist you (see the other side of this flyer). There are specific keys available from your PTAC office as follows:

- ➔ BID Match software to find bid opportunities.
- ➔ One-on-one counseling
- ➔ Workshops and Conferences
- ➔ Registration Assistance (Duns, CCR, ORCA)
- ➔ Networking facilitation
- ➔ Contracting Partnerships:
 - Prime / Sub
 - Mentor / Protégé
 - Teaming agreements
 - 8(a) / Hub Zone Opportunities
- ➔ Bid Proposals (response to an RFP)
- ➔ Product Specifications / Standards
- ➔ Procurement Histories / Pricing Data
- ➔ GSA Assistance

Individual Counseling

PTAC Counselors provide contract assistance training at your site, or at one of our nine locations. This counseling can identify how to market to military and government, documentation preparation, grant possibilities, information on SBA loan guarantees, etc.

Procurement counselors provide individual counseling on all aspects of government contracting, including assistance in the initial stage of how to find the right match, how to market to the government, and how to request and prepare solicitation documents. Counselors also provide information on other government programs including grants and government-backed bank loans.

New Expanded Services from PTAC:

PTAC now offers special consulting services through a Utah based company: Shipley – an LSI Company. Depending on the nature of your specific needs, a consultant will be arranged and paid for by PTAC. Call your local PTAC office.

Client Web Page Bid Match Notifications

PTAC offices utilize a computerized Bid Match program, which compares your company's products and/or services, in combination with industrial NAICS codes to government solicitations for the things they want to purchase. These purchases can range in scope and type similar to any other very large business procurement effort, and include:

- ➔ Federal Agency software and integrated telecommunications circuits
- ➔ DOD procurement of environmental remediation solutions
- ➔ Federal/State engineering services and all types of equipment
- ➔ Construction projects, including home and/or warehouse design/build to asphalt paving, or grounds maintenance
- ➔ International trade opportunities of every description imaginable



The GOED Procurement Symposium trains companies to sell to Government and Military buyers.

Utah Procurement Technical Assistance Centers

Governor's Office of Economic Development

www.business.utah.gov/PTAC





Step-by-step assistance in securing government contracts

Utah Procurement Technical Assistance Centers

for **SALT LAKE COUNTY**

MAIN OFFICE

Utah Procurement Technical Assistance Center

CONTACT: Fred Lange, Director – 801.538-8733

EMAIL: fglange@utah.gov

Chuck Spence, Deputy Director – 801.538-8655

EMAIL: cspence@utah.gov

324 South State Street, Suite #500

Salt Lake City, UT 84111, Fax: 801.538-8888

Program Web Address: www.goed.utah.gov/PTAC

for **SOUTH SALT LAKE, AND TOOELE COUNTIES**

SALT LAKE COMMUNITY COLLEGE

CONTACT: Jonnie Wilkinson – Regional Manager

SLCC / Larry Miller Campus

9750 South 300 West, MCPC, Sandy, UT 84070

OFFICE PH: 801.957.6076, CELL: 801.867-9287

FAX: 801.957-3488

EMAIL: jwilkinson@utah.gov

for **UTAH, WASATCH, SUMMIT, DUCHESNE, UINTAH, AND DAGGETT COUNTIES**

UTAH VALLEY UNIVERSITY

CONTACT: Cory Holley – Regional Manager

1410 West 1200 South, Orem, UT 84058-5999

PH: 801.863-8713, FAX: 801.863-7071

CELL: 801.830-9088, EMAIL: cholley@utah.gov

for **DAVIS, WEBER AND MORGAN COUNTIES**

DAVIS APPLIED TECHNOLOGY COLLEGE

Contact: Sharon Young – Regional Manager

DATC/Davis Business Alliance

450 South Simmons Way, Suite #300

Kaysville, UT 84037

PH: 801.593-2242 FAX: 801.593-2110

CELL: 801.755-5146

EMAIL: sayoung@utah.gov

for **BOX ELDER, CACHE AND RICH COUNTIES**

BEAR RIVER ASSOCIATION OF GOVERNMENTS

CONTACT: Kent Watson – Regional Manager

170 North Main Street, Logan UT 84321

PH: 435.752-7242 X-410; FAX: 435.752-6962

EMAIL: kentw@brag.utah.gov

for **JUAB, MILLARD, SEVIER, SANPETE, PIUTE, AND WAYNE COUNTIES**

SIX COUNTY ASSOCIATION OF GOVERNMENTS

CONTACT: Brian Florang – Regional Manager

250 North Main Street

PO Box 820, Richfield, UT 84701

PH: 435.893-0710, FAX: 435.893-0701

CELL: 435.201-2743

EMAIL: bflorang@sixcounty.com

for **CARBON, EMERY, GRAND & SAN JUAN COUNTIES**

SOUTHEASTERN UTAH ASSOCIATION OF GOVERNMENTS

CONTACT: Delia Paletta

375 South Carbon Avenue, Price UT 84501

PH: 435.637-5444 Ext.408

FAX: 435.637-7336

EMAIL: dpaletta@seualg.utah.gov

Or

CONTACT: Cory Holley – Regional Manager

1410 West 1200 South

Orem, UT 84058-5999

PH: 801.863-8713

Cell: 801.830-9088

EMAIL: cholley@utah.gov

for **IRON, GARFIELD AND BEAVER COUNTIES**

SUU SMALL BUSINESS DEVELOPMENT CENTER PROCUREMENT TECHNICAL ASSISTANCE CENTER

Craig Isom – Director

PH: 435.586-4087; EMAIL: isom@suu.edu

Contact: Joni Anderson

77 North Main Street

Cedar City, UT 84720

PH: 435.586-8883; FAX: 435.586-4310

EMAIL: andersonjoni@suu.edu

for **WASHINGTON AND KANE COUNTIES**

DIXIE STATE COLLEGE OF UTAH

Dixie Business Alliance

CONTACT: Keith Christiansen – Regional Manager

1071 East 100 South, Suite C7, St. George, UT 84770

PH: 435.652-7754; CELL: 435.229-1846

FAX: 435.652-7870

EMAIL: keithchristiansen@utah.gov

Rev. 10/09

Utah Procurement Technical Assistance Centers

Governor's Office of Economic Development

www.business.utah.gov/PTAC

SECTION FOUR

NEXT STEP and *FOLLOWUP*

- Personal preparation/training needed:** What will you do, who will help and when will it be completed?

- Additional research on business idea:** What will you do, who will help, and when will it be completed?

- Follow-up counseling/technical assistance:** What counseling/technical assistance is needed, and when will it take place?

- Complete CHECKLIST**

- Complete BUSINESS PLAN**

START YOUR BUSINESS

Financial worksheets

Now it's time to put some numbers down on paper. A lender will usually use four primary financial statements to make a credit decision.

- **Personal Financial Statement:** This indicates your net worth and is important to the lender, particularly if you have never received financing for your business before, because it gives him or her evidence of personal assets you could pledge to secure a loan.
- **Balance Sheet:** This provides you with a snapshot of your business at a specific time, such as the end of the year. It keeps track of the company's assets (what the company owns including cash) and liabilities (generally loans from others). It also shows the capital, or equity, put into the business.
- **Profit and Loss Statement:** Also called the income statement, the profit and loss statement takes the sales for the business, subtracts the costs of goods sold, then subtracts other expenses. A lender will typically need a 3 year projection.

Statement of cash flows

This statement presents the sources of cash in your business – from net income, new capital, or loan proceeds – versus the expenditures, or uses of the cash, over a specified period of time.

We recommend that you prepare the following two financial statements:

- Personal Financial Statement [<http://asbdc.ualr.edu/start/sukit10.htm>]
- Start-up Calculator [www.businessknowhow.net/bkh/startup.htm]

If you take the FastTrac class for Business Start-ups, you will learn more about financing your business and will put together the financial documents that you need. Check out our training calendar at www.utahsbdc.org or contact the Utah SBDC office nearest you to find out when the next class is scheduled.

Personal Financial Statement

Date: _____

Assets

Cash on hand and in checking accounts	_____	
Savings accounts	_____	
U.S. Government bonds	_____	
IRA or other retirement account	_____	
Certificates of deposit	_____	
Money owed to you	_____	
Life insurance cash value	_____	
Other stocks and bonds	_____	
Real estate	_____	
Automobile	_____	
Boats, motorcycles, snow machines, etc.	_____	
Household furnishings	_____	
Other personal property	_____	
Other assets	_____	
TOTAL ASSETS		_____

Liabilities

Bills	_____	
Credit card balances	_____	
Notes payable to banks	_____	
Installment account (auto)	_____	
Installment account (other)	_____	
Loans of life insurance	_____	
Mortgages on real estate	_____	
Unpaid taxes	_____	
Other liabilities	_____	
TOTAL LIABILITIES		_____

NET WORTH (Total Assets – Total Liabilities) _____

Start-up Costs

1. One-time Start-up Costs

Fixtures and equipment	_____	
Decorating and remodeling	_____	
Installation of fixtures and equipment	_____	
Starting inventory	_____	
Deposits with public utilities	_____	
Legal and other professional fees	_____	
Licenses and permits	_____	
Advertising and promotion for opening	_____	
Consulting and software	_____	
Cash	_____	
Other	_____	
TOTAL		_____

2. Monthly Expenses

Salary of owner/manager	_____	
Other salaries and wages	_____	
Rent	_____	
Advertising	_____	
Delivery expense	_____	
Supplies	_____	
Telephone	_____	
Utilities	_____	
Insurance	_____	
Taxes, including Social Security	_____	
Interest	_____	
Maintenance	_____	
Legal and other professional fees	_____	
Credit card fees	_____	
Dues and subscriptions	_____	
Miscellaneous	_____	
TOTAL MONTHLY EXPENSES		_____

3. Number of months needed to get established _____

4. Start-up Costs: $1 + (2 \times 3)$ _____

Small Business Readiness Assessment Tool

Are you ready to start a business? This assessment tool is designed to help you better understand your readiness for starting a small business. It will prompt you with questions and assist you in evaluating skills, characteristics and experience – as they relate to your preparedness for starting a business. This assessment is taken from the SBA's website at <http://app1.sba.gov/sbat/index.cfm?Tool=4>.

When accessed online, your responses will be scored automatically and an assessment profile provided, when you click the submit button. You will also receive, based on your score, a statement of **Suggested Next Steps**, directing you to the most appropriate SBA resources to help improve your business preparedness.

General	YES	NO
Do you think you are ready to start a business?	<input type="checkbox"/>	<input type="checkbox"/>
Have you ever worked in a business similar to what you are planning to start?	<input type="checkbox"/>	<input type="checkbox"/>
Would people that know you say you are well suited to be self-employed?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have support for your business from family and friends?	<input type="checkbox"/>	<input type="checkbox"/>
Have you ever taken a course or seminar designed to teach you how to start and manage a small business?	<input type="checkbox"/>	<input type="checkbox"/>
Have you discussed your business idea, business plan or proposed business with a business coach or counselor, such as a faculty advisor, SCORE counselor, Small Business Development Center counselor or other economic development advisor?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a family member or relative who owns a business?	<input type="checkbox"/>	<input type="checkbox"/>
Personal Characteristics	YES	NO
Do you consider yourself a leader and self-starter?	<input type="checkbox"/>	<input type="checkbox"/>
Would other people consider you a leader?	<input type="checkbox"/>	<input type="checkbox"/>
Are you willing to invest a significant portion of your savings or net worth to get your business started?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have enough confidence in yourself and your abilities to sustain yourself in business, if or when things get tough?	<input type="checkbox"/>	<input type="checkbox"/>
Do you like to make your own decisions?	<input type="checkbox"/>	<input type="checkbox"/>
Are you prepared, if needed, to temporarily lower your standard of living until your business is firmly established?	<input type="checkbox"/>	<input type="checkbox"/>
Do others turn to you for help in making decisions?	<input type="checkbox"/>	<input type="checkbox"/>
Are you willing to commit long hours to make your business work?	<input type="checkbox"/>	<input type="checkbox"/>
Would others consider you a team-player?	<input type="checkbox"/>	<input type="checkbox"/>

Skills, Experience & Training	YES	NO
Do you have a business plan for the business you are planning to start?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know and understand the components of a business plan?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know what form of legal ownership (sole proprietor, partnership or corporation) is best for your business?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know why some consider business planning to be the most important factor determining business success?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know if your business will require a special license or permit and how to obtain it?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know where to find demographic data and information about your customers?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know how to compute the financial "break-even point" for your business?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know how to compute the start-up costs for your business?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know about the various loan programs that are available from banks in your area and the SBA?	<input type="checkbox"/>	<input type="checkbox"/>
Do you understand how a business loan can impact your credit?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know how to prepare and/or interpret a balance sheet, income statement and cash flow statement?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know why small business loans are considered more risky than loans made to large businesses?	<input type="checkbox"/>	<input type="checkbox"/>
Are you sure your planned business fills a specific market need?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know your target market?	<input type="checkbox"/>	<input type="checkbox"/>
Do you understand the tax requirements associated with your business?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know how to prepare a marketing strategy for your business?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know how to learn about your business competitors?	<input type="checkbox"/>	<input type="checkbox"/>
Do you understand marketing trends in your business industry?	<input type="checkbox"/>	<input type="checkbox"/>
Do you feel comfortable using a computer or other technology to improve business operations?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a payroll process planned for your business?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a customer service strategy in mind or in place?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know how to obtain an EIN (Employer Identification Number) for your business?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know if your business should have some form of intellectual property protection?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know where to obtain information about regulations and compliance requirements that impact your business?	<input type="checkbox"/>	<input type="checkbox"/>

Condensed Telephone Directory of Agencies and Offices

Assistant Commissioner/Patents

Washington, DC 1-800-786-9199

Assistant Commissioner for Trade-

marks, Arlington, VA..... (703) 308-9000

Chambers of Commerce

American Fork (801) 756-5110
 Bear River (435) 257-7585
 Beaver Valley (435) 438-2975
 Blanding (435) 678-3662
 Bountiful Area (801) 295-6944
 Brigham City Area (801) 723-3931
 Cache (435) 752-2161
 Carbon County (435) 637-2788
 Cedar City (435) 586-4484
 Central Valley (Murray) ... (801) 263-2632
 Clearfield/Layton (801) 546-1293
 Delta Area (435) 864-4316
 Draper (801) 353-4316
 East Valley (801) 467-0844
 Emery County (435) 381-0928
 Flaming Gorge (435) 784-3843
 Hurricane Valley (801) 635-3402
 Kaysville..... (801) 544-4178
 Layton (801) 546-1293
 Magna (801) 250-6414
 Manti (435) 835-9691
 Midvale..... (801) 561-3880
 Moab (435) 259-7814
 Monticello..... (435) 587-2992
 Mount Pleasant..... (435) 462-2456
 Nephi Area (435) 623-2980
 Ogden Area..... (801) 621-8300
 Panguitch (435) 676-8585
 Park City (435) 649-6100
 Payson Area (801) 465-2634
 Pleasant Grove (801) 796-5130
 Provo/Orem Area (801) 379-2555
 Richfield (435) 896-4241
 Roosevelt Area (435) 722-4598
 Salt Lake Area (801) 328-5071
 Sandy..... (801) 566-0344
 South Salt Lake..... (801) 466-3377
 Spanish Fork..... (801) 798-8352
 Springville (801) 489-4681
 St. George Area (435) 628-1658
 Utah Hispanic (801) 532-6674
 Vernal Area (435) 789-1352
 Wasatch..... (801) 654-3666
 West Jordan Area (801) 569-5151
 West Valley Area (801) 969-8755

Department of Agriculture

Salt Lake City..... (801) 538-7100

Department of Alcoholic Beverage

Control, Salt Lake City.... (801) 977-6800

Department of Commerce

Salt Lake City..... (801) 530-6955
 Division of Consumer Protection
 (801) 530-6601
 Division of Corporations and
 Commercial Code (801) 530-4849

Division of Occupational and
 Professional Licensing (801) 530-6628
 Division of Public Utilities
 (801) 530-6651
 Division of Real Estate (801) 530-6747
 Division of Securities (801) 530-6600
 Consumer Services (801) 530-6645

Department of Environmental Quality

..... (801) 536-4400
 Air Quality (801) 536-4000
 Drinking Water..... (801) 536-4200
 Environmental Response and
 Remediation (801) 536-4100
 Radiation Control..... (801) 536-4250
 Solid & Hazardous Waste
 (801) 538-6170
 Water Quality..... (801) 538-6146

Department of Financial Institutions

..... (801) 538-8830
 Fax: (801) 538-8894

Department of Health

..... (801) 538-6101
 Community Health Service
 (801) 538-6901

Department of Human Services

..... (801) 538-4171
 Division of Family Services
 (801) 538-4100

Department of Insurance ..

(801) 538-3805

Department of Natural Resources

..... (801) 538-7200
 Parks and Recreation..... (801) 538-7220
 Water Rights..... (801) 538-7240
 Wildlife Resources..... (801) 538-4700

Department of Workforce Service

..... (801) 526-WORK
 Fax: (801) 526-9211

Internal Revenue Service – IRS

Forms 1-800-829-3676
 Information 1-800-829-1040
 Small Business Education
 (801) 799-6678

Lawyer Referral Service

..... (801) 531-9075 or 1-800-698-9077
 Utah State Bar..... (801) 531-9077

National Association for the Self

Employed (NASE)..... (801) 255-7131

SCORE (Service Corps of Retired Executives)

Salt Lake City (801) 746-2269
 Ogden Office (801) 625-8613
 Logan (435) 752-2161
 St. George (435) 652-7741
 Provo (801) 373-8660

U.S. Copyright Office, Washington,

DC, U. S. Library of Congress
 Order Line (202) 707-9100
 Information Line (202) 707-3000

U.S. Department of Labor

Wage and Hour Division

Salt Lake City (801) 524-5706

U.S. Government Printing Office

Washington, DC (202) 512-1800

U.S. Securities & Exchange

Commission, Salt Lake City
 District Office (801) 524-5796

U.S. Small Business Administration

Salt Lake City (801) 524-3209

U.S. Dept. of Agriculture

Rural Development
 Salt Lake City (801) 524-4328

Utah Alliance for Economic

Development (801) 851-8090

UT Association of Certified Public

Accountants – UACPA ... (801) 466-8022

Small Business Development Center

State Director's Office..... (801) 957-3480

Utah Custom Fit Training

..... (801) 538-7840 (801) 581-8169

Utah Division of Business and

Economic Development

..... (801) 538-8700

Business Development..... (801) 538-8775

International Marketing (801) 538-8737

Office of Ethnic Affairs (801) 538-8829

Procurement (801) 538-8680

Utah Information Technologies

Association – UITA Phone:

..... (801) 568-3500

Utah Labor Commission ..

(801) 530-6800

Industrial Accidents (801) 530-6800

Antidiscrimination and Labor
 (801) 530-6801

Consultation and Education
 (801) 530-6855

Safety, Boiler, Elevator and
 Mine Certification..... (801) 530-6869

Utah Occupational Safety & Health

Administration (UOSH).....

(801) 530-6901

Utah Society of Public Accountants

..... (801) 363-1776

Utah State Bar

..... (801) 531-9077

Utah State Office of Education

..... (801) 538-7500

Utah State Tax Commission

..... (801) 297-2200 or 1-800-662-4335

Utah Supplier Development Council

..... (801) 581-8169

Utah Trial Lawyers Association

..... (801) 531-7514

Utah Ventures

..... (801) 583-5922

UTFC Financing Solutions, LLC

..... (801) 741-4200



Statewide Resources

Trademark Coordinator

Trademarks may be registered in Utah for a term of 5 years.

Division of Corporations and Commercial Code
160 East 300 South
PO Box 146705
Salt Lake City, UT 84114-6705
(801) 530-4849
Toll Free: (877) 526-3994
www.commerce.utah.gov/cor/

Taxpayer Education and Communication

The Utah Tax Commission and the Internal Revenue Service offer record keeping classes on a regular basis. To register, contact the IRS.

Internal Revenue Service
50 South 200 East
Attn: TEC
Salt Lake City, UT 84111
(801) 799-6678
E-mail: utahtaxed@irs.gov

The Utah Tax Commission provides training on Sales and Use Tax. To register for these free workshops, contact the Utah Tax Commission.

Taxpayer Education Coordinator
Utah State Tax Commission
210 North 1950 West
Salt Lake City, UT 84134
(801) 297-6203
E-mail: sknighton@utah.gov

U.S. Department of Agriculture provides assistance to rural Utah through technical and financial support.

Richard Carrig
USDA – Rural Development
Rural Business-Cooperative Service
125 South Sate Street, Room 4431
Salt Lake City, UT 84138
(801) 524-4328
E-mail: Richard.Carrig@ut.usda.gov

Utah Alliance for Economic Development
State of Utah
324 South State, Suite 500
Salt Lake City, UT 84111
(801) 538-8618
Fax: (801) 538-8889
E-mail: crawstome@utah.gov
www.utahalliance.com

UMEP provides consulting services to manufacturing businesses.

Utah Manufacturing Extension
Partnership (Utah MEP)
800 West University Parkway
Orem, UT 84058
1-800-MEP-4MFG
Fax: (801) 765-9739

UPTAC provides counseling to businesses that wish to do business with the government.

Utah Procurement Technical Assistance Center
324 South State Street
Salt Lake City, UT 84111
(801) 538-8680
Fax: (801) 538-8611
E-mail: uptac@utah.gov
www.dced.utah.gov/procure/

Utah State Tax Commission

Main Office

210 North 1950 West
Salt Lake City, UT 84134
(801) 297-2200, or 1-800-662-4335
Fax: (801) 297-7699
www.tax.utah.gov

Provo Office

150 East Center Street, Suite 1300
Provo, UT 84606
(801) 374-7071
Fax: (801)374-7089

Ogden Office

Ogden City Center
2447 Lincoln Ave.
Ogden, UT 84401
(801) 778-6550
Fax: (801) 778-6580

St. George Office

359 East Riverside Drive
St. George, UT 84790
(435) 652-2925

Unemployment Insurance and Employee Information

Utah Department of Workforce Services
140 East 300 South
Salt Lake City, UT 84111
(801) 526-9675
<http://jobs.utah.gov>

Consultation and education to meet the state's safety requirements as well as information on Worker's Compensation Insurance

Utah Labor Commission
160 East 300 South, 3rd Floor
PO Box 146650
Salt Lake City, UT 84114-6650
(801) 530-6855 or 1-800-530-5090
Fax: (801) 530-6992

Department of Environmental Quality
168 North 1950 West
PO Box 144810
Salt Lake City, UT 84114-4810
(801) 536-4400
www.deq.utah.gov

U.S. Department of Justice
Immigration and Naturalization Service (INS)
4730 Paris Street
Albrook Center
Denver, Colorado 80239-2804
1-800-755-0777

Internal Revenue Service (IRS)

50 South 200 East
Salt Lake City, UT 84111

324 25th Street, 6th Floor
Ogden, UT 84401

88 West 100 North
Provo, UT 84601

Labor Laws for All Industries

U.S. Department of Labor
Wage and Hour Division
150 South Social Hall Ave, Suite 695
Salt Lake City, UT 84111
(801) 524-5706
<http://www.wagehour.dol.gov/>

Utah Black Chamber of Commerce
(801) 678-7640
Email: stanley@utahblackchamber.org
www.utahblackchamber.org

Americans with Disabilities Act

Contact:

U.S. Department of Justice
1-800-514-0301 (voice)
1-800-514-0383 (TDD)
www.ada.gov

UMEG

Uniting Mentors & Entrepreneurs
Oz Balfour
250 W 400 S Suite 301
Salt Lake City UT 84101
801-842-5630

Minority Business Support

United For Economic Development (U4ED)
Jerry Bonds
1747 South 900 West
Salt Lake City UT 84104
(801) 953-1302
Fax: (801) 953-1292
www.umcbe.org

Utah Native American Chamber of Commerce
801-533-9503

<http://www.facebook.com/pages/UTAH-NATIVE-AMERICAN-CHAMBER-OF-COMMERCE/281926758095>

Utah Hispanic Chamber of Commerce
1635 S Redwood Rd
Salt Lake City UT 84104
(801) 532-3308
Email: info@utahhcc.com
www.utahhcc.com

County Resources

Beaver

Utah Small Business Development Center

Southern Utah University

351 West Center Street

Cedar City, Utah 84720

(435) 586-5497

Chamber of Commerce

Beaver Valley Chamber of Commerce

Ursula Carstensen

PO Box 760

25 N. Main

Beaver, UT 84713

435-438-5081 – Phone

435-438-2036 – Fax

www.beaverutrchamber.com

signs4u@netutah.com

Custom Fit Training

UCAT Southwest Campus, Cedar City

Kristie McMullin

435-586-2899

Box Elder

Utah Small Business Development Center

Weber State University

3806 University Circle

Ogden, Utah 84408-3806

(801) 626-7232

Chambers of Commerce

Bear River Valley Chamber of Commerce

Nikki Andersen

PO Box 311

150 South Tremonton Street

Tremonton, UT 84337

435-257-7585 – Phone

435-279-3338 – Fax

www.bearriverchamber.com

nikkijdr@yahoo.com

Brigham City Area Chamber of Commerce

Monica Holdaway

6 North Main

Brigham City, UT 84302

435-723-3931 – Phone

435-723-5761 – Fax

brighamchamber.com

chamber@brighamchamber.com

Cache

Utah Small Business Development Center
Utah State University, East Campus Building
1330 E. 700 N.
Logan, Utah 84322-8330
435.797.2277

Chamber of Commerce

Cache Chamber of Commerce
Sandy Emile
160 North Main
Logan, UT 84321
435-752-2161 – Phone
www.cachechamber.com
Semile@cachechamber.com

Northern Utah SCORE Chapter – #637

Logan Chamber of Commerce
160 North Main
Logan, UT 84321
(435) 752-2161

Custom Fit Training

UCAT Bridgerland Campus,
Logan
Vern Gunnell
435-750-3141

Carbon

Utah Small Business Development Center
Southeastern Applied Technology College
375 South Carbon Ave
Price, Utah 84501
(435) 613-1438

Chamber of Commerce

Carbon County Chamber of Commerce
Ann Evans
PO Box 764
81 N. 200 E. #3
Price, UT 84501
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Custom Fit Training

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Chamber of Commerce

Flaming Gorge Chamber
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Custom Fit Training

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Jean Mold
435-725-7106

Davis

Utah Small Business Development Center

Davis Applied Technology Center
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Chamber of Commerce

Davis Chamber of Commerce
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Chamber of Commerce

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Chamber of Commerce

Emery County Chamber of Commerce
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Garfield

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Cedar City, Utah 84720
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Chambers of Commerce

Escalante Chamber of Commerce
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Custom Fit Training

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Grand

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Chamber of Commerce

Moab Area Chamber of Commerce
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Chambers of Commerce

Brian Head Chamber of Commerce
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Chambers of Commerce

Kanab Area Chamber of Commerce

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Kelle Stephens

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Chamber of Commerce

Delta Area Chamber of Commerce

Penny

Ashworth-

McCann

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Rich

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Chamber of Commerce

Bear Lake Chamber of Commerce
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Salt Lake

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Salt Lake Community College

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Chamber West

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Holladay Chamber

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Magna Chamber of Commerce

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Murray Area Chamber

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Lane Beattie

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Custom Fit Training
Salt Lake Community College, Salt Lake City
Rick Graham
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San Juan

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Blanding, Utah 84511
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Chambers of Commerce

Blanding Chamber of Commerce
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Chambers of Commerce

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Chambers of Commerce

Richfield Chamber of Commerce
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Summit

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Chamber of Commerce

Park City Chamber of Commerce
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Tooele County Chamber

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Chamber of Commerce

Vernal Area Chamber of Commerce

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Utah

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Chambers of Commerce

American Fork Chamber of Commerce

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Lehi Area Chamber of Commerce

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Payson Chamber of Commerce

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Provo/ Orem Chamber of Commerce

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Chambers of Commerce

Heber Valley Chamber of Commerce

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Chambers of Commerce

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