

TRANSPORTATION PROJECT OVERVIEW



This handout is your guide through the transportation project process. It covers the following topics:

- ❖ Maintaining and Promoting Access and Traffic Flow
- ❖ Who Will Be in Contact with You During a Project
- ❖ The Life Cycle of a Road, Getting Involved, and Staying Informed
- ❖ Realities of Roadway Construction
- ❖ Maintaining a Positive Outlook

Whichever type of project you experience, this guide will give you a better understanding of how to best prepare for transportation renovations.

MAINTAINING AND PROMOTING ACCESS AND TRAFFIC FLOW

Maintaining and promoting access and traffic flow to your business is key to ensuring that your customer flow continues during construction. There are several ways you can accomplish this, including:

- ❖ Getting involved early in a transportation project (see next page). **The earlier your concerns are voiced during a project, the better prepared the project team will be to respond to them.** Early involvement also allows for government and community groups to work together to develop solutions that ease traffic and access flow before construction starts.
- ❖ **As a result of businesses voicing concerns early, design plans can often make construction specifications that provide incentives to contractors who can resolve these concerns.** For example, a contractor may receive incentives for providing access signs to businesses that have construction at their store front.
- ❖ **Get creative!** Consider hosting promotional events with a construction theme, providing coupons, or posting detour directions that encourage your patrons to continue to visit your business during construction. Make sure to **start a database of your customers prior to construction to ensure that they receive information on your events or specials.**
- ❖ **Partner with other local businesses** to print joint advertisements in local papers or host block party sale events.
- ❖ During construction, **communicate access, parking, or traffic flow issues with the appropriate project staff,** usually the project PI manager (see below), so that the issues can be resolved as quickly as possible.

WHO WILL BE IN CONTACT WITH YOU

Transportation projects require a team of experts in a variety of fields. During any given phase of a UDOT project, you may come in contact with one or more of the following individuals:

Public Involvement/Information (PI) Manager: UDOT projects with significant community impacts are assigned a PI Manager to handle stakeholder communications, disseminate project information, and host and/or facilitate public meetings and committee groups. **These individuals are most often your primary point-of-contact when a project is underway.**

Public Involvement Coordinator (PIC): Every UDOT Region has a PIC to oversee and coordinate public involvement activities. If a PI Manager is not assigned to a project, PIC's are your next best source to obtain project information.

UDOT Project Manager: The role of the UDOT Project Manager is to oversee all project team member activities and ensure that the project is completed with the utmost quality, on-schedule, and on-budget. Project Managers usually attend public meetings and open houses and often participate in project-specific committee groups.

UDOT Resident Engineer: The UDOT Resident Engineer's main role is to oversee the construction of projects. They are responsible for ensuring that the contractor is adhering to plans, specifications, and quality workmanship. Like Project Managers, Resident Engineers often attend and participate in public meetings regarding the project.

Environmental Lead: During a project's environmental study phase, much public input is sought regarding the physical, social, and economic environment. Environmental Leads sometimes host public meetings and conduct surveys to obtain this vital project information.

Right-of-Way Agent: Some projects require the acquisition of land to sustain adequate right-of-way for the planned improvements. Right-of-Way Agents are in charge of contacting and meeting with the owners of such properties to negotiate settlement agreements and prepare acquisition documents.

THE LIFE CYCLE OF A ROAD

Transportation projects consist of key phases with different objectives. It is important to familiarize yourself with each of these phases to know when and how you can get involved. As your partner for the road ahead, UDOT is committed to keeping you informed about the project impacts that are most important to you. The examples below are just some of the most common information gathering and dissemination forums UDOT utilizes. These can vary from project to project, but you can be sure that whatever project concerns you, there is a way for you to get involved.

Project Phase	Description	Getting Involved
 Project Identification / Corridor Inventory	The Statewide Transportation Planning process uses data collected from a series of management systems, corridor inventories, and other special programs, combined with public input, to develop strategies and projects that improve the transportation system. Corridor inventories compile information on current roadway conditions, right-of-way, pavement width, current and predicted traffic volumes, accident reports, and other significant information concerning the roadway.	During the project identification / corridor inventory process, you have opportunities to provide feedback about a project area and play a part in determining what the needs are. Although this phase takes place years before construction, this is one of the most effective times to get involved. Comments taken during this period help define the scope of future improvements and are documented and passed on to future project phases. The most common forums for getting involved include: <ul style="list-style-type: none"> ❖ Public Meetings Held Annually throughout the State to Discuss the Statewide Long Range Transportation Plan ❖ Monthly Transportation Commission Meetings, which are Open to the Public (for meeting times and locations, visit www.udot.utah.gov)
 Funding Acquisition	Once a project is approved, funding must be acquired to design and construct it. The funding process is complex and time consuming, as there are numerous projects competing for the same available funding. Several entities, including federal, state, and local governments, work towards prioritizing projects according to the needs identified in the corridor inventory in order to allocate funds where they are most needed.	Once project funding has been allocated, the project is added to the UDOT Statewide Transportation Improvement Program (STIP) listing. Updated annually, this list covers planned transportation improvements for the next five years and is a great resource for identifying upcoming projects. To view the latest STIP, visit www.udot.utah.gov . Although there is not a project team to communicate with in regards to a specific project during this phase, you can still get involved by letting your local government representatives know how important a particular project is to your community. Other ways to stay informed about funding issues and upcoming projects are: <ul style="list-style-type: none"> ❖ Local Newspapers and City Newsletters ❖ Television and Radio News Casts
 Environmental Study	Most environmental studies entail assessing impacts and determining whether those impacts are in compliance with environmental laws and regulations. These laws and regulations are in place to protect cultural and historical resources; rare, threatened, and endangered species; and environmental justice requirements. They also regulate water, air, noise, and hazardous material impacts resulting from the proposed improvements. Some environmental studies result in a document that presents a preferred alternative option for transportation improvements. The document is then submitted to the appropriate agency for approval.	The environmental phase of any project is an ideal time for getting involved. Environmental studies are based on fact-finding activities, one of the most important of which is seeking public feedback. You have several milestone opportunities to get involved throughout an environmental study. These milestones usually entail 1) Providing information to be included in the project Purpose and Need, 2) Reviewing and giving feedback on proposed alternatives, and 3) Reviewing and giving feedback on the preferred alternative – what will ultimately be designed. The most common forums for getting involved include: <ul style="list-style-type: none"> ❖ Public Hearings/Open Houses ❖ Comment Forms ❖ Calls/Emails/Letters to the Public Involvement Team ❖ Project Committee Group(s) (if available) ❖ Environmental Document Reviews (if warranted) ❖ Surveys
 Design	A project's design phase can include a myriad of elements depending on the project's scope. Some projects only entail minor roadway and signal improvements, while others require new interchanges and complex structures. Once a project's design is finalized, it is advertised for a contractor's bid.	During the design phase, the general project scope is already determined; therefore, only those comments related to minor design issues are considered. These often include location of driveways, median placements, and landscaping and aesthetic plans. Use this time to familiarize yourself with the project scope and general construction schedule so that you can prepare your business accordingly. The most common ways to provide feedback during this phase include: <ul style="list-style-type: none"> ❖ Public Meetings ❖ Individual Meetings with the Project Engineers ❖ Comment Forms ❖ Calls/Emails/Letters to the Public Involvement Team
 Construction	Once a contractor is selected, coordination takes place for construction to begin. Every project is different so construction activities vary greatly from one project to the next. However, construction activities usually include: <ul style="list-style-type: none"> ❖ Acquiring Right-of-Way ❖ Excavating the Existing Roadway ❖ Constructing/Repairing Structures ❖ Paving the Roadway ❖ Conducting Utility Work ❖ Landscaping 	When a project is in the construction phase, its design plans are finalized based on input provided during previous phases. You will be informed about construction activities and impacts, and you can inform the project team about construction-related issues that need to be resolved. The most common ways to get involved in this phase include: <ul style="list-style-type: none"> ❖ Ground Breaking and Ribbon Cutting Events ❖ Calls and Emails to the Public Involvement Team ❖ Completing Pre- Mid- and Post-Construction Surveys ❖ One-on-One Meetings with Project Team Members ❖ Project Committee Group(s) (if available) ❖ Signing Up for Construction Email Updates
 Maintenance	Proper maintenance activities can prolong the life of a roadway by many years. These operations include seal coating, chip sealing, crack repairs, and rotomills and overlays (re-paving).	Maintenance operations generally cause only short-term impacts and often times take place at off-peak traffic hours. The following resources may be available to help you prepare for maintenance activities: <ul style="list-style-type: none"> ❖ Roadside Signs with Traffic Impact Information ❖ Public Involvement Coordinator (PIC) Contact for Each UDOT Regional Office ❖ Construction Email Updates ❖ Project Briefs (see <i>Maintaining & Promoting Your Business</i>)

STAYING INFORMED

Now that you know all the different ways to get involved, you may be wondering how you will be informed of these opportunities on future projects. Below is a list of the most common outreach methods used to notify you about project information and involvement opportunities*:

- ❖ Project web sites (if it is a UDOT project, you can find the link at www.udot.utah.gov)
- ❖ Public involvement professionals that are there to listen, document, and ensure that your concerns are relayed to the appropriate channels. These individuals are also in charge of keeping you informed about project activities.
- ❖ Project email updates (if you request to receive them)
- ❖ Project hotlines with pre-recorded project information, including upcoming construction activities and a voice message system for you to provide feedback
- ❖ Highway Advisory Radio stations (frequencies are posted near project areas)
- ❖ Advertisements in local papers
- ❖ Mailers (postcards, flyers, brochures, or newsletters)
- ❖ Door-to-door visits
- ❖ Variable message or electronic signs that advise drivers of upcoming construction, traffic conditions, and detour routes
- ❖ CommuterLink (web-based up-to-the-minute information and camera shots of traffic conditions at www.commuterlink.utah.gov)
- ❖ News media and radio advertisements

***NON-UDOT PROJECTS**

Not all projects on UDOT roads are UDOT construction or maintenance projects. Some are permit projects being conducted by private companies, other public agencies, or utility companies. These parties are responsible for notifying you of construction impacts to your business.

PAVEMENT MAINTENANCE

Often, the need for roadway maintenance is not apparent on the roadway surface. Problems may be lurking under the surface that can significantly impact the life of the pavement. Generally, UDOT plans to resurface its asphalt roadways every seven years. Maintenance of concrete surfaces takes place every 15 years.

REALITIES OF ROADWAY CONSTRUCTION

Roadway construction is necessary to ensure that transportation facilities keep up with existing and future traffic capacity, maintain safety, and meet community needs. It is important for business owners to have a clear idea of what to expect during construction in order to be ready when it begins.

Much of this information is project-specific; therefore, attending public project meetings and maintaining contact with the project team are always the best ways to stay informed. However, there are common elements to all roadway construction projects that you can familiarize yourself with. Below is an overview of these types of construction activities, their impacts, and possible mitigation efforts.

Impact	Description	Mitigation Effort
Dust	Dust in the project area can increase as a result of increased construction traffic and windy and/or dry weather conditions.	Watering is adjusted throughout a project in order to reduce airborne dust levels and minimize air quality impacts.
Noise & Vibration	Construction activities may result in increased noise and vibration during construction hours. The noise and vibration impacts are temporary, but may be substantial for short intervals.	Construction noise and vibration cannot exceed local noise ordinances or UDOT contract specifications. Mitigation options are limited to the project scope, location, and schedule.
Traffic Delays	Traffic delays are often caused by lane restrictions, which are necessary in order to provide enough clearance for construction crews and allow the construction of sections of the roadway.	Mitigation efforts can include maintaining additional lanes during peak traffic hours, announcing any anticipated nighttime/daytime closures on electronic message signs near the project area, and disseminating construction information with significant traffic impacts via email updates. All mitigation efforts are subject to the project scope, location, and schedule.
Modified Access to Properties	Property accesses may need to be temporarily restricted in order to conduct roadway reconstruction activities.	UDOT is committed to working with all affected property owners along the project corridor to best maintain driveway and walkway access during construction. Mitigation efforts can be on either a project-wide or individual basis.
Brief Utility Interruptions	Brief utility interruptions (i.e. gas, phone, power, etc.) may occur during a project's utility work phase. Utility work is most often conducted by utility companies independent of UDOT or the contractor.	Utility companies should inform you of any anticipated utility interruptions, unless it is an emergency situation. UDOT and the project team will make every effort to minimize utility interruptions; however, the complex coordination among all involved utilities may cause some impacts to the project schedule. Any unscheduled utility interruptions should be reported to the responsible utility company or a member of the project team.

MAINTAINING A POSITIVE OUTLOOK

As a business owner, you realize the importance of reflecting a positive outlook about your services and products. Your positive attitude goes a long way towards attracting customers and keeping them coming back.



Whether it entails full reconstruction or maintenance activities, it is likely that at some point in time you and your customers will face road construction near your business. The best way to cope with these circumstances, while maintaining a strong customer base, is to have a proactive plan that helps you maintain a positive outlook for your business. It is also important for you and UDOT to communicate with each other and brainstorm ideas that will give your business the best chance to thrive and prosper. The *Maintaining and Promoting Your Business* section of this guide offers just a few of the numerous possibilities to maintain a strong customer base during construction.

MAINTAINING & PROMOTING YOUR BUSINESS

Successfully maintaining and promoting your business is one of your top responsibilities as a business owner. This task is demanding enough without the challenges of road construction. However, there are countless examples of various business communities that have demonstrated that road construction does not necessarily have to have adverse impacts. **The key is that construction requires a change in the usual way of doing business.**

The *Partners for the Road Ahead Guide* provides you with various resources to help you adapt your business to the changes brought on by transportation projects. Below are some general tips and guidelines for helping you prepare your business for construction activities and develop an effective **Under-Construction Plan**.

GET INVOLVED EARLY

Key construction components that have impacts to businesses, such as construction phasing, maintenance-of-traffic, detour routes, and driveway access, are considered and decided upon during a project's environmental and design phases. These phases offer you the best opportunity to give feedback and recommendations on the project, as well as resolve any issues that may impact your business during construction. The key is getting involved early enough to offer suggestions for consideration in the final design, well before a contractor is on-board.



Be aware that maintenance projects do not have environmental or design phases, and therefore, do not allow you the opportunity to provide the same type of feedback. The best approach for preparing for maintenance projects is staying informed through the forums identified in the *Transportation Project Overview* section of this guide.

GET TO KNOW THE PROJECT

In order to best strategize your under-construction plan, you should stay continually informed about the project. Make sure to attend all public meetings, many of which take place after business hours. If you are unable to attend these meetings, meeting summaries, along with information about the general project progress, are usually posted on the project web site or can be obtained by contacting your UDOT regional office. Some UDOT regional offices compile Project Briefs that provide information about transportation projects scheduled to take place during the upcoming fiscal year. Project Briefs are updated annually and are posted prior to the construction season. To view the latest Project Briefs, visit www.udot.utah.gov/business-guide. Lastly, you are always welcome to contact a member of the project's public involvement team or ask them to give a project presentation for your local business group.



THINK OUTSIDE THE BOX

As a member of the business community, you are aware that creative problem-solving skills are essential for maintaining the vitality and appeal of your business. The challenges of roadway construction will require you to anticipate possible impacts and develop creative solutions to mitigate them. Below are some ideas, many of which have worked for other businesses, to help you effectively maintain and promote your business during construction.

Work With Your Business Neighbors

If you don't already know your business neighbors or local chamber of commerce, now is the time to get to know them so you can all work together to...

- ❖ Develop joint advertising or promotional campaigns.
- ❖ Designate a liaison who will maintain regular communication with the project's public involvement team.
- ❖ Develop advertisements or pool resources for group advertising to let the public know you're open for business.



Inform Your Patrons and Employees

- ❖ Place signs to direct customers to your business. Before doing so, make sure to check your city ordinance regulations and keep in mind that you may be able to temporarily erect signs in the project right-of-way.
- ❖ Keep customers, employees, and delivery drivers informed about traffic restrictions and detours using emails, flyers, paycheck stuffers, and inserts in customer billings.
- ❖ Create a construction detour map to be posted on high visibility areas, such as a restaurant menu or placemat.
- ❖ Inform your customers about any back/side door access or alternative parking areas.

Make the Road Construction Work for You

- ❖ If you are planning on remodeling soon, consider doing so during the road construction season.
- ❖ Offer discounts to construction crews. For example, offer a ready-to-go lunch special timed to take place when road construction crews are on break.
- ❖ Develop a special logo for the construction period.
- ❖ Develop construction-themed advertising campaigns.
- ❖ Offer registration into a “Hard-Hat Club” where members receive special discounts.



Do Your Part to Reduce Traffic Congestion

- ❖ Encourage employees to use alternate forms of transportation.
- ❖ Establish a company-sponsored carpool or shuttle to and from Park and Ride lots. For a listing of the Park and Ride lots near you, visit www.rideuta.com and click on “UTA Info”. You may also encourage your employees and patrons to utilize UDOT’s Carpool Connection program, which will connect them to others traveling at approximately the same time and location to form a carpool group. To find a carpool partner, visit www.udot.utah.gov and click on the “Find a Carpool” box.
- ❖ Develop a strategy plan for modifying business activities during construction. This plan may include changing hours of operation, telecommuting, or allowing for flex time or four-day work weeks to avoid travel during peak construction hours.

Prepare for Construction Impacts

- ❖ Prior to construction, start or update a database of your customers for disseminating future promotional information about your business (i.e. coupons, detour route information, special sale events, etc.).
- ❖ Host events prior, during, and after construction to draw attention to your area. These events can be free or carry an admission charge to raise funds toward promoting your business area.
- ❖ Schedule events in the evenings or on weekends to avoid conflicts with construction.
- ❖ Network with neighboring and other businesses that have experienced construction.

GLOSSARY & FREQUENTLY ASKED QUESTIONS

GLOSSARY

Average Daily Traffic: Total number of vehicles traveling in both directions on a particular road during a 24-hour period.

Access Point: The entrance or exit to a property from the roadway (i.e. driveways).

Categorical Exclusion (CAT-EX): A type of environmental study conducted when actions do not significantly involve social, economic, or environmental impacts. This type of study usually entails little or no public outreach.

Community Coordination Committee (CCC): A common term for a stakeholder group, made up of community representatives, assembled for the purpose of providing a project team with feedback regarding a transportation project. Also referenced as a Community Coordination Team (CCT).

CommuterLink: A transportation system designed to monitor and manage traffic flow on freeways and surface streets. By using closed-circuit traffic cameras, coordinated traffic signals, ramp meters, and traffic speed, traffic volume, pavement, and weather sensors, travel information can be disseminated through electronic roadway signs, radio, television, and the internet. To access the CommuterLink website, visit www.commuterlink.utah.gov.

Construction Phasing Plan: Outlines the location and approximate schedule of construction activities.

Context Sensitive Solutions (CSS): A program, instituted by UDOT, to facilitate public involvement in decision-making for Utah's roads and highways, ensuring that the final product adequately meets transportation demands and community needs while fitting within the character of the surrounding area.

Environmental Assessment (EA): A study document prepared for an action where the significance of the environmental impact of a proposed project is not clearly established. The document should briefly provide sufficient evidence and analysis for determining whether to move forward with an Environmental Impact Statement (EIS), requiring further study, or a Finding of No Significant Impact (FONSI) supporting implementation of the project.

Environmental Impact Statement (EIS): A full disclosure study document that details the process through which a transportation project was developed, includes consideration of a range of reasonable alternatives, analyzes the potential impacts resulting from the alternatives, and demonstrates compliance with other applicable environmental laws and executive orders.

Federal Highway Administration (FHWA): A major agency of the U.S. Department of Transportation charged with ensuring that America's roads and highways continue to be safe and technologically up-to-date. Although state, local, and tribal governments own most of the nation's highways, FHWA provides financial and technical support for constructing, improving, and preserving America's highway system.

Finding of No Significant Impact (FONSI): A statement issued by FHWA when environmental analysis and inter-agency review during the EA process finds a project to have no significant impacts on the quality of the environment.

Level of Service (LOS): A measure of road congestion that is influenced by factors such as traffic volume, road geometry, and terrain.

Maintenance-of-Traffic (MOT): A plan for keeping traffic moving safely and efficiently through a construction zone.

NEPA: National Environmental Policy Act of 1969. Established to encourage productive and enjoyable harmony between humans and their environment; to promote efforts that will prevent or eliminate damage to the environment and biosphere, and stimulate the health and welfare of humans; to enrich the understanding of the ecological systems and natural resources important to the Nation; and to establish a Council on Environmental Quality.

Park and Ride Lot: A designated parking area where commuters can park their personal vehicles and carpool or board mass transit vehicles (i.e. buses, TRAX, etc.).

P.E.: Professional Engineer license holder.

Record of Decision (ROD): An approval document, generated by FHWA, in response to an EIS. The ROD identifies the selected alternative, presents the basis for the decision, identifies all the alternatives considered, specifies the "environmentally preferable alternative," and provides information on the adopted means to avoid, minimize, and compensate for environmental impacts.

Traffic Control Devices: Temporary devices used to maintain traffic through a construction zone (i.e. barrels, cones, and barriers).

FREQUENTLY ASKED QUESTIONS

Who do I contact with questions regarding a roadway construction project?

Construction projects that will result in significant impact to the community are assigned a Public Information Manager (PIM) whose main responsibilities include keeping the public informed, responding to comments and questions from the public, and acting as a liaison between the public and UDOT. Contact information for the PIM is provided through a variety of outreach materials, including contact cards, flyers, newsletters, advertisements, and/or a project web site. If you are unsure of whom the contact person is for a project or if a PIM was not assigned, you may contact the Public Involvement Coordinator at your local UDOT regional office for further information.

What causes construction delays?

UDOT and the contractor set a schedule for each project with a specific begin date (a notice to proceed) and a projected end date. Both UDOT and the contractor do everything they can to stay within the schedule and finish the project on time. However, there are many factors that can impact a project schedule, including utility work, weather, product shortages, equipment issues, availability of personnel, funding, etc. The Public Information Manager is a great resource when trying to determine a project's schedule, as they are in constant contact with the project team and will have the most up-to-date information.

How does weather impact a project?

Weather is one of the most significant impacts to a project's schedule, especially when it comes to paving activities. For example, you are probably aware that paving must be stopped due to rain and snow, but did you also know that the ambient temperature for asphalt paving must be 51 degrees or higher? In addition, asphalt must be 260 degrees by the time it gets to the project site in order to be applied as pavement. Hot and cold ambient temperatures also impact concrete paving and pouring, as well as other roadway construction and maintenance activities. If the temperature is too low, heat blankets must be used to cover newly poured concrete, while high temperatures make finishing the surfaces extremely difficult and can cause a poor quality concrete surface.

Will I be impacted by the project right-of-way?

Right-of-way is land that is owned by or must be acquired by UDOT in order to complete a construction project. Whether it is in the form of a temporary easement (i.e. the contractor needs to utilize a portion of your property during construction for staging activities, utility work, etc. and the property will be returned to you at the end of the project) or a permanent acquisition (i.e. UDOT offers you fair market value for your property and it then becomes the property of the state), right-of-way impacts are something you need to be aware of. Generally speaking, if you are going to be impacted by the project right-of-way, a member of the right-of-way team will contact you early in the project development process. If you have not been contacted by a right-of-way team member and you are still concerned that your property may be impacted by the project right-of-way, you may contact the Project Manager for more details.

Why does roadwork not take place during nighttime or off-peak hours?

Some projects allow for nighttime work and some do not. The location of the project has a lot to do with whether off-peak work hours are allowed. For example, a project taking place on a freeway or highway can sometimes allow for nighttime work, since noise and other impacts to local communities are generally minimal in these areas. However, projects that take place on surface streets and near residential communities or hotels often have county and city ordinances that prevent work from taking place in those areas during nighttime hours. UDOT is required to acquire permits, including noise permits, from these local entities, which then decide whether the permit is approved. The Public Information Manager for each project will be able to let you know whether off-peak or nighttime work hours are allowed on a project.

How will access to my business be impacted?

UDOT and the contractor will work together to maintain business access through a construction zone; however, there may be times when an access point may be temporarily closed to allow for work to take place directly in front of a business. If a business has more than one access point, it is possible for one of the access points to be closed for an extended period of time while the other is maintained. It is important for businesses to communicate hours of operation and special event information to the project team, as this information will allow the contractor to do a better job of maintaining a business' access when it is most important. Some contractors provide, as a courtesy to businesses in the affected area, roadway signs alerting commuters of where a business access is located. Access points are usually restricted for the following construction activities:

- ❖ Road excavation and utility work
- ❖ Gravel or road base installation
- ❖ Paving
- ❖ Pavement curing (Steel plates are often used to allow traffic to drive over an access that has not had the full cure time)

BUSINESS RESOURCES

There are many free and/or low cost resources available to keep your business in tip-top shape before, during, and after roadway construction. These resources were created for busy business owners like you...so what are you waiting for? Go ahead and give some of them a try.

U.S. SMALL BUSINESS ADMINISTRATION – UTAH DISTRICT (WWW.SBA.GOV/UT)

The U.S. Small Business Administration (SBA) is a federal agency dedicated to providing financial, technical, and management assistance to people starting, running, and growing small businesses. The SBA has created and instituted many free and low-cost programs and services to accomplish this mission, some of which are outlined below:

Counseling and Training

The SBA provides a variety of counseling and training programs to inform and assist small businesses. These include:

Small Business Development Centers (SBDC)	SBDC's provide quality business development assistance to existing and prospective businesses. Each center offers one-on-one business management counseling, training on business management topics, and entrepreneurship training programs.	For more info, visit www.slcc.edu/slsbdc
Women's Business Center (WBC)	Supports woman-owned businesses through counseling, training, and networking opportunities.	For more info, visit www.saltlakechamber.org Click on <i>Chamber Info</i>
Service Corps of Retired Executives (SCORE)	Volunteer organization that provides free business counseling in every area of business management.	For more info, visit www.score.org
E-Business Institute	Virtual campus that provides online training courses, workshops, and knowledge resources designed to assist small business owners.	For more info, visit www.sba.gov/training

Utah Small Business Resource Guide

Co-sponsored by the U.S. Small Business Administration, the State of Utah Governor's Office of Economic Development, and *Utah Business* magazine, the *Utah Small Business Resource Guide* gives a concise and user-friendly overview of the many challenges faced by businesses along with information on how to overcome these challenges and help your business prosper. Topics include:

- ❖ Starting and Operating a Small Business in Utah
- ❖ Choosing a Business Structure
- ❖ Writing a Business Plan
- ❖ Financing Your Business
- ❖ Laws and Regulations
- ❖ Maintaining and/or Expanding Your Business
- ❖ Resources for Utah's Small Businesses
- ❖ Financing Programs
- ❖ Small Business Success Stories

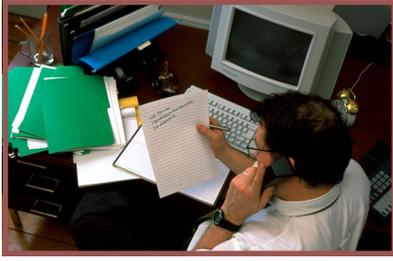
To obtain a copy of the latest resource guide, contact one of the following:

U.S. Small Business Administration – Utah District Office
801-524-3209

Salt Lake Small Business Development Center
801-957-5259

Service Corps of Retired Executives (SCORE)
801-746-2269





BUSINESS INFORMATION CENTERS (BIC's)

BIC's offer counseling and other services to assist entrepreneurs in planning their business, expanding an existing business, or venturing into new areas. Business resource libraries with computer work stations, books, videos, and reference guides are available to assist in developing business plans, promotional materials, office templates, financial statements, and IRS tax forms.

Offices are located in Salt Lake City (801-746-2269) and Ogden (801-629-8604).

CHAMBERS OF COMMERCE

Chambers of Commerce are located throughout the state to provide information and support for small businesses. Check with your local Chamber of Commerce chapter for membership benefits and fees.

NATIONAL ASSOCIATION OF WOMEN BUSINESS OWNERS (NAWBO)

NAWBO is a dues-based national organization representing the interests of all women entrepreneurs in all businesses. Membership benefits include conferences and seminars on trends, regulations, and new technologies; access to an online community of women business owners; research resources; and networking opportunities. For more information, visit www.nawboslc.org.

THE DOWNTOWN ALLIANCE

This non-profit organization was created in 1991 to foster business, community, and culture in Salt Lake City's Central Business District. The Alliance's programs are designed to bring people into the city, thereby creating business opportunities for its shareholders, as well as lobbying for downtown interests. For more information, please visit www.downtownslc.org.

PETE SUAZO CENTER

This center was created to help Utah's minority populations start and run a successful business, while also acting as a point-of-contact for other entities that wish to offer their services to these communities. The center's services include business management counseling, business plan development, marketing, and business loan services. For more information, please visit www.petesuazocenter.org.



RURAL BUSINESS COOPERATIVE SERVICE (RBCS)

The RBCS is an agency of the U.S. Department of Agriculture that assists economic development in rural Utah by providing financial assistance to business projects. For more information, visit www.rurdev.usda.gov/ut.

UTAH MICROENTERPRISE LOAN FUND (UMLF)

UMLF is a private, non-profit, multi-bank community development financial institution that provides financing and management support to entrepreneurs in start-up and existing firms that do not have access to traditional funding sources, including those that are socially and economically disadvantaged. For more information, please visit www.umlfc.com.

LOCAL BANKS AND OTHER FINANCIAL INSTITUTIONS

For assistance in financing through difficult times, local banks and other financial institutions may have a loan program that fits your needs. It is important to anticipate your needs early in order to secure appropriate financing when your business needs it most.