

Utah is growing . . . and we have a plan!





Wasatch Choice Vision key strategies for a thriving region and communities:



Transportation Choices

Provide people with real choices in how they get around - by driving, transit, biking and walking - so people can easily reach their destinations.



Housing Options

Support housing types and locations that meet the needs of all residents.



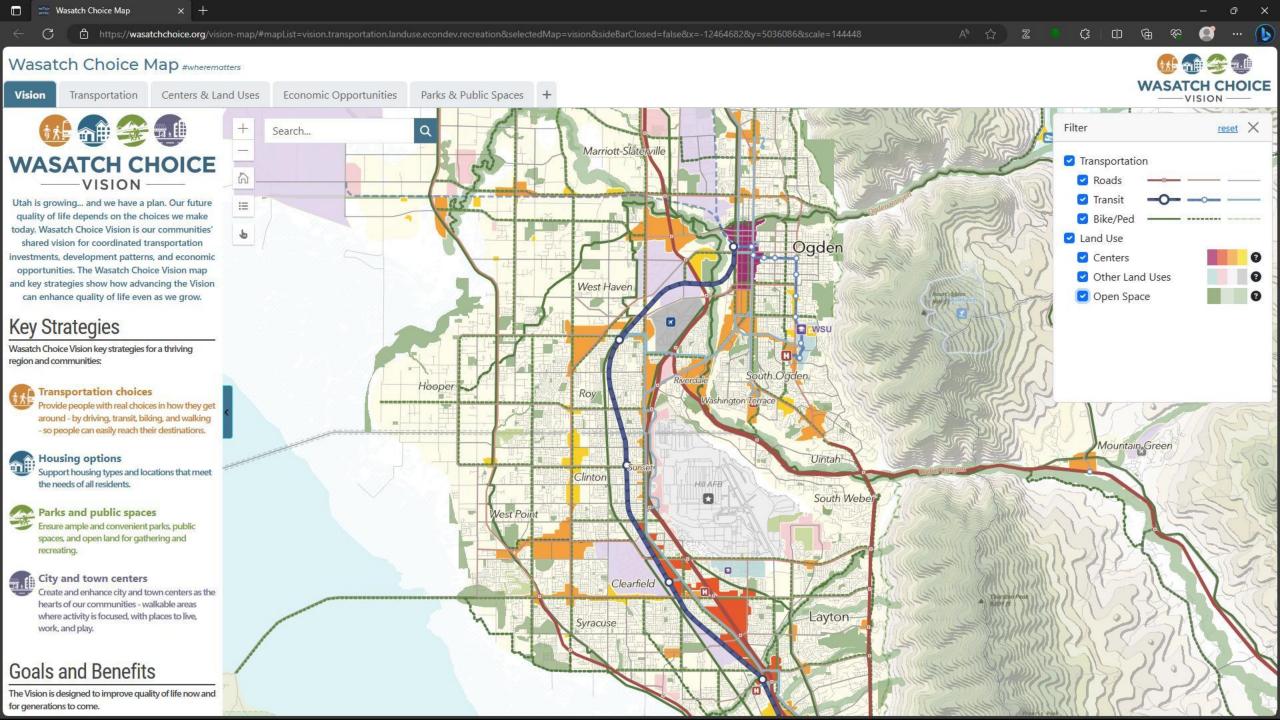
Parks & Public Spaces

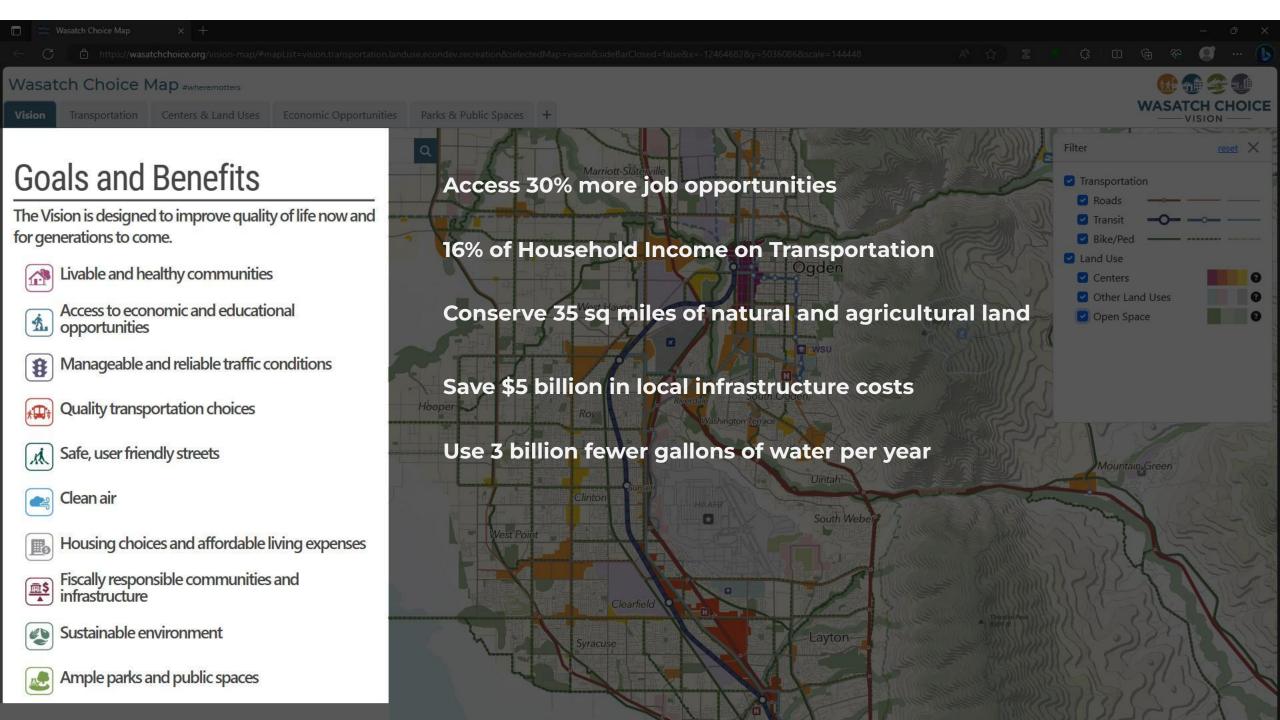
Ensure ample and convenient parks, public spaces, and open land for gathering and recreating.



City & Town Centers

Create and enhance city and town centers as the hearts of our communities – walkable areas where activity is focused, with places to live, work and play.



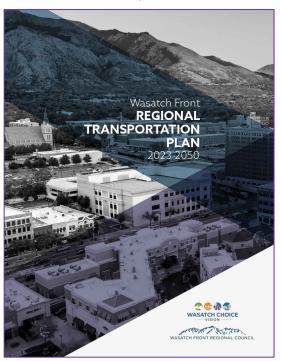




HOW WE DO IT

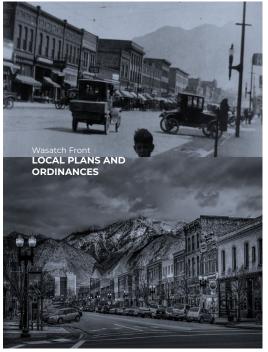


Transportation



Land Use















Understanding Access To Opportunity (ATO)





What are the 4 Key Anchors of the WFEDD Comprehensive Economic Development Strategy?



How can I help promote the 4 Key Anchors in my organization?



What is one word that describes something you love about the city you live in?



In contrast, what is one thing you dislike about your city?



How does a strong city and town center benefit your position or your organization?



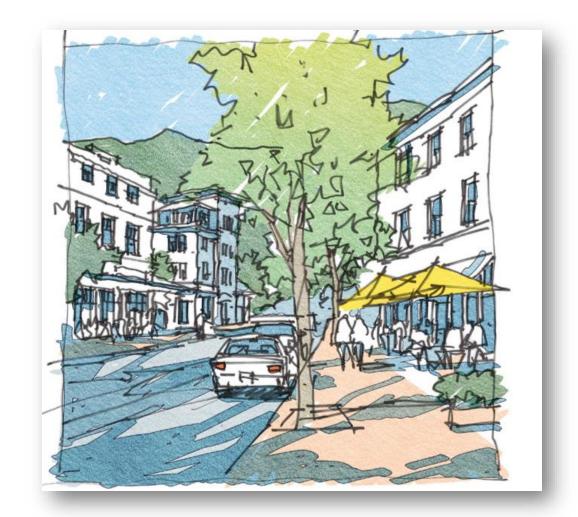
Layton City Economic Development Strategic Plan

Project Overview

Wasatch Front EDD Meeting *June 13, 2024*

Agenda

- Town Centers History / Overview
- 2 Layton Project
- Analytics / Design Approach
- Process
- Lessons Learned



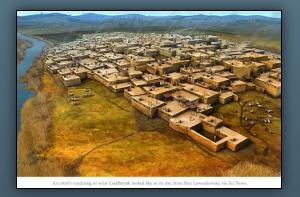
"People are largely a creature of habit, and many of their activities are more or less automatic reflexes from the stimuli of their environment."

- G. Stanley Hall



Human Settlement

Early Civilization



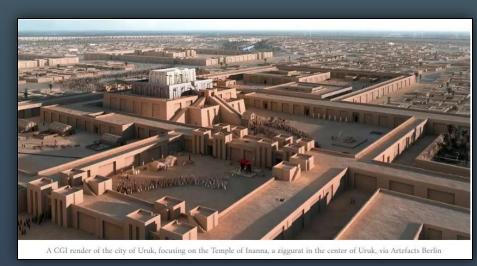




Catalhoyuk

Gobekli Tepe

Mehrgarh



Uruk

The first cities appeared during the Neolithic Period when the development of agricultural techniques assured surplus crop yields large enough to sustain a permanent population

For thousands of years the City Center was designed primarily for defense and convenience



Early Civilization

Historical Cities of Significance

"Throughout history, people have been drawn to cities as centers of trade, culture, education, and economic opportunity"





Settlement Patterns



This pattern still applies today - out of convenience, no longer necessary for defense



The Urban to Rural Transect

The foundation behind the Smart Code, New Urbanism, Placemaking and most other form based codes is simply a pattern or snapshot of how these great cities were created and evolved over time.



Settlement Patterns

Early Trade Routes Created Transportation Networks



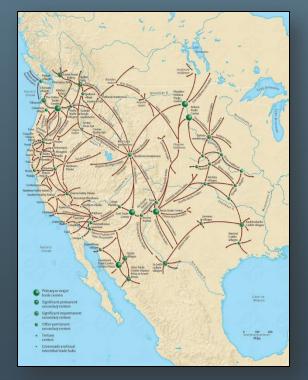
Silk Road

Transportation corridors on land or sea have always spurred economic centers since human civilization began to settle - creating opportunity to access limited food and other supplies



Spice Trade

- Amber Road
- 2. Incense Route
- 3. Persian Royal Road
- 4. Roman Road Network
- 5. The Silk Road
- 6. Inca Road System
- 7. Australian Aboriginal Trading Routes
- 8. Native American Trading Routes

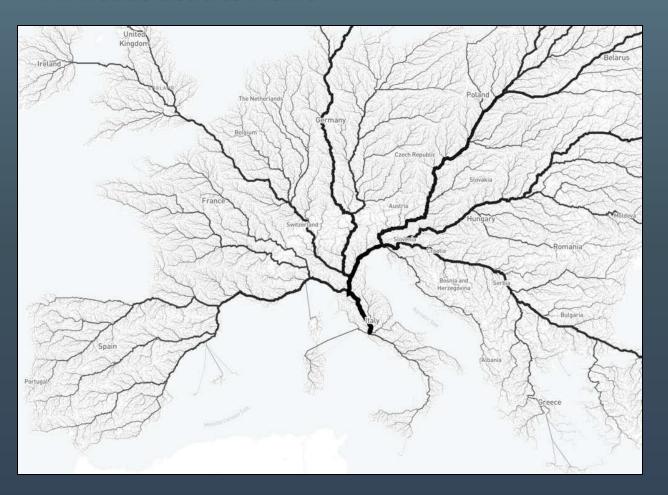


Native American Trade Routes



Early Trade Routes Created Transportation Networks

"All Roads Lead to Rome"



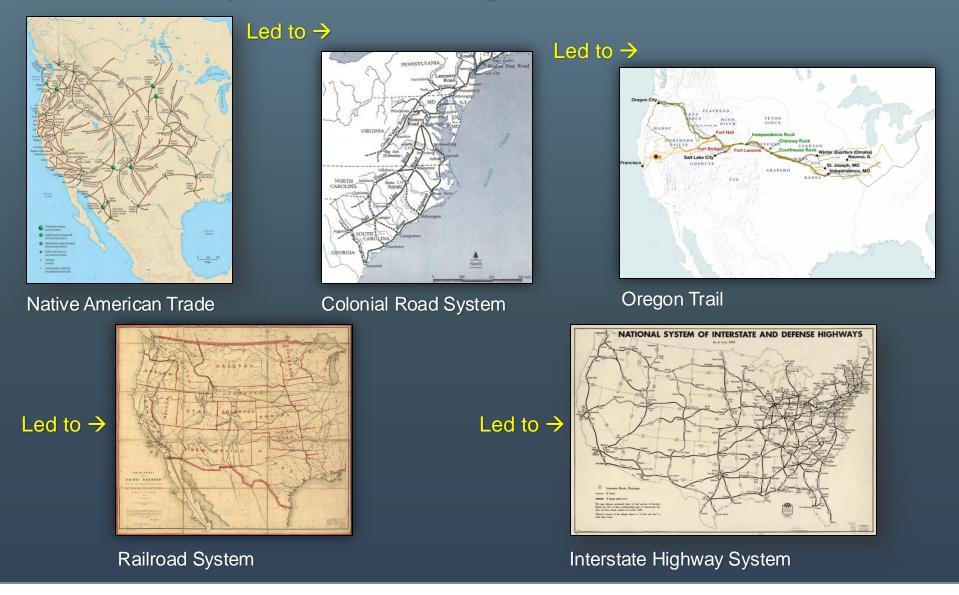
I-15 and Highway 89 via I-84 have been Layton's equivalent to our 'Road to Rome' for decades

West Davis Corridor at 2700 West is a new connection that will simply add to Layton's economic opportunity



Transportation

Early America Transportation Networks





Transportation

Main Street

As small towns began to develop across America, a central business district was established where merchants built stores for their retail businesses. The "mainstreet" was the primary road through town and as more businesses sprung up it became the main hub for the social activities of the community. It was the place to be, the towns people shopped for food and goods there, watched the latest movies at the theatre, mailed a letter at the post office, did their banking and watched the local parades.



In the early 1900s,
"pedestrians were walking in
the streets anywhere they
wanted, whenever they
wanted, usually without
looking," Peter Norton, a historian at
the University of Virginia

At this point in history, the City Center was no longer designed for defense, but designed for convenience and proximity (to people and infrastructure)



Main Street & Transportation

Main Street & the Automobile



The traditional Main Street is one of the most iconic images of America. With its unique blend of housing, retail and civic uses, Main Street served as the social and commercial hub of communities until World War II. - Craig Raphael



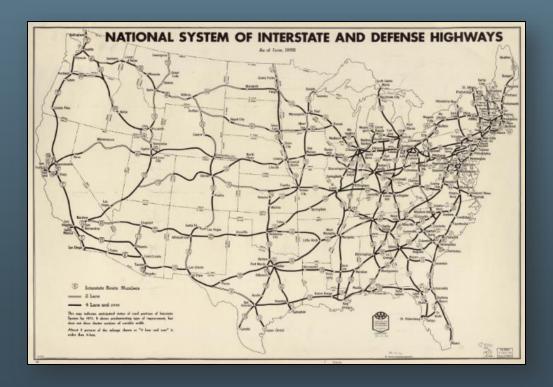
If Main Street means anything today, it signifies an idealized space where American society can practice its highest values, which include civility, tolerance, and yes, commerce.

And Main Street's endurance, as an idea, demonstrates the authority of myth to nurture a sense of community, even in a society as fragmented as ours. – *Miles Orvell*



Main Street

Interstate System



"The Interstate System has been called the **Greatest Public Works Project in History**. From the day President Dwight D. Eisenhower signed the *Federal-Aid Highway Act of 1956*, the Interstate System has been a part of our culture and as an integral part of the American way of life. Every citizen has been touched by it, if not directly as motorists, then indirectly **because every item we buy has been on the Interstate System** at some point."



Main Street and the Mall



Created for Convenience 1956

The "air-conditioned, sanitized, standardized shopping malls have become the new Main Streets of America" (Consumer Reports, 1986).

- Regional Shopping Center
- Power Center
- Lifestyle Center

LAYTON HILLS MALL

Along with power mowers, "the pill," antibiotics. smoke detectors, transistors, and personal computers, **the shopping mall was selected as one of the top 50 wonders that has revolutionized the lives of consumers** (Consumer Reports, 1986).



The Mall – "the New Main Street"

The Pedestrian vs the Automobile

"When walking a group of subjects past the long, smokedglass frontage of a Whole Foods store in Lower Manhattan, their arousal and mood states took a dive....

an emerging disaster in street psychology as suburban retailers begin to colonise central cities, block after block of bric-a-brac, and mom-and-pop-scale buildings and shops are being replaced by blank, cold spaces that effectively bleach street edges of conviviality."

- Charles Montgomery, Happy City









Creatures of Habit

Main Street Resurgence







BOULDER, CO



STAPLETON. CO



SAN ANTONIO, TX

For decades, Main Street stood for the local; today it's an importable model of planning and development that can be set up almost anywhere.

- Miles Orvell

The planning and development professions often attempt to recreate "Main Street" and mixed-use retail centers, even vertical mixed-use products, where they did not exist organically - where people (the market) prefer to travel to obtain goods and services and to interact.



A New Main Street

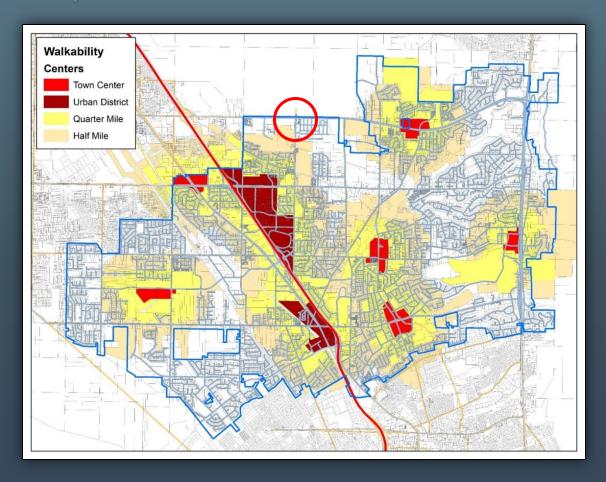
Walkability & Location

Layton originally evolved from suburban sprawl

Hill AFB and I-15 created the demand for "retail centers" and other major transportation corridors have been key to Layton's growth

Layton does not have a formal downtown as most historically beloved cities have, meaning centers have greater meaning in Layton

They can create that "sense of place" with higher density, compact development, and the "center" at a pedestrian scale that we are missing



Located on major transportation corridors and intersections – market realities still apply



Town Centers

Town Centers

Benefits of a Town Center

- Greater sense of place
- Higher density
- Creates a gathering place
- Creates more demand for retail
- Demand for more transportation options
- More walkable
- More affordable development
- Preserves vacant land longer
- Combats commercial sprawl
- Reduces retail saturation
- Combats multi-family sprawl
- More placemaking opportunity
- Provide an experience that draws people and keeps them longer

Challenges of a Town Center

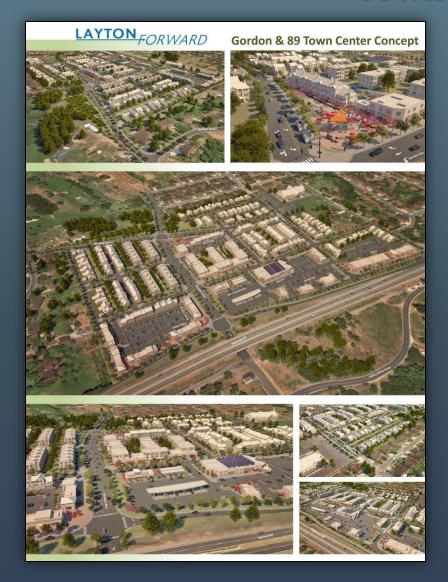
- Forcing an urban product into a non-urban context
- All remaining developable land will inevitably and completely develop into something unless the City protects the land that surrounds it - making it difficult to protect the center to edge development pattern







Town Centers



"Town Centers are the local centers for everyday life that provide convenient access to goods and services with diverse housing options, shopping, and jobs that are closer to where people live. As housing costs continue to rise and demand for more compact housing increases, Town Centers provide housing choice variety and a sense of community. Pathways connect residents to sidewalk cafes, plazas and open spaces, drawing people together for business and leisure."

"By providing services closer to where people live,
Town Centers can encourage more walking and
biking, and less driving. With commercial amenities
in closer proximity to residents, and with connecting
trails and walkable streets, vehicle trips are shorter,
resulting in fewer total vehicle miles driven."

LAYTON FORWARD



Town Centers

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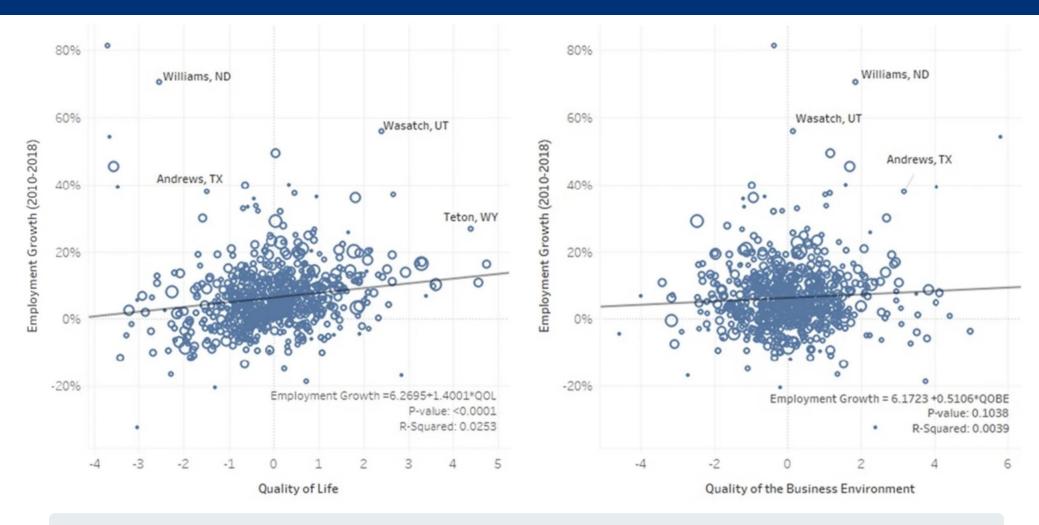
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Town Centers & Economic Development



"Quality of life (more than Quality of Business Environment) is associated with employment growth"

Town Centers & Transportation

Impact:

Traffic Analysis Zone with 50% Town Center =

5% reduction in commute times

• 1% decrease in commute times in WFRC =

192,140 minutes, **1.9 tons of C02** / year

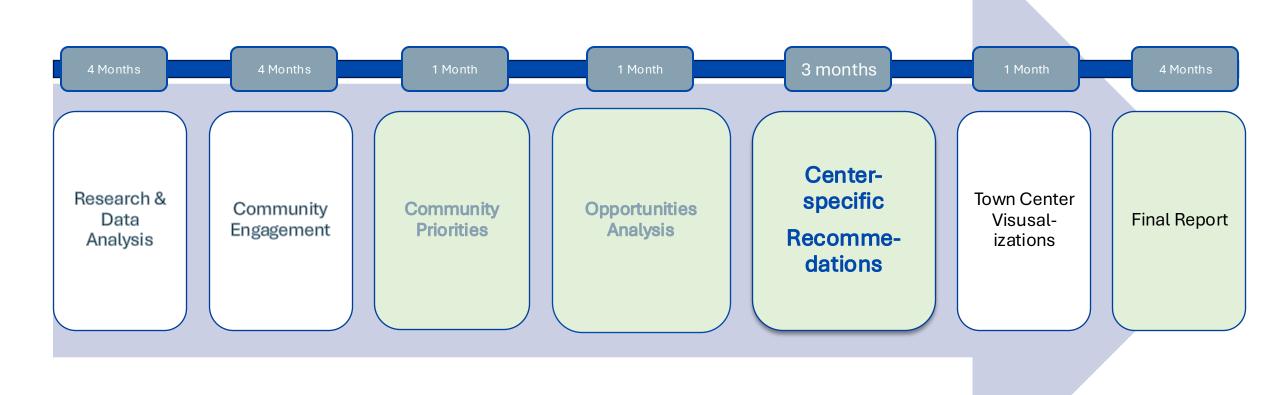
Layton Project

Objective: Comprehensive economic development plan that focuses on major transportation facilities and interchanges and the effect of various transportation modes.

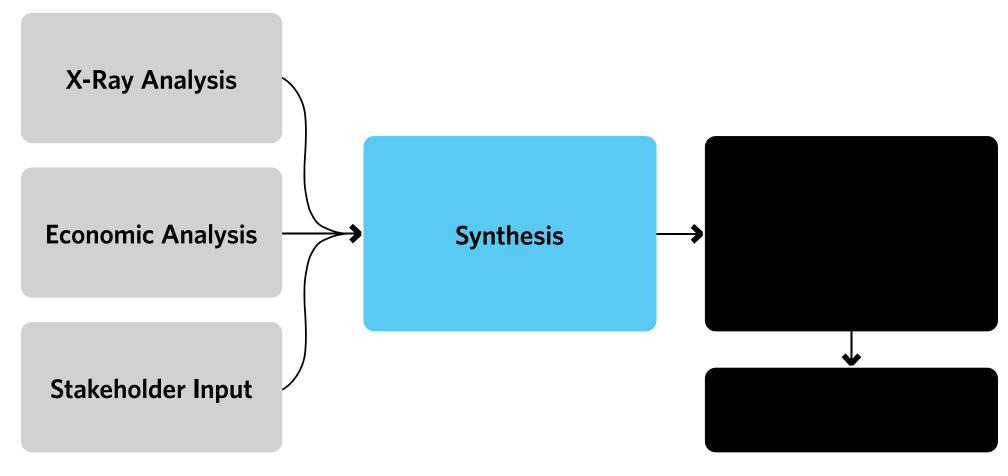
Deliverable: Original economic development plan containing goals, objectives, implementation plans, and metrics.

- Economic impacts from newly constructed highways, and interchanges
- Changing environments created by growth
- Impact of "Town Centers".

Layton Project







WORKING PROCESS

LAYTON, UTAH

Analytics / Design Approach

What are the meta trends that will impact the community in the long run.

Demographics / Economics

- Population trends / forecasts
 - Generational housing preferences
 - Workforce considerations
 - Educational attainment
 - Degrees earned
- Industry Analysis
 - Industry Clusters
 - Entrepreneurship

Analytics / Design Approach

What are the meta trends that will impact the community in the long run.

Real Estate:

- Commercial Real Estate
 - Lease rates
 - Absorption
 - Projected future needs
- Layton Retail Analysis

- High End Retail
 - National trends
 - Psychographics
 - Sector recruitment requirements
- Residential
 - Mix
 - Density

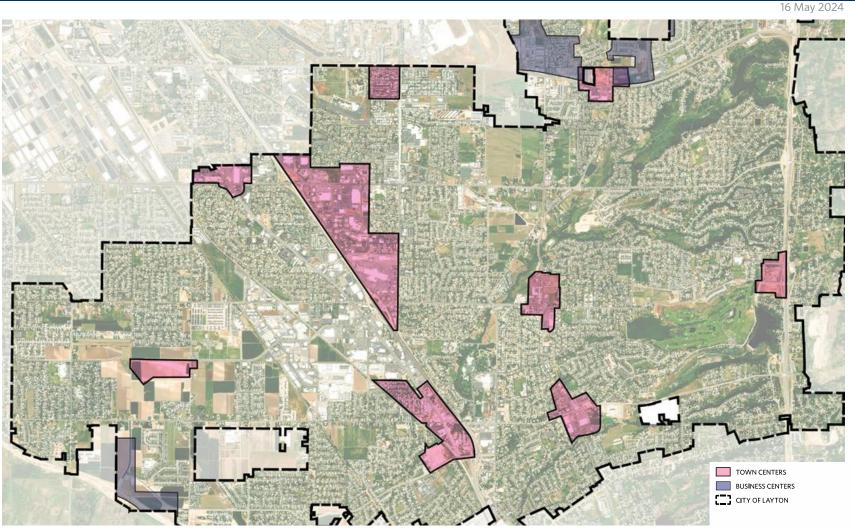
Analytics / Design Approach

What are the meta trends that will impact the community in the long run.

Transportation

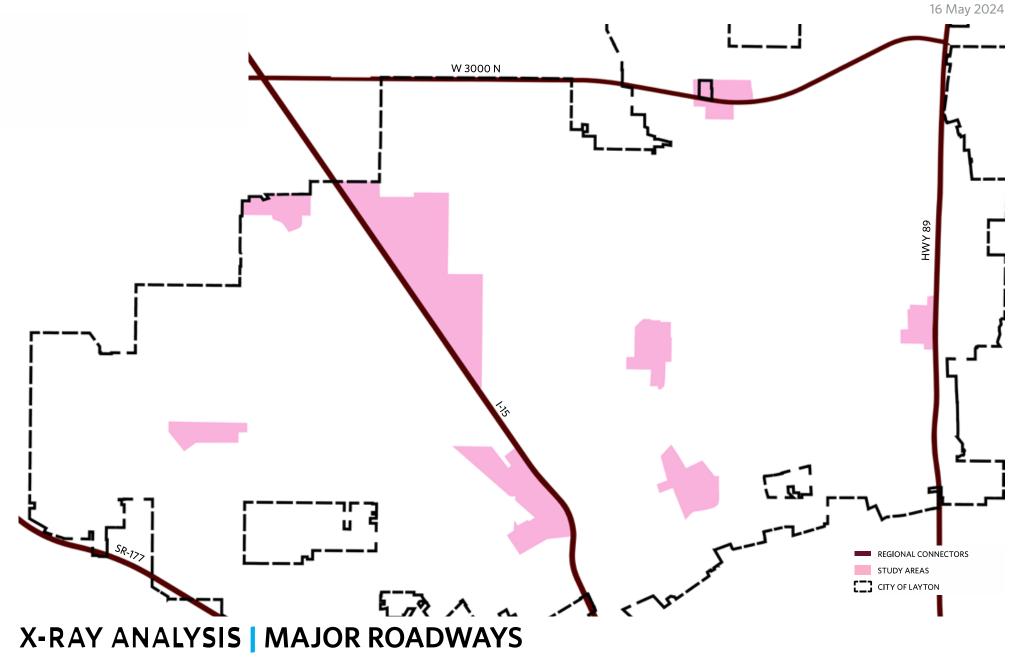
- Commute times
- Professions commuter flows (inflows/outflows)
- Walkability
- Interplay of transportation & communities

X Ray Analysis



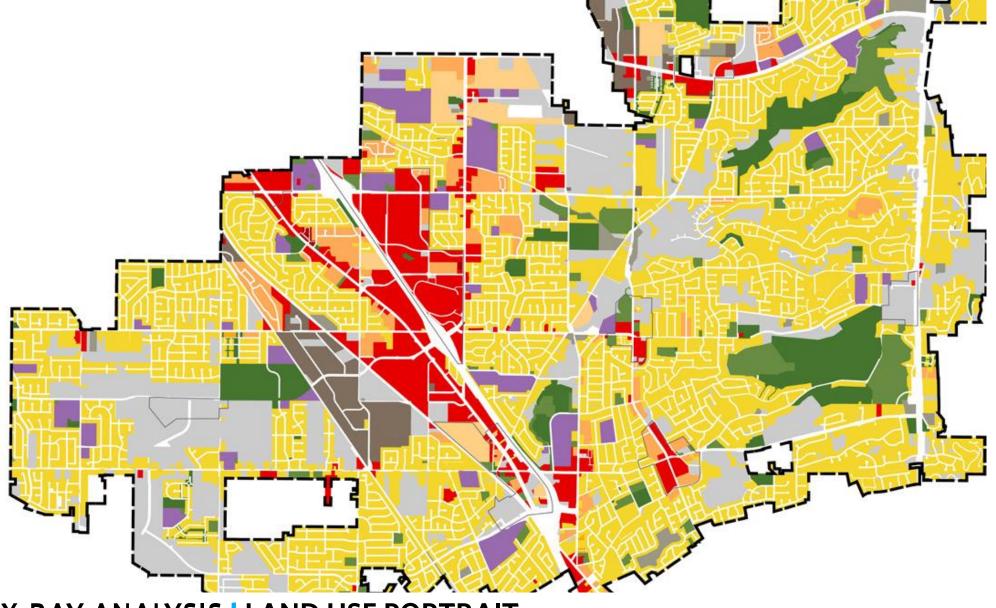
URBAN + TOWN CENTER STUDY AREAS

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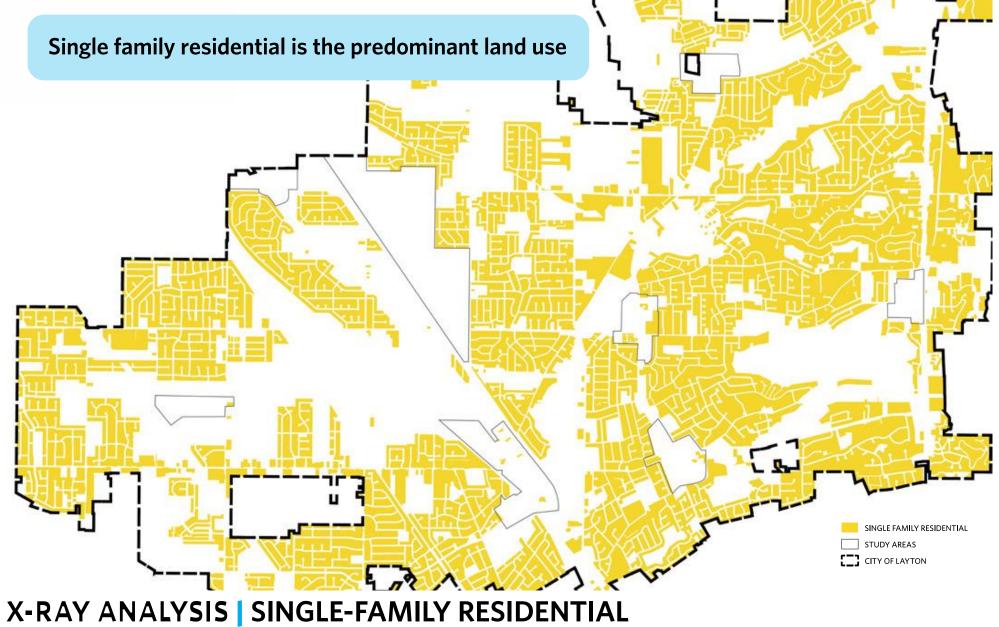
X-RAY ANALYSIS | STREET HIERARCHY

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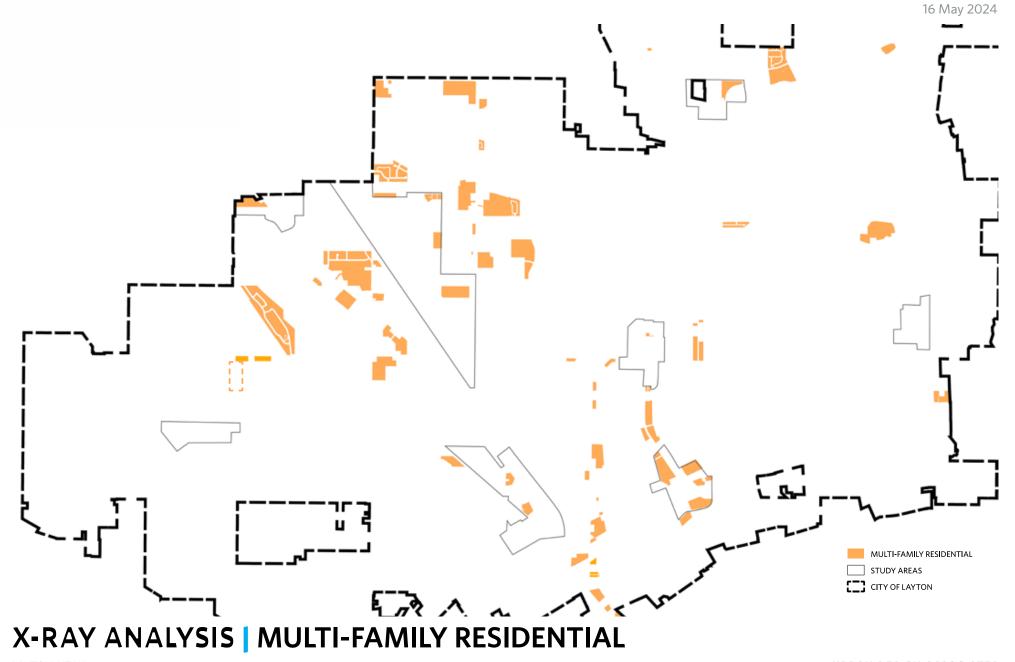


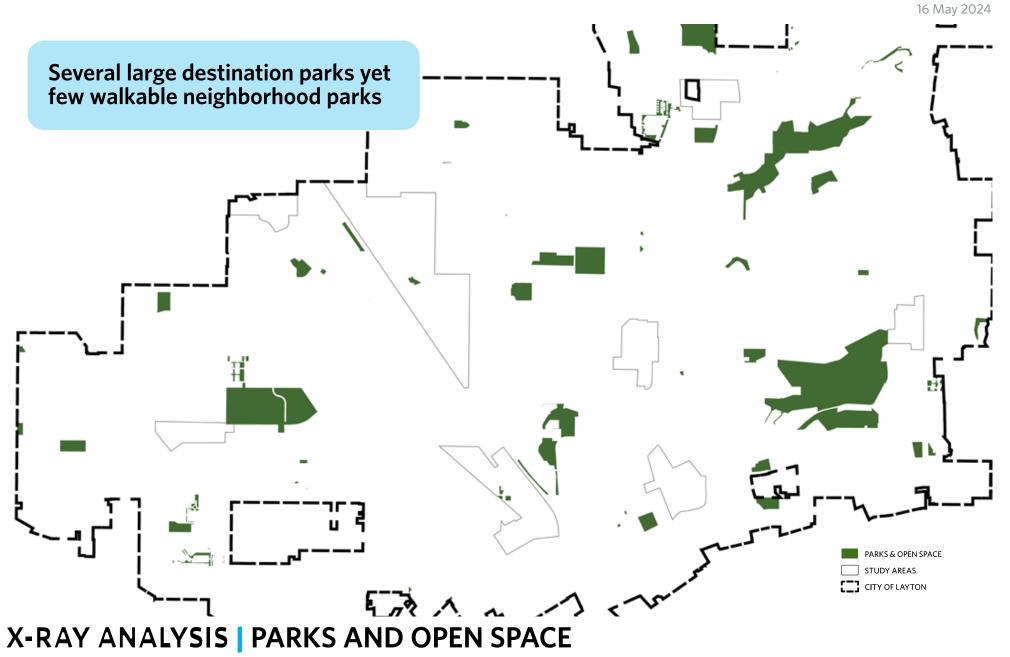
X-RAY ANALYSIS | LAND USE PORTRAIT

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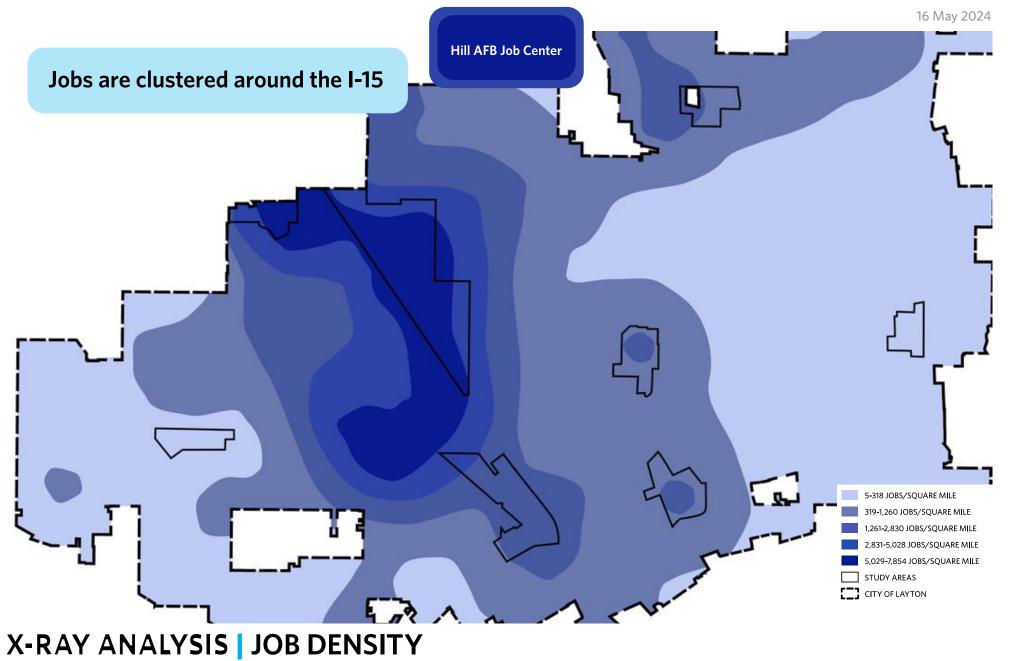


LAYTON, UTAH



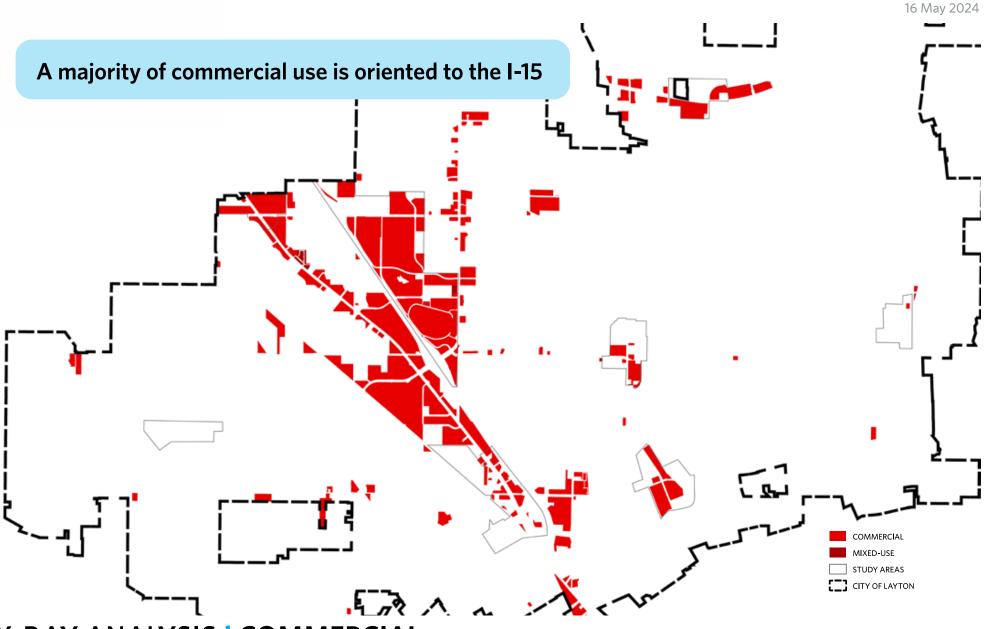


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LAYTON, UTAH

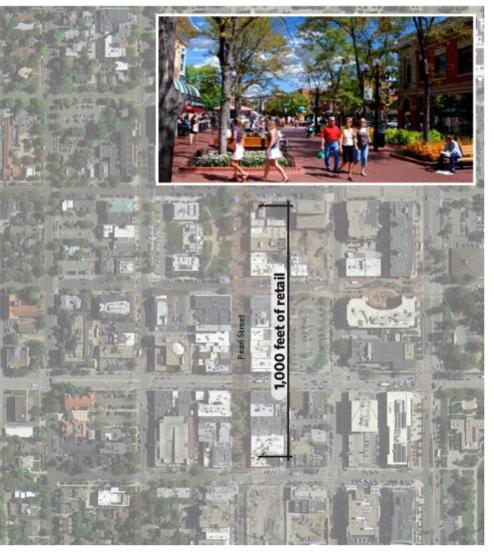
URBAN DESIGN ASSOCIATES 35



X-RAY ANALYSIS | COMMERCIAL

36





Layton Mall Pearl Street, Boulder, CO

SCALE COMPARISON

LAYTON, UTAH URBAN DESIGN ASSOCIATES 37

Lessons Learned So Far...

Words Matter...

- Alleys = Crime
- Density = Bad people
- Mixed Use Development = ??? / (Whatever I am building)
- Walkability = No cars
- Retail Development = Grocery store anchor
- High End Retail = Whatever makes us compete with Farmington...

Lessons Learned So Far...

Data Matters / Challenge Assumptions

Retail apocalypse in Layton



Davis County over-retailed



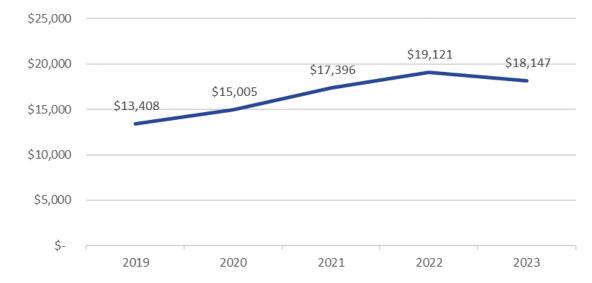
Transportation

Density around transportation arteries

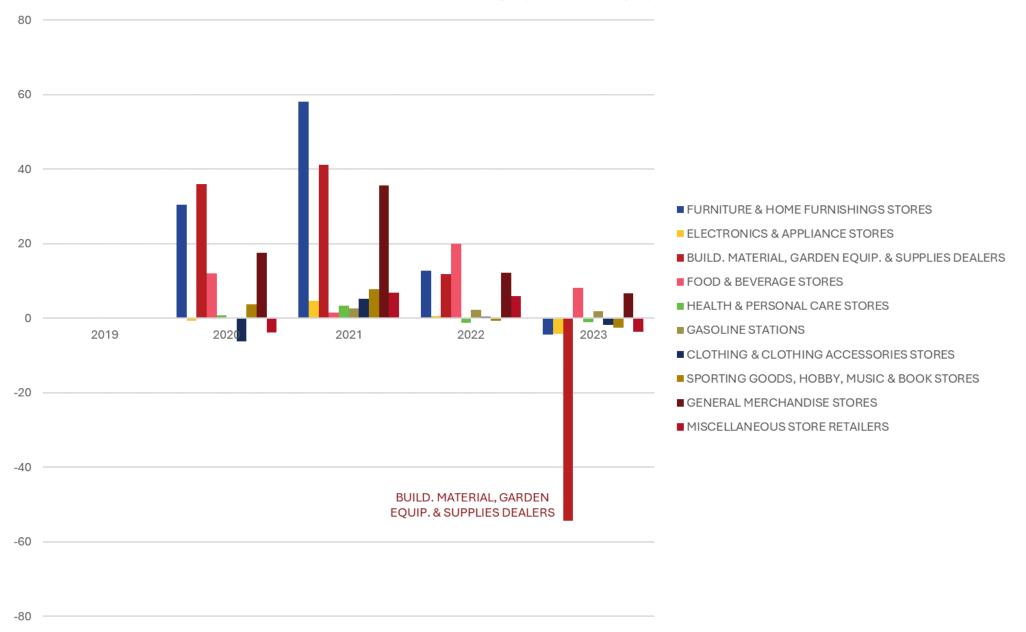
Retail Sales per SF

\$350.00			\$294.37	\$320.28	\$312.23
\$300.00		\$251.01			
\$250.00	\$213.93				
\$200.00					
\$150.00					
\$100.00					
\$50.00					
\$-	2019	2020	2021	2022	2023

Retail Sales per Capita



YoY Retail Sales Change (in \$Millions) by Sector



Questions?

Name	Population	Total Retail SF	Retail per SF
☐ Summit County, Utah	42,357	4,062,486	95.910617
☐ Carbon County, Utah	20,412	1,298,089	63.594405
☐ Weber County, Utah	262,223	16,155,761	61.61077
☐ Salt Lake County, Utah	1,185,238	70,497,819	59.479884
☐ Washington County, Utah	180,279	9,406,766	52.178934
☐ Sevier County, Utah	21,522	1,086,781	50.496283
☐ Grand County, Utah	9,669	488,093	50.480194
即Uintah County, Utah	35,620	1,758,749	49.375323
Davis County, Utah	362,679	16,064,124	44.292953
☐ Wayne County, Utah	2,486	107,379	43.193484
☐ Cache County, Utah	133,154	5,680,545	42.661467
☐ Iron County, Utah	57,289	2,410,365	42.073784
即 Utah County, Utah	659,399	26,829,288	40.687487
即Garfield County, Utah	5,009	178,048	35.545618
☐ Box Elder County, Utah	57,666	1,697,914	29.443936
™ Tooele County, Utah	72,698	2,073,188	28.517813
Millard County, Utah	12,975	367,657	28.3358
☐ Beaver County, Utah	7,072	194,100	27.446267
即Wasatch County, Utah	34,788	943,780	27.12947
Duchesne County, Utah	19,596	463,244	23.639722
[™] Juab County, Utah	11,786	263,538	22.360258
☐ Sanpete County, Utah	28,437	598,793	21.056827
邱 Kane County, Utah	7,667	132,267	17.251467
☐ Rich County, Utah	2,510	41,774	16.643028
Morgan County, Utah	12,295	204,083	16.598861
□ Daggett County, Utah	935	14,388	15.388235
☐ Emery County, Utah	9,825	145,330	14.791858
四 San Juan County, Utah	14,518	197,299	13.589957
Ш Piute County, Utah	1,438	11,742	8.1655076
	3,271,542	163,373,390	49.937733





Wasatch Front Regional Council/EDD

June 13, 2024









WHO IS APEX ACCELERATOR WHAT WE DO WHAT IS OUR "VALUE ADD"

Who Utah APEX ACCELERATOR IS



A Program (DoD) and a Host (GOEO)



UNCLASSIFIED

- DoD Office of Sm. Bus. Programs
- GOEO
 - APEX Accelerator DoD, Federal, State, & Local, Contracting Assistance



November 7, 2022

"VALUE ADD"



RESULTS FROM LAST YEAR

- ☐ 81 New Clients Awarded a Government Contract
- ☐ 388 Total Clients Awarded a Government Contract
- ☐ Total Dollar Amount of Awarded Contracts: \$920,067,343

That's Our "Value Add"!!

Utah APEX Accelerator Suite of Services



- Getting Client DIB/GIB Ready
 - **SAM Registration**
 - Developing a Capability Statement
 - Develop a Marketing Strategy
- Workshops & Conferences
 - Matchmaking Event May 15th
 - How to Write an Effective "White Paper"
 - June 19 (GOEO Office)
 - Virtual "Winning Gov't Contracts 3-Part Blueprint for Success (Utah County)
 - July 11, 18 & 25

UNCLASSIFIED

- APEX Matchmaking & Vendor Fair
 - October 23rd The Mill at SLCC
- Idaho National Laboratory October 2024

- GSA Assistance
- Bid Proposal Assistance
- One-on-One Consulting & Training
- Finding the Opportunities: APEX's BIDMATCH!
- Increase Equity & Inclusion
 - Disadvantaged Business Certifications
- DoD Cybersecurity Preparedness
- Connect innovative businesses to Gov't-Led Innovation Programs (GIP's)

November 7, 2022



Step 1: Obtain required registrations

- System for Award Management (SAM)
 - New Unique Entity Identifier (UEI)
 - Remember, SAM is FREE!!



Step 2: Finding the Solicitation (bid) Opportunities

- SAM.gov
 - Contracting Opportunities
- APEX Accelerator's BID-MATCHING Service!
 - APEX Accelerator will create a "Search Profile" for you



Step 3: Identifying What Agencies Buy Your Service or Product

- Federal Agencies
- State & Local Agencies and School Districts
- Establish a Relationship with Agency Representatives
 - Contracting Officer
 - Small Business Office
 - SADBU/OSDBU's
 - Operations Manager
- Capability Statement
- Attend Agency's Industry Day or Vendor Fair
- Attend APEX Accelerator Weekly/Monthly Outreach Events



Step 4: Learn How to Respond to Agency's Opportunities

- Sources Sought
- RFI
- RFQ
- RFP



Procurement Categories

Full & Open Competition

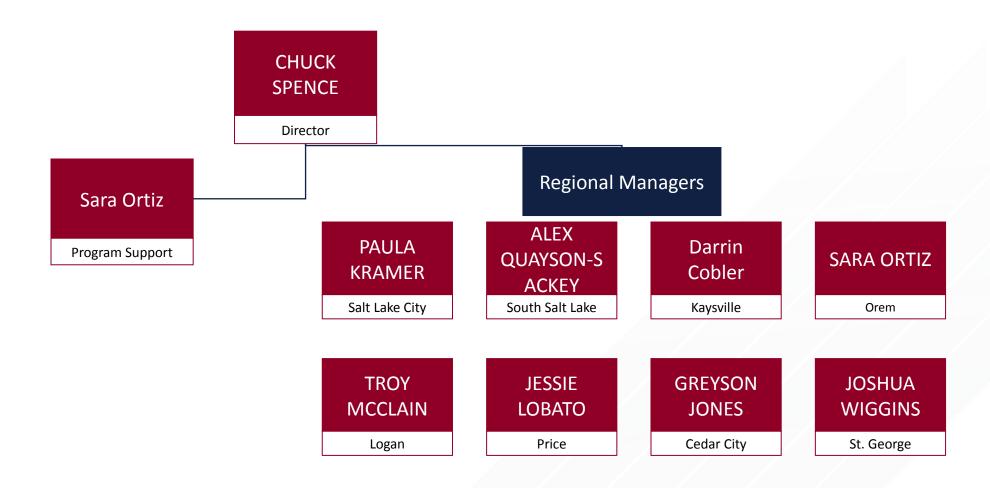
• All responsible businesses (large or small) are permitted to submit bids

Set-Aside (Goals) Contracts for Small Businesses

- Small Business: 23%
- Small Disadvantaged Businesses (8a Certified Firms): 15% by FY2025
- Woman-Owned Small Businesses (WOSB): 5%
- Service-Disabled Veteran-Owned (SDVOSB): 3%
- HUBZone: 3%

UTAH APEX Organization





APEX ACCELERATORS

Contact for APEX Accelerator

www.business.utah.gov/APEX

Apex@utah.gov

dcobler@utah.gov (Weber, Davis, Morgan)
 pkramer@utah.gov (Central Salt Lake)
 aquayson@utah.gov (South Salt Lake)



QUESTIONS



Wasatch Front Economic Development District Board

Presented by

Utah Innovation Center

June 2024



Governor's Office of Economic Opportunity

UTAH INNOVATION CENTER

Support Utah Technology Innovation

SBIR/STTR Services

- Consult with Utah companies to win competitive SBIR/STTR R&D funding
- Clients awarded over \$300M in R&D funds with additional impact from follow-on funding
- Tibbetts and FAST awards recipient
- In 2022, 80% of total Utah award \$'s came from current and former Innovation Center clients

SBIR/STTR Program

~\$4 Billion Annually

- Mandated by Congress
- Funding Level is specified by federal law

Small Business Innovation Research (SBIR)

3.2% of extramural research budgets over \$100 million

Small Business Technology Transfer (STTR)

0.45% of extramural research budgets over \$1 billion



SBIR/STTR Company Eligibility

As specified by the Small Business Administration (SBA):

- For profit
- 51% ownership by individuals who are citizens or permanent residents in the U.S.
- 500 or fewer employees (including affiliates)



The Utah Innovation Center works with companies headquartered in Utah

Competitive, Three-Phase Program

Participating in America's Seed Fund happens in three phases.



SBIR/STTR Federal Program

Best Benefit:

Non-Equity Position Dollars

- NO loss of technology ownership
- NO loss of intellectual property (National Emergency)
- NO payback of funds



SBIR/STTR Differences

	SBIR	STTR
Partnering	Allowed	Requires a nonprofit research institution partner
Budget & Work Requirement	May outsource: up to 33% in Phase I up to 50% in Phase II	Minimum Work Requirement: Small Business: 40% Research Partner: 30%
Principal Investigator (PI)	Primary employment must be with the small business (≥ 51%)	PI employed by either the research institution or the small business (Except NSF)

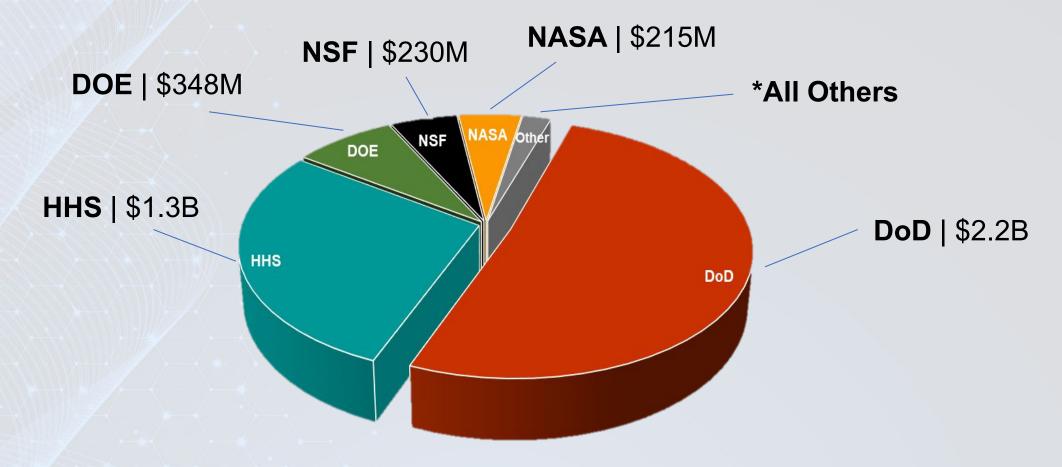
SBIR/STTR Agencies

- Department of Agriculture
- Department of Commerce (NIST, NOAA)
- Department of Defense
- Department of Education
- Department of Energy
- Department of Health and Human Services

- Department of Homeland Security
- Department of Transportation
- Environmental Protection Agency
- National Aeronautics and Space Administration
- National Science Foundation

Each agency designates R&D topics and accepts proposals on their specific deadlines

Agency Budget Distribution



^{*} Includes USDA (\$38M), DHS (\$20M), DOC (\$12M), ED (\$12M), DOT (\$11M), EPA (\$5M)

Technology Eligibility

Fund Innovation

- High risk
- Early-stage projects

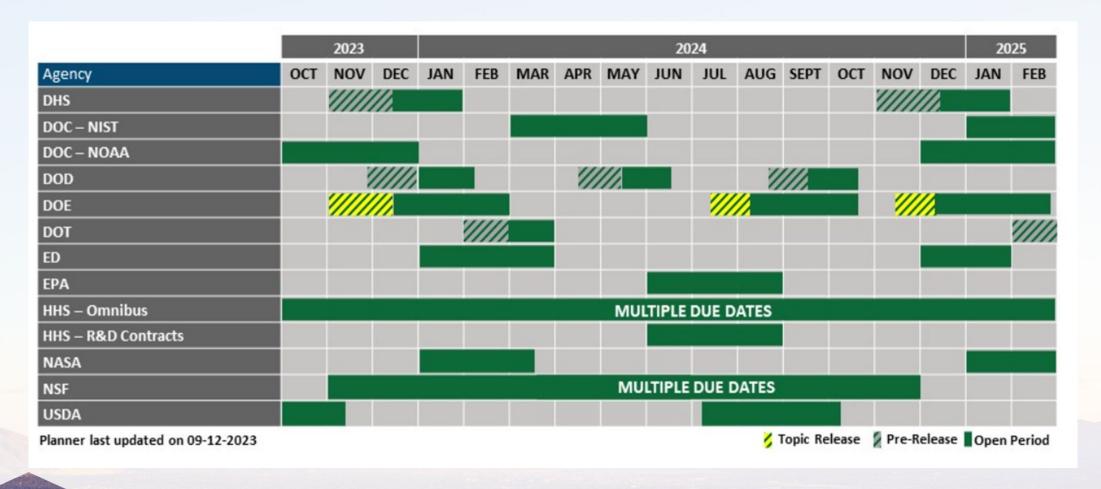
"Important or critical inventions and innovations that may not be considered by other types of venture funding..."

Examples

- Internet
- GPS system
- QualComm chip
 - ... and a better life vest



Annual Solicitation Releases



Principal Investigator (PI)

- Must be employed by the business (SBIR)
- Must work for the company at least 51% of the time during the time of the award (SBIR)
- Cannot work full-time elsewhere
- Ph.D. beneficial to NSF/HHS
- Other team members...



Team

- Scientists, engineers, innovators
- Experts in industry
- Business person advisors?
- Look to future: marketing, regulatory, etc.
- Utah Innovation Center



Commercialization

Phase I

- Market Understanding
- Competition
- Potential Partners
- Letters of Support

Phase II

- Commercialization Path in Place
- Licensing or Manufacturing
- Letters of Support
- 40% of winning = Commercialization

Looking for ideas to benefit America
Commercialization Path must be included in Phase I

How can you spend the money?

YES	
Salaries	
Fringe Benefits	
Replace Supplies / Lease Equipment	
Overhead	
Consultants	
Fee / Profit – 7%	

NO	
Lawyers / Patents*	
Marketing*	
Computers	
Construction	
Creating Lab	
Travel = Tricky	

Technical and Business Assistance (TABA)

TABA may be used for:

- Market Research
- Marketing
- Legal/Patents
- ...by a vendor

Varies by agency:

- Extra funds above the budget
- Within the budget Limit
- Not offered at all

≤ \$6,500 in Phase I≤ \$50,000 in Phase II

Utah Technology Innovation Funding (UTIF)

Funding for Utah Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) projects

Microgrants

For new SBIR/STTR applicants

Nonrecourse Loans

- For Phase I SBIR/STTR winners
- Bridges the gap for Phase II R&D efforts

https://business.utah.gov/utah-innovation-center/utif/

Utah Technology Innovation Funding (UTIF)

Apply through Economic Opportunity Office portal -

https://utahecon.secure.force.com/econ/

- Current login credentials or sign in as a new user
- Four weeks before submission is due

Microgrants

• \$3,000 (\$2,000 additional funding for woman-owned, small disadvantaged businesses or businesses located in a rural county)

Nonrecourse Loans

\$50,000 (\$10,000 additional funding using same criteria)

https://business.utah.gov/utah-innovation-center/utif/

Thank You From Our Team



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