

## OF NOTE



### Goin' somewhere else

Half of Americans are more likely to boycott a brand due to its political positions than they were a year ago, according to a survey by Savings.com. Sixty-one percent of Democrats are likely to boycott over politics, versus 41 percent of Republicans. Americans are just as likely to stop purchasing a brand due to politics as they are poor customer service, which perennially is a leading cause.

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## Perception gap: Just what does GOED do?

**Brice Wallace**  
*The Enterprise*

An understanding of the Governor's Office of Economic Development (GOED) has seemingly always been elusive. Every few years, GOED board members and staff have aired concerns that the public and politicians in the state simply are unaware of GOED's activities, its programs and its initiatives.

Now, with a new administration in place, a survey has confirmed some of what executive director Dan Hemmert describes as "the perception gaps in GOED."

Hemmert briefed the GOED board about the survey results during a recent board meeting. They indicate that when respondents were asked open-ended questions, they were uncertain about GOED programs and initiatives or misunderstood GOED's main corporate recruitment tool, the economic development tax increment

financing (EDTIF).

"There is quite a bit of misunderstanding or not good awareness of what EDTIF is and what EDTIF does," Pete Codella, GOED's director of marketing and communications, told the board. "And now that we have the rural EDTIF, I think there's a great opportunity for our office to talk about corporate incentives."

Codella noted that most of the respondents are convinced that GOED provides incentives only to out-of-state companies, despite more than two-thirds of incentives going to retain or grow Utah-based companies. "We're supporting local entrepreneurs and local businesses, so that's another key message that we need to get out," he said.

Only 25 percent of respondents correctly identified that two-thirds of EDTIF contracts are with Utah-based companies. Other results show that more than half of respondents correctly identified all of GOED's initiatives, except for workforce pathway programs (25 percent) and licens-

ing mixed martial arts events (7 percent). Fifty-seven percent already subscribe to GOED's monthly "Business Elevated" newsletter, and 32 percent have listened to the "Business Elevated" podcast — a figure

see GOED page 14

## Want to start a small business? There's no place better than Utah

There's more evidence that the hype about Utah being a good place for business is accurate. Six of the 10 best U.S. small cities to start a small business are in Utah, according to an April report from financial review and advice website WalletHub.

In its "Best Small Cities for Starting a Business in 2021," WalletHub compared more than 1,300 American cities with fewer than 100,000 residents across 20 key metrics, including accessible financing, human-resource availability, workforce education levels, office space costs, labor costs and more.

St. George came out on top of the more than 1,300 cities surveyed, with Cedar City finishing second. St. George's neighbor Washington was No. 4, Logan was No. 5, Midvale was No. 7 and Clearfield was No. 9. The only non-Utah cities in the top 10 were Williston, North Dakota, at No. 3; Aberdeen, South Dakota, at No. 6; Fort Meyers, Florida at No. 8; and Bozeman, Montana, was 10th.

Pleasant Grove (No.15), Lehi (No. 18) and Orem (No. 19) were also on the WalletHub Top 20.

Washington and St. George had the highest average growth in the number of small businesses in their respective areas, according to the report.

Four of the five worst cities on WalletHub's 1,337-city list were in New Jersey, while all the 20 worst cities were on the East Coast.

## True Giants: Garffs to receive Chamber honor

The Salt Lake Chamber has announced that Katharine and Robert Garff will be honored with the organization's 42nd Giant in Our City award. The chamber said the award recognizes those with exceptional and distinguished service as well as extraordinary professional achievement.

"Utahns know the Garff name and the family's success in the business community. However, some may be less familiar with their rich legacy in our state of community service and charitable contributions that have blessed countless lives through the years," said Derek Miller, president and CEO of the Salt Lake Chamber and Downtown Alliance, in announcing the award. "For decades, Kathi and Bob Garff have been passionately dedicated to educational efforts and programs geared toward helping Utah students succeed, not only academically but in life. Without their influence, our students and community would



Katharine and Robert Garff

not be the same and we are delighted to be given the opportunity to recognize these and so many other contributions."

The award will be presented at the 2021 Giant in Our City celebration on June 24 at the Grand America Hotel.

Katharine Garff is the chair of Ken Garff Enterprises and Ken Garff Automot-

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## COVID-19 AND UTAH - NEWS AFFECTING YOUR BUSINESS & YOUR EMPLOYEES

### SkyWest to receive \$250 million from Payroll Support Program 3

SkyWest Inc. of St. George has announced that its wholly owned subsidiary SkyWest Airlines has entered into a Payroll Support Program 3 agreement with the U.S. Treasury Department to receive a total of approximately \$250 million under the American Rescue Plan Act of 2021. SkyWest received half of the \$250 million on April 23 and expects to receive the remaining funding during the second quarter of 2021. In consideration for the funding, approximately \$45 million will be in the form of a 10-year, low interest unsecured term loan and SkyWest will issue to the U.S. Treasury Department warrants to purchase approximately 78,317 shares of SkyWest common stock at a strike price of \$57.47.

The funds received under this program will be used to pay for the wages, salaries and benefits of thousands of SkyWest Airlines employees. The program includes certain restrictions similar to the first two Payroll Support programs, including limitations on involuntary terminations and furloughs through Sept. 30; restrictions on the payment of dividends and the repurchase of shares through Sept. 30, 2022; and certain limitations on executive compensation through April 1, 2023.

SkyWest also announced it received an additional \$35 million payroll support funding on April 23 from the Treasury Department under the Payroll Support Program Extension agreement (PSP 2). In consideration for the additional funding under PSP 2, approximately \$10 million will be in the form of a 10-year low-interest unsecured term loan and SkyWest will issue to Treasury warrants to purchase approximately 25,958 shares of SkyWest common stock at a strike price of \$40.41.

### SBA announces technology initiative for Restaurant Revitalization Fund

The U.S. Small Business Administration has announced the technology partners that will participate in the rollout of the Restaurant Revitalization Fund (RRF) — a program that will allow eligible restaurants and other food establishments seeking COVID-19 relief funding to access the RRF application or data they need to fill out the application through point-of-sale (POS) service providers. SBA said it has partnered with payment network Clover, NCR Corp., fintech company Square and point-of-sale platform Toast in this effort to provide a customer-centric approach to the delivery of relief funds.

The initiative should be a good fit for busy Utah entrepreneurs as they are known for being tech-savvy, said SBA Utah District Director Marla Trollan. "It's great to see SBA offering an innovative and convenient way for time-

crunched restaurateurs to apply for funds," she said.

"The SBA is partnering with point-of-sale providers to leverage technology to better reach the smallest businesses that need our help the most. This collaboration is just one example of the many innovative and creative ways we're connecting with entrepreneurs in the hardest-hit and underserved communities," said SBA Administrator Isabella Casillas Guzman. "The SBA must be as entrepreneurial as the entrepreneurs we serve. These partnerships enable us to meet small businesses where they are, instead of waiting for them to come to us."

"As restaurant sellers prepare for reopening, we're working with the SBA to provide them with the tools and services they need to rebuild," said Bruce Bell, head of Square for Restaurants. "We're honored to partner with the SBA in this important initiative, as we continue to support our sellers on the challenging road ahead."

"The restaurant industry has been hit hard by the pandemic, and we are pleased to work with the SBA to help our customers easily access and navigate the Restaurant Revitalization Fund application process," said Nick DeLeonardis, senior vice president for payments, lending and payroll at Toast. "This partnership will serve as an example of ways in which the public and private sectors can work together to serve the greater good."

Once the SBA announces when applications will be accepted, qualifying restaurants will be able to work directly with their point-of-sale service providers to help them apply for the RRF.

### FDA: There are now plenty of N95 masks, should no longer be reused

The U.S. Food and Drug Administration has taken steps toward ending an emergency exception that allowed hospitals to ration and reuse N95 medical masks, the agency announced last week.

Thousands of medical providers have died during the COVID-19 pandemic, many exposed and infected while caring for patients without adequate protection.

Critical shortages of masks, gowns, swabs and other medical supplies prompted the Trump administration to issue guidelines for providers to ration, clean and reuse disposable equipment. Thus, throughout the pandemic, once a week many doctors and nurses were issued an N95 mask, which is normally designed to be tossed after each patient.

Now U.S. manufacturers say they have vast surpluses for sale and hospitals say they have three- to 12-month stockpiles.

In response, the government says hospitals and healthcare providers should try to return to one mask per patient.

"The U.S. Food and Drug Administration is recommending healthcare personnel and facilities transition

away from crisis capacity conservation strategies," said the agency in a letter to healthcare personnel and facilities. The letter is not an order. Hospitals are still legally permitted to sterilize and reuse N95s. But in the coming weeks or months, the FDA will issue updated guidance and, eventually, require hospitals to revert to single use, said Suzanne Schwartz, director of the FDA's office of strategic partnerships and technology innovation.

"The ability to decontaminate was purely a last resort, an extreme measure," Schwartz said. "From the FDA's perspective, there is a need for us to move back towards contingency and conventional strategies, which is, you use the respirator for the interaction and then you dispose of it and get a new one. We are in unison, in sync, with both NIOSH and OSHA in that position."

### Shuttered Venue Operators Grants portal now open for applications

The U.S. Small Business Administration has reopened the Shuttered Venue Operators Grant application portal for operators of live venues, live performing arts organizations, museums and movie theaters, as well as live venue promoters, theatrical producers and talent representatives to apply for critical economic relief due to losses caused by shutdowns during the COVID-19 pandemic. A link to the portal can be found at the agency's website, [www.sba.gov/svo-grant](http://www.sba.gov/svo-grant).

Utah enjoys many high-quality venues that provide audiences not only a great way to spend an evening or weekend, but also contribute millions of dollars into their local economies, said SBA Utah District Director Marla Trollan. "This is magnified further when audience members are also tourists and spend time browsing downtown, stay in hotels and go to other local sites and restaurants. We are very relieved the site will reopen and hope it goes well ...," she said.

"We recognize the urgency and need to get this program up and running," said Barb Carson, deputy associate administrator of SBA's Office of Disaster Assistance. "With venue operators in danger of closing, every day that passes by is a day that these businesses cannot afford. We remain dedicated to delivering emergency aid as quickly as possible and will begin reviewing the applications as they are submitted."

While working with vendors to fix technology issues that occurred with the April 8 initial opening, the SBA identified and resolved other concerns and enhanced the applicant experience with the portal.

SBA's collaboration with several live venue, cultural and related industry organizations has been vital to the agency's understanding of the user experience for potential SVOG applicants, and the SBA will continue to partner with them through the application and grant awarding processes, Carson said.

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## SLC home sales fastest in nation

A new report from international real estate company RE/MAX show that, yes, indeed, the Salt Lake City home market is hot.

Among its findings, the latest RE/MAX National Housing Report ranked the local market as No. 1 for the fastest-selling homes in the United States. The report, which surveyed 53 metro markets throughout the U.S., including Salt Lake City, found that the average Salt Lake City home sells in just 16 days.

The survey also found that Salt Lake City homes sales are up 9.4 percent over last year and that homes are selling for 17.8 percent more money than a year ago.

RE/MAX also reported that one of the root causes of the skyrocketing numbers is based in the current inventory of homes available for sale. The one month's supply of homes on the market is down 73 percent from a year ago.

"In addition to the supply-and-demand reality, the market has been amplified by COVID,"

said Josh Horner of RE/MAX Masters in Salt Lake City. "A new phenomenon also occurred — multiple offers, all above ask price, are being submitted for almost every home on the market. As Realtors in Salt Lake and Park City, our new normal for all price ranges is competing against dozens of other offers, all of which are above the asking price and many times waive important due diligence or appraisal protections to make their offer stand out."

Horner offered an example: "We recently found a home for a client looking in the \$500,000-to-\$600,000 range; they had over 70 offers," Horner said. "Yes, 70 offers. The norm for a good home is 20-30 offers."

Horner also cited the influx of out-of-state buyer as contributory to the inventory shortage.

"There is a strong local demand for housing," Horner said. "However, we see more and more out-of-state money drowning out local buyers."

## Private equity firm acquires Murray-based Apex Biologix

Desert Highlands Regenerative (DHR), a private equity group in Salt Lake City, has acquired a majority ownership of Apex Biologix, a Murray-based regenerative medical company. Apex designs and manufactures XCELL platelet-rich plasma.

Apex also appointed Jeff Frey to its senior management team as chief commercial officer. Frey's orthopedic and regenerative medicine experience spans 25 years with companies such as Johnson & Johnson Orthopedics, Integra Lifesciences and Ortho Solutions.

Apex Biologix will continue to operate under the same name; maintain its core leadership team led by its president, Troy Openshaw; and focus on the expansion of its product line and services through the commercial leadership and capital now in place, the company said.

"We have handpicked Apex Biologix to be the vehicle to grow and expand our existing footprint in the regenerative medicine market," said Frey, who is also a partner at Desert Highlands Regenerative. "APEX Biologix has set the foundation with superior products evidenced by proven results. We are bullish about the future by providing the best products in regenerative medicine for our physicians and their patients."

The investment in Apec aligns with DHR's strategy to provide physicians with specialized training, comprehensive business services and premier supplies to improve their practices and enhance the lives of the patients they treat, the company said. The purchase furthers the company's goal of becoming the leader in regenerative medicine products, it said.

"The integration of APEX Biologix and Desert Highlands Regenerative will leverage additional capital resources and distribution assets to dramatically expand Apex's audience and reach into new markets that we've not serviced before. Our physicians will continue to receive the same level of high-quality products and services they have come to expect from Apex Biologix," said Openshaw.

Established in 2014, Apex serves all 50 states and multiple countries globally, with over 2,000 active physician clients.

## Jones Waldo elects Thomas as president

Law firm Jones, Waldo, Holbrook & McDonough has announced that Nathan Thomas, a litigation shareholder in the Salt Lake City office, will be the next firm president. His term began April 22.

Thomas replaces long-time president Keven Rowe, who recently made the decision to step down from the board of directors and as president, a position he held for 18 years. Rowe is a real estate lawyer who represents clients in commercial finance, complex real estate development and leasing and corporate law. Rowe will be remaining with the firm as a practicing attorney.

"All of us at Jones Waldo commend Keven for his leadership and are grateful for his many years of service. His contributions have been invaluable and we are glad that he remains with the firm to mentor the next generation of leaders," said Sue Skanchy, the firm's CEO.

"Keven's legacy is in good hands with Nathan, whose innovative ideas and energy will ensure Jones Waldo continues to provide superior service to our clients and keep our firm a great place to work for our attorneys and staff," said Daniel Daines, chairman of the board.

"Keven has been a great leader to our firm and has served with passion and perspective at all times," said Thomas, "I have had the privilege of observing Keven's management of the firm firsthand for the past several years, his has not been an easy job, yet he has performed it with aplomb at all times. I appreciate the opportunity to continue Keven's efforts to keep Jones Waldo one of Utah's

most prestigious law firms."

Thomas is a litigation lawyer who represents individuals, privately owned businesses, and publicly traded companies in a number of different industries. He has served on the firm's executive committee for six years and on the firm's board of directors since 2012.

"I am honored to be chosen by my colleagues to serve as the next firm president," said Thomas, "I look forward to building on the firm's current momentum in our efforts to grow our business and

continue to provide outstanding legal services and value to our clients. Jones Waldo has a long history in Utah of being a fulfilling workplace for the high-caliber of attorneys, professionals and administrative staff we have here. I am committed to continuing that tradition while leading us into the future to be an even stronger law firm."

Jed Burton has also been elected to the firm's board of directors and Kyle Leishman, Mark Tolman, Liz Butler and Chris Hadley were re-elected to the board.

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UTAH'S BUSINESS JOURNAL

USPS # 891-300

Published weekly by:

**Enterprise Newspaper Group**

825 North 300 West Ste. NE220

Salt Lake City, Utah 84103

801-533-0556 FAX 801-533-0684

[www.slenterprise.com](http://www.slenterprise.com)

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**Subscription Rates:**

Online only, \$65 per year

Print only, \$75 per year

Online and Print, \$85 per year

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Periodical postage paid at Salt Lake City, Utah

POSTMASTER: Send address corrections to:

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# Goldman Sachs: 67% of Utah businesses say PPP funding will be gone in June

A new national survey of small-business owners from Goldman Sachs "10,000 Small Businesses Voices" shows that America's Main Street businesses are re-opening and their owners have access to vaccines. However, small businesses are concerned about maintaining payroll through the summer without additional relief, highlighting the fragility of this recovery and the requirement for continued access to capital.

While small-business owners begin their recovery in earnest, warning signs remain about their ability to return to business as usual. Ninety-one percent of small-business owners who qualified and applied for the Payroll Protection Plan's (PPP) second round have received their

funding. However, 77 percent of small-business owners nationally — and 67 percent of Utah small-business owners — expect to exhaust their second round of PPP funding by the end of June. Only 33 percent of Utah small-business owners expect to be able to maintain payroll without additional relief.

The data were announced during a media call featuring Jessica Johnston-Cope, Chair of Goldman Sachs "10,000 Small Businesses Voices" National Leadership Council, and Joe Wall, national director of "10,000 Small Businesses Voices."

A year ago, when Goldman Sachs began surveying American small-business owners, only 39 percent of respondents were open for business. Today, 84 percent of

respondents report they are fully open for business and 15 percent are partially open. Compared to a year ago, small-business owners overall are 21 percent more confident of their business' survival — 89 percent in April 2021, compared to 68 percent in April 2020. Ninety-one percent of Utah small-business owners are confident they will be able to survive.

Additionally, 80 percent of respondents report having been given the opportunity to be vaccinated and 67 percent have received a COVID-19 vaccination. In Utah, 84 percent of small-business owners have personally been given the opportunity to receive a vaccination and 61 percent have received it.

"Across America, it's back to business on Main Streets as

operating restrictions are eased and customers are becoming increasingly comfortable visiting their favorite local businesses," said Johnston-Cope. "Even as optimism increases, the stark reality is that COVID-19 has forever changed the landscape for small businesses — in ways big and small. After a year with significant challenges, a full recovery for small businesses is not yet in sight and the reality is the majority of small business owners

surveyed expect to need additional aid to maintain payroll through the summer."

"Policymakers' action to pass a second round of PPP was a significant in keeping American workers on payroll, but the message small-business owners are sending our nation's leaders is that while they are on the path to recovery, the road is long and more assistance may be needed as their businesses have fundamentally changed," said Wall.

## CORPORATE FINANCIAL REPORTS

The following are recent financial reports as posted by selected Utah corporations:

### Zions

Zions Bancorporation NA, based in Salt Lake City, reported net earnings applicable to common shareholders of \$314 million, or \$1.90 per share, for the 2021 first quarter. That compares with \$6 million, or 4 cents per share, for the same quarter a year earlier.

The bank company operates under local management teams and distinct brands in 11 western states.

"Our first-quarter results were strong, reflecting an improving credit environment and outlook, which resulted in minimal net charge-offs and a substantial reversal of loan loss provisions made in prior quarters as the pandemic took hold," Harris H. Simmons, chairman and CEO, said in announcing the results.

"During the quarter, we assisted more than 24,000 customers in obtaining access to \$2.6 billion of governmental relief funds in the form of PPP loans, bringing the total amount of PPP loans made to small businesses over the past year to nearly \$10 billion. Non-PPP loan volumes continued to experience attrition while total deposits saw robust growth, both being in large measure a result of unusually strong levels of liquidity in the economy."

### Qualtrics

Qualtrics, based in Provo, reported a net loss of \$199.9 million, or 41 cents per share, for the first quarter ended March 31. That

compares with a loss of \$44.8 million, or 11 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$238.6 million, up from \$176.1 million in the year-earlier quarter.

Qualtrics is focused on customer experience.

"Q1 was an outstanding quarter for Qualtrics, and a powerful start to our fiscal year," Zig Serafin, CEO, said in announcing the results. "Organizations around the world are in the middle of an important transformation — an experience transformation — and Qualtrics has never been more relevant or impactful."

### Utah Medical Products

Utah Medical Products Inc., based in Salt Lake City, reported net income of \$3 million, or 83 cents per share, for the most recent quarter. That compares with \$3.1 million, or 84 cents per share, for the same quarter a year earlier and also for the 2019 first quarter.

Sales in the most recent quarter totaled \$10.9 million, flat with the same quarter a year earlier and up from \$10.7 million in the 2019 first quarter.

Utah Medical Products develops, manufactures and markets disposable and reusable specialty medical devices.

The company said it was reporting the income statement results compared to the same periods in both 2019 and 2020 "because of the aberration in results which began in March 2020 due to the impact of restrictions on 'nonessential' medical procedures."

## BambooHR to hire 500 more employees

BambooHR has announced that it will hire more than 500 employees this year to help maintain the momentum its human resources platform has in the small and medium-sized business market. Open positions will span every department in the organization, with a focus on technology, sales and customer facing roles, the company said.

Founded in 2008, Bam-

booHR has over 700 employees, 20,000 customers and over a million users worldwide. Its software is designed for HR professionals to collect, maintain and analyze data, facilitate hiring, onboard new employees, manage compensation and develop company culture.

"We help simplify the lives of HR professionals across every industry. This isn't possible with-

out the dedication, ingenuity and skillset our employees contribute to building the business and supporting our customers," said Amy Frampton, head of marketing at BambooHR. "We've always emphasized employee experience, which is evident in the culture we've established internally, and the influence we have among our customers as they strive to create their own great workplaces."

## Richter7, Kassing Andrews announce merger

Two of Utah's largest advertising agencies, Richter7 and Kassing Andrews Advertising, are merging to create MaHK Advertising (pronounced "make"), which will immediately rank as one of Utah's largest media buying agencies.

Effective June 1, MaHK will operate from the Kassing Andrews' building on Parleys Way in Salt Lake City. The firm will service current clients in more than 40 markets from California to Florida, the company said.

"We are absolutely thrilled to combine these complementary marketing teams of professionals to serve our clients with media buying power, unmatched creative executions, analytics and customer service," said Jason Kassing, a co-founder of Kassing Andrews, who becomes a

partner and executive vice president of MaHK. "Both Kassing Andrews and Richter7 have had strong years recently and have no plans to lay off any employees. In fact, MaHK is interviewing now for seasoned professionals to strengthen our digital media and account services teams."

With its roots in Utah since 1971, Richter7, originally Fotheringham & Associates, is Utah's longest-standing advertising agency.

"Combining our strengths and melding two highly respected agencies in the business only makes sense," said Tal Harry, Richter7 CEO, who also becomes a partner and executive vice president of MaHK. "Because clients love the strategic leadership and analytics we provide, layering on the media buying clout of Kass-

ing Andrews with ours only results in better value for each client."

Harry said MaHK will continue to focus on the food, automotive, grocery, tourism and higher education industries, with clients such as Papa Murphy's, Big O Tires, Maverik, ICON Health & Fitness, Associated Food Stores, Lagoon, Quick Quack Car Wash, Nate Wade and others.

"At our core, we create great escapes for our clients whose consumers feel trapped in the tediousness of everyday lives, not only during the pandemic but far beyond," said Harry.

MaHK Advertising derived its unconventional name by applying the first letter of its four principals' last names: Walt McRoberts, Karen Andrews, Tal Harry and Jason Kassing.

# Don't give up the fight without first 'peeling the onion' on your P&L

With PPP and EIDL money, many small-to-medium-sized businesses have breathed a little easier during the pandemic. However, such cash infusions — if you are not careful — can distract you from staying vigilant in managing your company finances. Even though your working capital needs have diminished by virtue of these stimulus monies, you must not overlook the fundamental elements of sound financial management.



**RICH TYSON**

the larger, more profitable ones. Because of this, the better projects were migrating away, often to the competition.

So, what to do? A tough decision had to be made. If the business was to be rescued, they would need to put a laser focus on the larger, high-margin projects, including freeing up operating capacity for those jobs by phasing out the “friend business.”

This conclusion was very hard

for my client. He had to go to each of his friends, explain the situation and gently fire them. Tough medicine, to be sure, but essential for the survival of the business.

With clarity regarding the new strategy, my client formed a plan that proved to be acceptable to his bank. They stressed that they would keep a close eye on his progress, but they agreed that he had identified the problem and had a solid plan for solving it. A year later, my client announced that he had achieved his highest profitability in 30

years.

Peeling the onion generally means something different for every business. However, it's a leadership exercise that every CEO and/or business owner should do. Start with dissecting your P&L and go from there.

Richard Tyson is the founder, principal owner and president of CEObuilder, which provides forums for consulting and coaching to executives in small businesses.

Let's begin with your income statement, or P&L. What story does this document tell you?

A few years ago, one of my clients announced that he was in the process of retaining a bankruptcy attorney. The trends in his P&L showed a consistent pattern of declining gross profit, and no net profit for several years. He said that it was time to “throw in the towel.”

This business owner had always resisted sharing his financial statements with me, and now it was clear why. He was embarrassed. It took his sense of impending disaster to get him to put his P&L on the table. At this point, when he was sure it was too late to help him, he shared his numbers.

His business was, indeed, in severe financial straits. He told me that in a recent conversation, his banker had informed him that if he didn't come up with an acceptable plan to reverse things, they would have no choice but to call due both his long-term loan and line of credit.


It was at this point that I suggested that we “peel the P&L onion.” What I meant was that while the income statement tells a story, in and of itself, it is generally insufficient to provide any sense of what to do to improve things. We needed to dig deeper. I assured him that each layer of his financial onion that we peeled back would get us closer to the root causes of his problems. With those in hand, we could work toward solutions.

The consolidation of numbers on his P&L needed to be dissected. I asked my client to show me a list of all of his customers with their respective revenue, cost of goods sold and gross profit for the last year. With this information in hand, we were able to calculate the gross margin (gross profit as a percentage of revenue) for each customer. We then rank-ordered them from the highest gross margin to the lowest.

This information gave us some very interesting insights. The highest gross margin customers were actually my client's largest (highest revenue) customers. However, as a percentage of his overall revenue, these high-margin customers were steadily declining, while his smaller, lower-margin customers were growing as a percentage of overall revenue.

Of course, the question here was “Why?” My client squirmed a bit at this point. “Well,” he said, “these smaller customers are old friends. I give them a sweet-heart deal because of our friendship.”

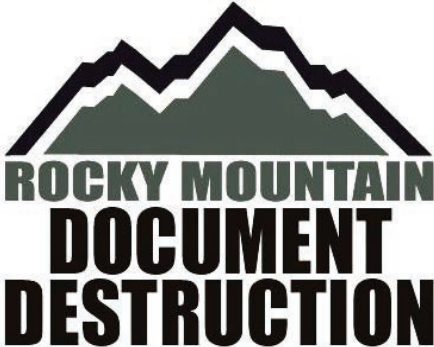
Further questioning (onion-peeling, if you will) led to the discovery that these friends not only received preferential pricing, but their projects were also always given priority in the production queue over



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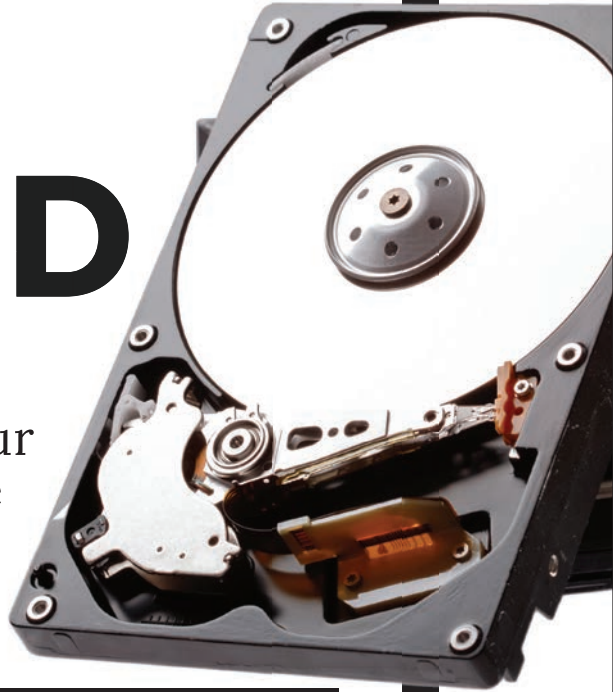
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# Succeeding in Your Business

## On freedom and entrepreneurship: You still have to answer to your customer

Last week's column — in which I gave my readers a (perhaps too) candid look into what I personally will be doing (and not doing) in the next year or two as we emerge from our pandemic foxholes — generated a fair amount of comment, both positive and negative.

An example of



the latter: “Up to now I’ve always respected what you do for the small business community, but after reading this I’m starting to wonder if you believe in freedom.” This was no doubt in response to my statement that I will be wearing a mask in public situations and avoiding large crowds for at least the next 12 to 24 months.

First, let me remind everyone that this is a column designed to help small-business owners be more successful. That was precisely why I wrote last week's column: to let you know how at least one customer (me) is going to interact with local businesses for the foreseeable future.

Like it or not, the pandemic has changed the way your customers look at the world around them. Many of them — espe-

cially older folks, those who came down with the virus and those who lost loved ones — will be much more cautious and much more conscious of their health, safety and surroundings than they were in 2019. Even if they've been vaccinated.

State and local governments may allow you to take off your mask, but many people — myself included — will probably continue to wear one in public for quite a while to come.

As a small-business owner, you need to be sensitive to that.

Asking whether I believe in individual freedom is a loaded question. There is only one acceptable answer: yes!

But here's the tricky part: Freedom is not always what the entrepreneurial life is all about.

In a free society, people are free to do what they like within the limits of the law. In America, they are free to start businesses of their own. Millions of immigrants come to this country precisely for the opportunity to do so, and entrepreneurship has been the path to success for many people who have been marginalized by the traditional corporate career path.

But business owners are not free to do whatever they like with their businesses.

Sad to say, when you run your own business, you are seldom, if ever, “your own boss.” You are still accountable to someone; it's just that that someone doesn't live in the office with you.

That someone is your customer.

One of the hardest lessons first-time entrepreneurs learn is that people are seldom willing to pay them to do things that are fun, creative and fulfilling. Many of the jobs people pay good money for are things that are tedious, boring, complicated, risky, dangerous or disgusting.

Often, what people want you to do is at odds with what you want to do. Often, what people want you to do is contrary to what you think they should want you to do. But you know what? That is their prerogative. They are free to spend their money however they wish.

To put it bluntly: If you run a restaurant, you will certainly have the freedom not to wear a

mask and to require your employees to take theirs off. But I also have the freedom not to patronize your restaurant if I do not feel safe there. If I ask your mask-free waitress whether or not she has been vaccinated, she does not have the freedom to ignore my question. And if she equivocates or gives the wrong answer, I have the freedom to walk out and eat somewhere else. You may think me a wimp, or worse, but it's my life and my money. Guess who wins?

A local Indian restaurant in my hometown did something amazing this past week. In addition to putting out tables and chairs for outdoor dining as they did last summer, they commandeered five parking spaces in front of the restaurant and built a shed with five individual dining compartments separated by glass dividers. By eating there, you can enjoy indoor dining and still benefit from social distancing, as families occupying adjoining compartments can see, hear and talk to each other in a safe way.

The shed is an eyesore and takes up a good-sized chunk of their parking lot — and how they ever got it past our local Planning and Zoning Commission, I will never know — but it's a brilliant way to cope with the new world we will be facing as we emerge from our foxholes. The ambience is not the same as their gorgeous interior space featuring Indian antiques and tapestries on the walls, but I don't think most customers will mind if the food is good, the service is punctual and friendly and the seating is comfortable.

The goal of any small business these days, as it has been this entire past year, is to stay open, keep the revenue flowing and survive — whatever it takes. That means worshipping your customers and subordinating your freedom to theirs: exactly what the concept of “service” means.

If you disagree, you have the freedom to fail.

Cliff Ennico (crennico@gmail.com) is a syndicated columnist, author and former host of the PBS television series “Money Hunt.”

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## SOUTH VALLEY CHAMBER FUEL THE FUN



Take a dip in a pool, go shopping, or just relax! Check out this special, Fuel The Fun offer for the hotels in the South Valley area. Book an overnight stay in Salt Lake's South Valley region for 2 nights or more at participating hotels and you'll get your choice of a \$50 Sinclair gas card or \$50 Visa pre-paid gift card! Free \$50 VISA Gift Card

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# Industry Briefs

Industry Briefs are provided as a free service to our readers. Company news information may be sent to [brice@slenterprise.com](mailto:brice@slenterprise.com). The submission deadline is one week before publication.

## ASSOCIATIONS

• **BioUtah**, a trade association serving Utah's life sciences industry, has announced that **Christopher Phillips** has been named chair of its Regulatory, Compliance and Quality Committee. He succeeds **Rai Chowdhary**, CEO of the Key Performance



Christopher Phillips

Improvement System, whose term is ending after two years. **Chowdhary** will continue to serve as a committee member. **Brad Bath**, director of regulatory affairs at TEVA Pharmaceuticals, will remain as vice chair of the committee. Phillips is director of regulatory affairs and clinical affairs at Fluidx Medical Technology and has served on the committee for the past two years.

## BANKING

• **Zions Bank**, Salt Lake City, has hired **Sandra Hollins** as a program administrator in Community Development. She is



Sandra Hollins

responsible for project management, community outreach and education, and technical assistance for non-profit organizations. Hollins has served in the Utah House of Representatives, representing District 23, since 2015. She is the first black American woman elected to the Utah State Legislature. A licensed clinical social worker, Hollins' primary focus has been on those experiencing homelessness and poverty. She received a bachelor's degree in business management from the University of Phoenix and a master's degree in social work from the University of Utah.

## CONSULTING

• **Michael Best Strategies LLC** has hired **Steven Rowe** as senior advisor in its government relations team. Based in the Salt Lake City office, Rowe has more than 35 years of experience as an attorney and corporate executive in the environmental, agriculture and manu-



Steve Rowe

facturing sectors. His experience includes launching its own consultancy, SPR Consulting, which provided counsel to companies in the agriculture and natural resources sectors; serving as the founding president and CEO of Newtrient LLC, a national dairy industry consortium; and working 10 years as senior vice president and general counsel of Northwest Dairy Association and its subsidiary Darigold Inc. He also advised businesses on environmental law and compliance in the mining, construction, real estate and manufacturing industries. His education includes his J.D. from the University of Utah S.J. Quinney College of Law.



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## ECONOMIC INDICATORS

• **Summit County** leads all Utah counties for having the **highest median income**, according to a study by **SmartAsset**. The analysis was completed as part of the company's study on the places with the most purchasing power. Summit County residents' median income is \$102,958. It was followed, in order, by Morgan \$91,341; Wasatch, \$85,166; Davis, \$83,310; Daggett, \$75,417; Salt Lake, \$74,865; Utah, \$74,665; Tooele, \$74,562; Weber, \$67,244; and Uintah, \$65,264. Details are at <https://smartasset.com/mortgage/cost-of-living-calculator/#Utah/median-income>.

• **Salt Lake City** is ranked No. 9 on a list of "2021's Most Sustainable Cities," compiled by **LawnStarter**. It compared the 200 largest U.S. cities across 24 key sustainability indicators, including the number of incentives and policies supporting renewables and energy efficiency, the number of zero-energy buildings, the share of workers who use green commuting methods, and the prevalence of community-supported agriculture. In a breakout list, Salt Lake City is No. 4 for the number of alternative-fuel sta-

tions per 100,000 residents. San Francisco led the overall rankings. Pembroke Pines, Florida, was No. 200.

• **Salt Lake City** tied with Chicago for the No. 20 spot in the **2021 Americas Investor Intentions Survey**, compiled by **CBRE**. It surveyed commercial real estate investors. This is the first time Salt Lake City has appeared on the list since 2016, when the metro was ranked No. 24. Austin is the top preferred market, followed by Dallas.

• **Utah** is ranked No. 30 among states in the 2021 Sibling Relationship Index, which ranked states by **how much they love their siblings**. The rankings were compiled by market research firm **TOP Data**. During the survey, 43 percent of Utahns used the word "love" to describe their sibling relationship. Massachusetts led the rankings, at 75 percent. Oregon was last, at 21 percent. Details are at <https://topagency.com/report/siblings-report/>.

## EDUCATION/TRAINING

• **Jeanette Bennett**, **Blake Modersitzki** and **Cyndi Tetro** have been appointed by Gov. Spencer J. Cox to four-year terms on the **Utah Valley University Board of Trustees**. They will take the oath of office at the beginning of the 2021 fall semester. Board chair **R. Duff Thompson**, former chair **Elaine S. Dalton** and **Karen Acerson** have completed their



Jeanette Bennett



Blake Modersitzki



Cyndi Tetro

terms of service and will step down at the end of June 2021. Trustees **Paul Thompson** and **Rick Nielsen** will be reappointed to serve another four-year term. Bennett is founder and editor-in-chief of **Bennett Communications**, where she focuses on *Utah Valley Magazine*, *BusinessQ Magazine* and *Prosper Magazine*. She earned a bachelor's and master's degrees in journalism from Brigham Young University. Modersitzki joined Pelion, an early-stage venture capital firm, as a managing partner in 2002 and has led the firm through four successful funds. He led investments in Redhat, Riverbed, Fusion.io, Integral Ad Science,

Domo, eCommerce, SOASTA and Metacloud. Prior to joining Pelion, he was managing director for Novell Ventures and vice president of strategic business development. During this time, he served on the boards of several public and private companies as well as on the advisory boards of several venture capital firms. Modersitzki has held a number of sales, marketing, product management, global channel sales development, and business development positions within Novell and WordPerfect. He has a B.A. in economics from Brigham Young University. Tetro has started and sold companies, developed products, raised capital, founded a nonprofit, and helped shape Utah's technology community. She founded and was CEO of ForgeDX, created and sold a 3D printing personalization platform, worked at Disney in imagining, and taught at Babson Executive Education. Tetro teaches at Goldman Sachs 10,000 Small Businesses Initiative and co-founded Utah's Women Tech Council, a nonprofit organization focused on the economic impact of women in technology. She has a master's degree in business administration and a bachelor's in computer science from Brigham Young University.

• The **Noorda College of Osteopathic Medicine**, Provo, has received \$135.9 million in bond funding in the form of nearly \$48 million of Taxable Educational Facilities Revenue Bonds Series 2021A and \$87.9 million of Taxable Educational Facilities Revenue Bonds Series 2021B. Both were issued by the **Public Finance Authority**, as a conduit issuer, and underwritten by **Oppenheimer & Co. Inc.** The bonds provide capital to expand capacity beyond the col-

lege's current educational facilities, including the development and construction of a new medical school academic building, and to fund ongoing operations of the college. Construction of the new facility is currently underway, with an estimated completion time of the summer or fall of 2022. The inaugural class of 90 students will begin classes in August 2021 in campus facilities located in the Timpanogos Tech Center.

## ENVIRONMENT

• **USANA** has created an **Environmental, Social, and Governance (ESG) program** that aims to make a positive, lasting impact for the Earth. Formed under the oversight of the Sustainability Committee of USANA's board of directors, the program focuses on ensuring USANA's business strategies and activities remain aligned with important matters related to sustainability, the company's core values, and its vision to create "the healthiest family on Earth." USANA will initially focus on three key areas: environmental stewardship, sustainable packaging and responsible sourcing.

## HEALTHCARE

• **Cotiviti**, a Salt Lake City-based data-driven healthcare solutions company, has appointed **RaeAnn L. Grossman** as executive vice president of risk adjustment and quality. Grossman has more than 25 years of experience in executive roles at an array of organizations, including commercial and government health plans as well as medical groups, integrated hospital systems, startups, and physician hospital organizations. Most recently, she

see BRIEFS next page



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# Industry Briefs

from previous page



RaeAnn Grossman

was president of Medicare Advantage/COO of Bright Health Plan. Prior to that, she held C-suite roles at various healthcare technology and consulting firms for nearly two decades, including extensive time with Gorman Health Group, which consults for government-sponsored healthcare programs.

• **SR Health by Solution-reach**, a Lehi-based patient engagement solutions and innovations company, has hired **Chris Marsh** as vice president of engineering and **Vinitha Ramnathan** to the SR Health product strategy and management team. They have a combined experience of nearly 40 years in healthcare. Marsh most recently served as vice president of software engineering at R1 RCM. His experience also includes leadership roles consulting with 3M Health Information Systems, Do Health (now Staywell), and building and growing a medical coding startup, Aviacode. Ramnathan has served in leadership roles for PatientPoint, Vital Images, Optum and Pareto Intelligence, managing products and services spanning the healthcare ecosystem.



Chris Marsh



Vinitha Ramnathan

quotes in one platform. It has over 4,000 members. In commercial insurance, Versured now allows business owners to buy and manage their workers compensation, general liability, professional liability, commercial auto, cyber liability and special event policies. Life insurance can be purchased in less than five minutes with no underwriting for various term products up to \$2 million in coverage.

## INTERNATIONAL

• **Utah Valley University (UVU)** has announced a partnership with **World Trade Center Utah** to open a WTC Utah office at the UVU Orem campus in order to help grow global trade in Utah Valley, accelerate investment and economic development for Utah companies, and mobilize international engagement with businesses throughout the world. Through WTC Utah, local companies can have direct access to the expertise and services needed to compete and win globally. The office will be staffed by a full-time employee and UVU faculty and students under the direction of WTC Utah.

## INVESTMENTS

• **Gabb Wireless**, a Lehi-based company providing a cellular network and phones designed for children, has closed a \$14 million round of funding. The Series A round was led by **Sandlot Partners** and **Taysom Hill**, New Orleans Saints quarterback and former Brigham Young University quarterback. Gabb said it will use the proceeds to accelerate efforts to provide safe phones for children and expand its product lines. **Cooley LLP** and **VLP Law Group** provided legal services for the transaction.

## LAW

• **Gilson Daub**, based in California, has expanded to Utah with a recently opened office in Salt Lake City. It is the company's 18th office nationally and is managed by trial attorney **Spencer Orr**. It will primarily handle workers' compensation defense, general liability, commercial automobile defense, and subrogation recovery. Plans to develop operations in Utah started when Orr made the decision to return from Gilson Daub's Arizona office to his hometown of Salt Lake City. A Brigham Young University graduate, Orr has been practicing law since 2017 and has represented clients in Utah and Arizona for several years.

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Spencer Orr

Gilson Daub's Arizona office to his hometown of Salt Lake City. A Brigham Young University graduate, Orr has been practicing law since 2017 and has represented clients in Utah and Arizona for several years.

## PHILANTHROPY

• **Mountain America Credit Union**, Sandy, has partnered with the **Humane Society of Utah** to help homeless pets find homes. Through the "Spring into Love" event, adoption fees were waived from April 26-30. Since 2018, more than 300 pets at the Humane Society of Utah have been saved through Mountain America's adoption events.

• **Bank of Utah**, Ogden, is inviting families and individuals to join them in a "Spring into Service" Scavenger Hunt to do good works around their communities May 3-21. Using social media, the bank will offer a way to sweeten community service efforts of individuals with a \$10 cash donation to their favorite charity. A list of "random acts of kindness" is listed at <https://www.bankofutah.com/spring-service>. To qualify for the \$10 charitable donation, participants are asked to post a photo of themselves and/or their friends on social media completing a service. The post must include the hashtags #bouspringservice and @BankofUtah as well as the tag of the charitable institution that should receive the \$10 donation. A list of charities and their tags is available on the bank's website. Bank of Utah branch employees will be joining the program by doing local community service projects.

## REAL ESTATE

• **Engel & Völkers Salt Lake City** has hired **Eric Santistevan** as branch manager. He will assume the role of principal broker as part of the branch's expansion. He will oversee all aspects of teaching, training and contract com-



Eric Santistevan

pliance for the brand's global real estate advisors. Santistevan most recently served as principal broker for Keller Williams Utah Real Estate. Licensed as a broker for the past decade, Santistevan began his career as an agent selling residential real estate to buyers and sellers more than two decades ago. Engel & Völkers operates approximately 238 shop locations with over 4,900 real estate advisors in the Americas.

• **Crescent Communities** has announced the construction of a new multifamily community in Salt Lake City's Daybreak community. **NOVEL Daybreak**, at 5502 South Jordan Parkway, will include 400 for-rent residences and an integrated Land of a Thousand Hills Coffee and Social House. **NOVEL Daybreak** is the first investment in the Salt Lake City market by Crescent Communities and partner **MAA**. Crescent Communities and MAA purchased the land from Daybreak Communities in April. The community is scheduled to break ground in early May, with first residences slated to be delivered in the fourth quarter of 2022.

• A joint venture between **IHP Capital Partners**, a California-based real estate investment firm, and **Fieldstone Homes**, a Utah homebuilder, has acquired 113 single-family lots called **Canyon Point** in Lehi. They are part of the 5,000-home Traverse Mountain Master Plan. The joint venture has begun grading on the hillside community. Home sales are expected to open in late summer or early fall. Canyon Point is Fieldstone's fourth community within Traverse Mountain and one of several projects IHP and Fieldstone are developing together.

• **Brennan Investment Group**, a Chicago-based private real estate investment firm that acquires, develops and operates industrial facilities throughout the United States, has acquired 32.57 acres at 5933 W. 2100 S., Salt Lake City. Brennan's strategy is to develop two modern rear-load multi-tenant Class A industrial facilities, a shallower building with 190-foot depth and a deeper building with 270-foot depth, totaling approximately 397,600 rentable square feet.

## RECOGNITIONS

• During the recent sixth annual **Women's Entrepreneurial Conference**, a total of \$24,800 in grants were announced. The top grant, the \$5,000 **Wendy J. English Grant For Growth**, was presented to **Corinne Zinn**, owner of Park City Creamery in Heber City. She also won the \$1,000 **People's Choice Grant**.

The Women's Entrepreneurial Conference was presented by the **Women's Business Center of Utah** and **Utah Women's Networking Group**. Twenty-five female entrepreneurs won grants ranging from \$300 to \$5,000. Ninety-seven grant recipients have received a combined \$91,300 since 2016. Other top grant recipients this year are \$2,000 to **Anna Whisler**, Family Solutions Counseling, Logan; \$2,500 to **Juliette Bautista**, Club Ability LLC, Bountiful; \$3,000 to **Exancia Midy**, JEMLYS, Provo; and \$3,500 to **Maria Lara Posso**, A Mano Artisan Pasta Co., Salt Lake City. Recipients of \$600 grants are **Diane Hudson**, Advanced Behavior Change, Salt Lake City; **Hilary Gingell**, Just One Elle, Riverside; **Jenna White**, Empire Body Waxing SLC, Murray; **Jessica VanDenBerghe**, Prism Print Shop, Cedar Hills; **Kellie Van Dyke**, Align Fitness Studio, Salt Lake City; **Rebekah Nielsen**, The Navajo Crafting Co., Cedar City; and **Staci Jackman**, Never Lost Earrings, Hurricane. Recipients of \$300 grants are **Amber Adams**, Birth Mind Body LLC, South Jordan; **Ann Mechelle Woodbury**, Ala Chelle Catering, Cedar City; **Anna Bravard**, Advanced Electrolysis LLC & MedSpa, North Ogden; **Camille Wilcox**, On Purpose Marketing, Cedar City; **Elif Ekin**, Kahve Cafe, Salt Lake City; **Jami Furniss**, Moxie Weighted Blankets, Clearfield; **Lindy Kerby**, Songs4U Inc., South Jordan; **Natasha Isom**, Southern Utah Luxury, Washington; **Ruchika Goel**, Get On The Raft, Provo; **Sofia Opmanis**, Moss & Fawn, Salt Lake City; **Viviana Alonso**, Illuminar Education, Provo; and **Zubaidah Allami**, Zubaidah SK LLC, Salt Lake City.

• **Tanner LLC**, Salt Lake City and Lehi, has been named **one of the fastest-growing accounting firms for 2021** by **Accounting Today**. The publication's annual recognition honors CPA firms across the country for their overall superior performance on dozens of criteria. **Accounting Today** also named Tanner a "Firm to Watch in 2021" and a **Top Firm for the Mountain Region** (Colorado, Idaho, Montana, Utah and Wyoming).

## RETAIL/ RESTAURANTS

• **Carvana**, a Phoenix-based online auto retailer, is now offer-

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## BRIEFS

from page 9

ing as-soon-as-next-day touchless home delivery to Salt Lake City area residents. Customers can shop 20,000 used cars for sale, secure auto financing, purchase, trade in and schedule vehicle delivery. Customers also can sell their current vehicle to Carvana without even purchasing a vehicle. Carvana's delivery is now available to customers in 277 cities across the U.S.

- **University Place**, Orem, has announced that 10 stores and restaurants have recently opened, have expanded, or will be opening soon at the shopping center. Two stores recently opened: **Sephora**, offering beauty products, and **Temple in Mind**, offering products focused on the temples belonging to the Church of Jesus Christ of Latter-day Saints. Opening soon are **Teton Toys**, a specialty toy store; **Cotton on Body**, offering women's active wear, intimates, sleepwear, lounge wear and swim wear; and **Villa Ceramics**, a pottery studio; and **Bath & Body Works**, which is expanding its store. Restaurants opening soon are **Bunz Burgers**, **Red Tacos**, **The Churro Co.** and **Chubby's Neighborhood Café**.

### SERVICES

- **Your Employment Solutions (YES)**, a staffing company, has opened an employment office at 120 N. Main St., Spanish Fork. **Laura Lafeen**, an experienced employment professional, will lead the Spanish Fork location. YES has been expanding its staffing services throughout Utah



Laura Lafeen

over the past 25 years. It serves more than 100 Utah clients with customer service, data and analytics to better manage their workforce. The

Spanish Fork office marks YES's seventh brick-and-mortar location in addition to several on-site offices.

### TECHNOLOGY/ LIFE SCIENCES

- **Kenect**, a Lehi-based provider of business texting and communications technology, has announced a strategic growth investment from funds advised by **PSG**, a growth equity firm partnering with middle-market software and technology-enabled service companies. Financial terms were not disclosed. The investment aims to fuel Kenect's next phase of growth. **Arbor Advisors** acted as financial advisor and **DLA Piper** served as legal advisor to Kenect. **Weil, Gotshal & Manges LLP** served as legal advisor to PSG.

### TRAVEL & TOURISM

- **Visit Salt Lake** has announced a **Brewery Pass** that allows beer lovers to sample more than a dozen local breweries and brewpubs. Ranging from \$20 to \$40 and available in one-, three- and 90-day options, the pass offers a \$5 credit toward the purchase food, beverage or merchandise at each of the participating breweries. Passes can be purchased at [visitsaltlake.com](http://visitsaltlake.com) and are then downloaded to the purchaser's mobile device.

Did You Know...

**USANA Kids Eat** provided over 377,000 meals to hungry Utah kids in 2020?

With the past Covid year, this need has only increased. Check us out and see what YOU can do to get involved!

[usanakidseat.org](http://usanakidseat.org)

# Calendar

Calendar listings are provided as a free service to our readers. Information about upcoming events may be sent to [brice@slenterprise.com](mailto:brice@slenterprise.com). The submission deadline is one week before publication. NOTE: Because of concerns with the coronavirus, events listed here may be postponed or canceled. Check with organizers to determine if individual events are taking place.

## May 3, 10-11 a.m.

**"Monday Mashup with Amber,"** a Women's Business Center of Utah open discussion event taking place each Monday. Moderator is Amber Murray, WBCUtah business advisor and owner of See Your Strength. Event takes place online via Zoom. Details are at [wbcutah.org](http://wbcutah.org).

## May 4, 8-11 a.m.

**"Meaningful Metrics: Measurement Isn't Enough,"** presented by Salt Lake Community College and iMpact Utah and featuring an introduction to OKR (objectives and key results), the three-part system behind globally successful companies. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Free, but registration is required. Virtual participation is available. Details are at <https://impactutah.org/events/meaningful-metrics-slc/>.

## May 4, 9-10 a.m.

**"Saving for Retirement as a Business Owner,"** a Women's Business Center of Utah event that takes place online (available statewide). Free. Details are at [wbcutah.org](http://wbcutah.org).

## May 4, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon,** a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Cost is \$12 with lunch. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## May 4, 6:30-8 p.m.

**WordPress Workshop,** a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

## May 5-6, 8 a.m.-4 p.m.

**"Building and Delivering Effective Training,"** a Salt Lake Community College Employee Development Workshop focusing on the science of training development and delivery to build and organize knowledge in a way that maintains adult learner engagement. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$500. Virtual participation is

available. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

## May 5, 10:55 a.m.-noon

**"Sell More with An Engaged Email Marketing Strategy,"** presented by the Women's Business Center of Utah, in partnership with Grow with Google and hosted by Google and Constant Contact. Event will feature information about how to engage customers with well-designed emails, segment a customer base to deliver tailored messages, and track performance to refine a strategy. Event takes place online via Zoom. Free. Details are at [wbcutah.org](http://wbcutah.org).

## May 5, 3:30-4:30 p.m.

**"Business Connections,"** a ChamberWest event that takes place online. Free, but registration is required. Details are at [chamberwest.com](http://chamberwest.com).

## May 6, 11 a.m.-noon

**"Nonprofits: Grow Your Donor Base and Retention,"** a Salt Lake Chamber event taking place online. Free. Details are at [slchamber.com](http://slchamber.com).

## May 6, noon

**"An Inclusive Approach to Hiring and Retaining Employees,"** a Town Hall Series event focused on inclusion in the winter industry, presented by Snowsports Industries America (SIA) in partnership with the Summit Speaker Series of the Utah Office of Outdoor Recreation. Moderator is Lynanne Kunkel, chief human resources officer, Vail Resorts. Panelists are Anthony Cobb, head of HR (global apparel), Nike; Marc Fields, vice president of human resources, Vail Resorts; and Cynthia Soledad, co-lead of global diversity and inclusion; consultant, chief marketing officer and consumer practice, Egon Zehnder. Registration is available at [https://us02web.zoom.us/webinar/register/4616182477618/WN\\_NSZTia7hS5eJqd4GazLhrQ](https://us02web.zoom.us/webinar/register/4616182477618/WN_NSZTia7hS5eJqd4GazLhrQ).

## May 6, 6-8 p.m.

**"Start Smart,"** a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

## May 7, 7:30-8:30 a.m.

**"Eggs and Issues,"** a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

## May 7, 8 a.m.

**"First Fridays,"** a West Jordan Chamber of Commerce

speed networking event. Location is All-Star Lanes, 1776 W. 7800 S., West Jordan. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## May 11, 9-11 a.m.

**"Pay the IRS Less Without Going to Jail,"** a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, Building 5, Room 333, 9750 S. 300 W., Sandy. Virtual participation is available. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

## May 11, 11:30 a.m.-3 p.m.

**Women in Business Golf Clinic,** a ChamberWest event that includes lunch, lessons on both the driving range and putting green, and contests. Location is The Ridge Golf Club, 5055 S. West Ridge Blvd., West Valley City. Cost is \$75 for early-bird members (received by May 4); \$99 for nonmembers and for members after May 4. Details are at [chamberwest.com](http://chamberwest.com).

## May 11, 11:55 a.m.-12:55 p.m.

**Monthly WIB Luncheon,** a Cache Valley Chamber of Commerce event. Location to be announced. Cost is \$14 for WIB members, \$16 for nonmembers. Details are at [cachechamber.com](http://cachechamber.com).

## May 12-13

**2021 Global Value-Based Healthcare Virtual Symposium,** the kickoff of a year-long event that will include webinars, white papers, discussions and action plans co-hosted by the David Eccles School of Business at the University of Utah and the Green Templeton College at the University of Oxford. Event will feature experts who will move beyond theory and into practical application by providing concrete steps regarding the transition to value-based care. Early-bird cost is \$75. Details are at <https://eccles.utah.edu/value-based-healthcare/global-value-based-healthcare-symposium/>.

## May 12, 10-10:30 a.m.

**Employment Law Update,** a Salt Lake Community College event designed for HR professionals. Event will feature information about how COVID has changed the game for work-related legal issues. Event takes place online. Cost is \$115. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

## May 12, 11:30 a.m.-1 p.m.

**"Let's Do Lunch,"** a South Valley Chamber event. Speaker is Davis Smith, founder and CEO of Cotopaxi. Location is Automotive Addiction, 10450 S. State St.,

No. 2300, Sandy. Cost is \$15 for members, \$25 for nonmembers. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

## May 12, noon-1:30 p.m.

**"The New Land Use: Our Communities After COVID-19,"** presented by ULI Utah, APA Utah and the Utah League of Cities and Towns. Event will feature information about the research and ideas for how communities can shape and build upon new dynamics to build a better future. Presenters are Erin Talkington, managing director, RCLCO; Dejan Eskic, senior research fellow, Gardner Policy Institute; Craig Trottier, CenterCal; and moderator Ted Knowlton, deputy director, WFRC. Event takes place online via Zoom. Registration can be completed at <https://us02web.zoom.us/j/9101753870>.

## May 12, 5-6:30 p.m.

**Legal Clinic** (in Spanish), a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

## May 12, 5-7 p.m.

**Business After Hours,** an Ogden-Weber Chamber of Commerce event. Location is Bideaux RV, 1448 W. 2100 S., Ogden. Free for all employees of chamber members and first-time guests, \$10 for nonmembers. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## May 13, 9-10 a.m.

**"Courage-Building Skillsets That All Daring Leaders Have, and You Can, Too,"** a Women's Business Center of Utah event taking place online (available statewide). Free. Details are at [wbcutah.org](http://wbcutah.org).

## May 13, 11:30 a.m.-1 p.m.

**Healthcare Heroes Combined Luncheon,** a Davis Chamber of Commerce event honoring exceptional women in the healthcare industry. Event takes place online. Free (no registration required). Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## May 13, 1-2 p.m.

**"Virtual Lunch & Learn: Use YouTube to Grow Your Business,"** a Park City Chamber/Bureau event for members only. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

## May 13, 6-8 p.m.

**"Business Essentials,"** a Small Business Development Center (SBDC) event that takes

place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

## May 14, 7:30-8:30 a.m.

**"Eggs and Issues,"** a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

## May 14, 8-9 a.m.

**Women in Business Networking,** an Ogden-Weber Chamber of Commerce event that takes place online via Zoom. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## May 14, 8-9 a.m.

**"Finding Your Zone of Genius,"** presented by WOW and the Women's Business Center of Utah. Speaker is Annie Sisson of Into the Bold. Event takes place online via Zoom. Details are at [wbcutah.org](http://wbcutah.org).

## May 14, 9 a.m.

**DealForum,** a VentureCapital.Org event that is a live pitch event featuring entrepreneurs pitching their startups to a panel of active investors. Presenting companies are KLYP, Nava, Pivvt, Reach and Wumgo. Event takes place online. Cost is \$30. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

## May 18, 8 a.m.-4 p.m.

**"Applying Leadership Principles,"** part of the Salt Lake Community College Frontline Leader Workshop Series and focusing on maximizing performance as you practice coaching, employee development and non-performance conversations in a legal and effective manner. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Virtual participation is available. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

## May 18, 8:30-10 a.m.

**Better Your Business Employer Seminar,** presented by the Utah Department of Workforce Services' Workforce Development. Speaker Jonathan K. Driggs will discuss the latest developments in federal and local employment laws, COVID-19 issues, and more. Event takes place online. Free. RSVPs can be completed by emailing [jlay@utah.gov](mailto:jlay@utah.gov).

## May 18, 10 a.m.

**"Diversity, Equity and Inclusion,"** part of the 2021 Employers Council and Paylocity

# Four ways continued remote work could torpedo business and career success

The rise of remote work has changed the face of business, and in some cases brightened the outlook for employees weary of battling traffic during morning and late-afternoon commutes. Many of those employees hope their companies will stick with this new work-from-home reality even after the pandemic is nothing more than an unhappy memory.

But despite the benefits, continuing remote work beyond what is necessary could result in serious consequences.

Working from home limits the interaction between employees and their managers and coworkers. That might be fine for a short time, but over the long haul it means you aren't developing re-

lationships or communicating in ways necessary to create a cohesive team.

So far, most people choose to focus on the upsides. More than half — 54 percent — of remote workers say that if given a choice they would want to keep working from home even after the pandemic, according to the Pew Research Center. Employees and their employers may both come to regret that view.

Potential downsides of permanent work from home could include:

- **Employee burnout.** When someone leaves an office at the end of the day, they put both actual distance and emotional distance between themselves and

work. With remote work, that barrier between home and work is removed, which could lead to greater instances of burnout. As a result, people are more likely to produce poor-quality work or leave their current jobs in search of something they hope will be better.

- **The end of “serendipitous” meetings.** In an office setting, not every exchange of ideas happens in scheduled meetings or formal brainstorming sessions. People see each other in hallways or the breakroom and start to chat. Those organic conversations often result in creative thinking and problem-solving. That's a missing ingredient in the creative process with remote work.

- **An increase of “silos.”** Even in an office, human nature leads people to seek out

like-minded individuals, which means people within departments often stick together unless steps are taken to make sure they interact with others. With the lack of physical interaction that remote work gives us, we will be even more isolated, working only within the team structure. That's problematic because you get better results when people come out of their silos.

- **The potential for lower pay.** One of the perks of remote work is that people can live where they please and no longer need to be in the same general area as company headquarters. That means they can abandon high-cost areas in favor of communities where housing is cheaper. There are already news reports that some employers are considering

paying people less as a result.

Right now, remote work is the reality for many people, so to get the most out of it, managers should be proactive about making sure remote workers are actively included in Zoom meetings. And while I know nobody wants more Zoom meetings, people may need to schedule one-on-one time with coworkers or to gather virtually in small groups just to chat and discuss non-work-related topics. That can help restore some of those serendipitous moments and reduce the problems associated with a return to silos.

Clint Padgett ([www.clintonmpadgett.com](http://www.clintonmpadgett.com)), the ForbesBooks author of *How Teams Triumph: Managing by Commitment*, is the president and CEO of Project Success Inc., a project management company.



CLINT PADGETT

## CALENDAR

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Online Training Series. Free. Details are at <http://info.employerscouncil.org/2021-paylocity-webinar-series>.

### May 18, 11 a.m.-1 p.m.

**Business Women's Forum 2021.** Speaker John Bates, CEO of Executive Speaking Success, will discuss “The Science Behind Being a Powerful Speaker.” Event takes place online. Cost is \$10 for members, \$20 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

### May 18, 11:25 a.m.-1 p.m.

**Leadership Luncheon,** a Cache Valley Chamber of Commerce event. Location is The Riverwoods Conference Center, 615 Riverwoods Parkway, Logan. Cost is \$20 for members, \$22 for nonmembers; online cost is \$16 for members, \$17 for nonmembers. Details are at [cachechamber.com](http://cachechamber.com).

### May 18, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon,** a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Cost is \$12 with lunch. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### May 18, 11:30 a.m.-1 p.m.

**Athena Leadership Award Ceremony and Luncheon,** an Ogden-Weber Chamber of Commerce event featuring Athena Leadership Award presentation to Danielle Croyle. Location is Timbermine Steakhouse, 1701 Park Blvd.,

Ogden. Cost is \$30. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### May 18, 1-2 p.m.

**“Virtual Lunch & Learn: Supporting the Mental Health of Employees,”** a Park City Chamber/Bureau event for members only. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

### May 18, 6:30-8 p.m.

**“How to Make Your Website Sell, So You Don't Have To,”** a Small Business Development Center (SBDC) event that takes place online. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

### May 19 and 20, 10-10:30 a.m.

**Employment Law for Managers,** a Salt Lake Community College event featuring realistic scenarios to give supervisors and managers the tools to avoid discrimination, respond to complaints and conduct effective, legal job interviews. Event takes place online. Cost is \$149. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

### May 19, 8 a.m.-noon

**“Lean Pit Crew Challenge,”** a Salt Lake Community College Employee Development Workshop focusing on strengthening a team and learning how to eliminate wasteful processes while physically active in a racing pit stop simulation. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$325. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

### May 19, 3:30-4:30 p.m.

**“Business Connections,”** a

ChamberWest event that takes place online. Free, but registration is required. Details are at [chamberwest.com](http://chamberwest.com).

### May 19, 5:30-6:30 p.m.

**Tax Planning Clinic,** a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

### May 20, 7:30 a.m.-noon

**Nubiz Symposium.** Location to be determined. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### May 20, 7:45 a.m.-5 p.m.

**Employer Tax Workshop,** a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, Building 5, Room 333, 9750 S. 300 W., Sandy. Virtual participation is available. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

### May 21, 7:30-8:30 a.m.

**“Eggs and Issues,”** a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

### May 21, 8-10 a.m.

**“Friday Connections Speed Networking,”** a ChamberWest event. Location is Megaplex Theaters Valley Fair, 3620 S. 2400 W., West Valley City. Cost is \$5 for chamber members, \$10 for nonmembers. Details are at [chamberwest.com](http://chamberwest.com).

### May 21, 8-10 a.m.

**M.A.C.H. Speed Networking,** a Murray Area Chamber of Commerce event that takes place

online via Zoom. Free. Details are at [murraychamber.org](http://murraychamber.org).

### May 25, 8:30-10 a.m.

**“2021 Small Business Series for Success: Lean Product Development,”** part of the six-part Small Business Series presented by ChamberWest, in partnership with the Small Business Development Center, the city of West Jordan, West Valley City Economic Development and the city of Taylorsville Economic Development. Location is Jordan Valley Water Conservancy District, Conservation Garden Park Education Center, 8276 S. 1300 W., West Jordan. Remaining sessions are “Financial Success and Tax Strategies” on June 29, “HR: Attracting and Retaining Employees” on Sept. 28, “Funding, Financing and Cash Flow” on Oct. 27, and “Five Ways to Grow Your Business” on Nov. 30. Cost is \$99 for the series or \$20 per session for members, \$160 for the series or \$30 per session for nonmembers. Details are at [chamberwest.com](http://chamberwest.com).

### May 25, 11:30 a.m.-1 p.m.

**Women in Business Luncheon,** a South Valley Chamber event. Location is All-Star Bowling & Entertainment, 12101 S. State St., Draper. Details are at [southvalleychamber.com](http://southvalleychamber.com).

### May 26, noon-1 p.m.

**“Solve the Business Puzzle: Elevator Pitch and Your Brand: How to Storytell Them,”** a Women's Business Center of Utah event. Presenter is Jana Hassett, owner of Jana's Journals. Event takes place online via Zoom. Free. Details are at [wbcutah.org](http://wbcutah.org).

### May 27, 10-11 a.m.

**“Financial Foundations: Cryptocurrency as Payment for Your Business,”** a Women's Business Center of Utah event. Speaker is Jen Greyson, a global advocate for crypto's empowerment of women. Event takes place online via Zoom (available statewide). Free. Details are at [wbcutah.org](http://wbcutah.org).

### May 27, noon-1 p.m.

**Women in Business,** a Box Elder Chamber of Commerce event. Cost is \$10. Details are at [boxelderchamber.com](http://boxelderchamber.com).

### May 27, 1-2 p.m.

**“Virtual Lunch & Learn: Chamber 101,”** a Park City Chamber/Bureau event. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

### May 27, 6-7 p.m.

**Legal Clinic,** a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

### May 27, 6-7 p.m.

**Intellectual Property Clinic,** a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

### May 28, 7:30-8:30 a.m.

**“Eggs and Issues,”** a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

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# May's National Fitness Day is a good time to check your financial fitness

The last Saturday in May is known as National Fitness Day. This day is set aside to recognize the importance of physical fitness in changing lives.

However, financial fitness can also be just as important for changing lives in Salt Lake City. For example, some people may think simply having a positive check-book balance after the bills are paid each month is financial fitness. For others, the goals are more ambitious — summer road trips, new cars, comfortable retirement — the financial fitness equivalent of six-pack abs.

Just as regular exercise and a good diet are essential for physical fitness, budgeting and planning

are essential for financial fitness. Even if you're a monetary couch potato, these steps can help you flex your financial muscles. Start now and soon you'll be well on the road to financial fitness.

**Set goals.** Write down your goals: down payment on a home, college education for the kids, paying off credit card balances. Include short-term goals, such as saving for a summer road trip, because early success can encourage you to stay in it for the long term.

**Review Expenses.** Add up all your expenses — receipts, check-book entries and credit card purchases — for at least a month. Make two lists of expenses: essen-

tials such as mortgage/rent, taxes, food and insurance and non-essentials (or at least more flexible costs) such as entertainment and clothing. You may be surprised at how much you're spending on the non-essentials.

**Make a plan.** Be specific about the amount you'll need and the target date for reaching each goal, then set up a savings plan that will get you there.

**Cut costs.** How can you save when you spend every dime to meet expenses? Look again at those costs. You could find considerable savings, even for "fixed" expenses. Talk with a home mortgage consultant about your mortgage. With low interest rates in Salt Lake City, you could reduce monthly payments and possibly pay off other debts by refinancing

or obtaining a home equity loan.

You don't need to live like a miser to trim dollars from your monthly expenses, but you do need to pay attention to every purchase and avoid impulse buying. Remember, the little things add up — a matinee instead of the full-price movie, home cooking instead of a dinner out, garage sale furniture finds, seasonal sales on clothing. Each time you save a few dollars, put the equivalent cash into savings. You'll be surprised how quickly it adds up.

**Start saving.** Start now, even if it's just a few dollars a week. Ask your personal banker about direct-deposit accounts that move money straight to savings.

**Keep track.** Purchase personal finance software that allows you to track income and spending.

This software is great at tax time — no more sifting through shoeboxes stuffed with receipts — and it can help you reduce taxes by keeping track of every deductible expense. Consider online banking and bill payment, which allows you to set up automatic payments for recurring expenses. With many online services, you can download transaction records directly to personal finance software, making it even easier to keep monitor your costs.

**Be flexible.** Treat yourself to small splurges once in a while and don't be discouraged if an unexpected expense throws you off budget one month. You're in this for the long haul.

Matt Bloye is the Wells Fargo Utah Region bank president.



MATT BLOYE

## CALENDAR

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### May 28, 9 a.m.

**"Resources for Veteran-Led Startups,"** a VentureCapital.Org event that takes place online. Cost is \$20 through May 14, \$30 thereafter. Registration can be completed at Eventbrite.com.

### June 3, 7:30 a.m.-4 p.m.

**Greater Cache Valley Economic Development Summit.** Location is The Riverwoods Conference Center, 615 Riverwoods Parkway, Logan. Event also takes place online via Zoom. Details are at cachechamber.com.

### June 3, 9-10 a.m.

**Morning Speaker Series,** an Ogden-Weber Chamber of Commerce event that takes place online via Zoom. Free for employees of chamber members and first-time guests. Details are at ogdenweberchamber.com.

### June 4, 7:30-8:30 a.m.

**"Eggs and Issues,"** a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at Eventbrite.com.

### June 4, 8 a.m.-2 p.m.

**Box Elder Chamber of Commerce Golf Tournament.** Event is four-person scramble format. Location is Eagle Mountain Golf Course, 960 E. 700 S., Brigham City. Cost is \$300 per foursome. Sponsorships are available. Details are at boxelderchamber.com.

### June 8, 10 a.m.

**"Overtime: Reducing the Confusion,"** part of the 2021 Employers Council and Paylocity Online Training Series. Free. Details are at <http://info.employerscouncil.org/2021-paylocity-webinar-series>.

### June 8, 11:55 a.m.-12:55 p.m.

**Monthly WIB Luncheon,** a Cache Valley Chamber of Commerce event. Location to be announced. Cost is \$14 for WIB members, \$16 for nonmembers. Details are at cachechamber.com.

### June 9, 10-11 a.m.

**"Marketing 101: Facebook and Instagram Advertising,"** a Women's Business Center of Utah. Speaker is Rebecca Babicz, founder of Fall Line Digital. Event takes place online via Zoom (available statewide). Free. Details are at wbcutah.org.

### June 9, 11:30 a.m.-1 p.m.

**"Let's Do Lunch,"** a South Valley Chamber event. Location is All-Star Bowling & Entertainment, 12101 S. State St., Draper. Details are at southvalleychamber.com.

### June 9, 5-7 p.m.

**"Business After Hours,"** an Ogden-Weber Chamber of Commerce event. Location is Warren's Craft Burger, 258 25th St., No. 2302, Ogden. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

### June 11, 7:30-8:30 a.m.

**"Eggs and Issues,"** a Murray Area Chamber of Commerce event. Location is Mimi's Café,

5223 S. State St., Murray. Registration can be completed at Eventbrite.com.

### June 11, 8-9 a.m.

**Women in Business Networking,** an Ogden-Weber Chamber of Commerce event that takes place online via Zoom. Free for WIB members. Details are at ogdenweberchamber.com.

### June 11, 9 a.m.

**"Setting Up Your Startup with the Right Foundation,"** a VentureCapital.Org event featuring experts who have advanced knowledge in laying the proper business foundation, including cap table considerations, employee options, legal entity structure, and other key structural issues. Event takes place online. Cost is \$20 through May 29, \$30 thereafter. Registration can be completed at Eventbrite.com.

### June 15, 8 a.m.-4 p.m.

**"Effective Presentations,"** part of the Salt Lake Community College Frontline Leader Workshop Series and focusing on planning, designing, developing and delivering coherent and convincing oral presentations. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details at <http://www.slcc.edu/workforce/courses/index.aspx>.

### June 15, 11:25 a.m.-1 p.m.

**Leadership Luncheon,** a Cache Valley Chamber of Commerce event. Speaker is Paul Borup of Sentry West Insurance Services. Location is The Riverwoods Conference Center, 615 Riverwoods Parkway, Logan. Cost is \$20 for members, \$22 for nonmembers; online cost is \$16

for members, \$17 for nonmembers. Details are at cachechamber.com.

### June 15, 5-8:30 p.m.

**Annual Awards Gala,** a ChamberWest event with the theme "Greatest Show in the West: Celebration of Business Community and Connections." Location is Maverik Center, 3200 S. Decker Lake Drive, West Valley City. Details to be announced at chamberwest.com.

### June 16-17

**StartFEST,** focused on Utah's startup ecosystem and providing education, entertainment, collaboration and fun. Speakers include entrepreneurs, investors, leaders and small-business owners throughout Utah, plus the StartMadness startup pitch competition.

### June 16, 8-10 a.m.

**M.A.C.H. Speed Networking,** a Murray Area Chamber of Commerce event that takes place online via Zoom. Free. Details are at murraychamber.org.

### June 16, 11:30 a.m.-2 p.m.

**Kickoff Session of the "Lunch & Learn" Series,** sponsored by Cache Valley Chamber of Commerce and the Utah State University Center for Student Engagement, which will guide you through the steps in a five-week course held every other week. This course will provide attendees with the tools to successfully find, hire and retain employees and navigate through the guidelines and tax regulations required of a nonprofit organization. Other sessions are June 30, July 14, July 28 and Aug. 11. Location to be determined. Details are at cachechamber.com.

### June 17-18, 8:30 a.m.-12:30 p.m.

**2021 Employment Law Update,** an Employers Council event. HR experts and labor law attorneys will strip away the legalese and provide practical, timely and critical advice to minimize employment law liability. Conference is designed for business owners, managers, supervisors, in-house counsel and human resources professionals. Cost is \$350 for nonmembers and \$250 for members for the live conference only; \$325 for members and \$425 for nonmembers for the live conference and access to session recordings for 30 days. Details are at employerscouncil.org.

### June 17, 5:30-7 p.m.

**Member Appreciation Barbecue,** a South Jordan Chamber of Commerce event. Location is City Park Pavilion, 11000 S. Redwood Road, South Jordan. Details are at southjordanchamber.org.

### June 18, 7:30-8:30 a.m.

**"Eggs and Issues,"** a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at Eventbrite.com.

### June 18, 8-10 a.m.

**"Friday Connections Speed Networking,"** a ChamberWest event. Location is Megaplex Theaters Valley Fair, 3620 S. 2400 W., West Valley City. Cost is \$5 for chamber members, \$10 for nonmembers. Details are at chamberwest.com.

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**CALENDAR**

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**June 18, 9-10 a.m.**

**“Health & Wellness as a Business Owner: Creating a Workflow that Works For You,”** a Women’s Business Center of Utah event. Speaker is Natasha Fett, a doctor of physical therapy, Pilates instructor and strength coach. Location to be determined. Cost is \$10. Details are at [wbcutah.org](http://wbcutah.org).

**June 21, 6:30 a.m.-2 p.m.**

**2021 Annual Golf Tournament,** a Davis Chamber of Commerce event. Location is Valley View Golf Course, 2501 E. Gentile St., Layton. Sponsorships are available. Details to be announced at [davischamberofcommerce.com](http://davischamberofcommerce.com).

**June 22, 11:30 a.m.-1 p.m.**

**Women in Business Luncheon,** a South Valley Chamber event. Location is Juan Diego Catholic High School, 300 E. 11800 S., Draper. Details are at [southvalleychamber.com](http://southvalleychamber.com).

**June 22, 11:45 a.m.-1 p.m.**

**Women in Business Luncheon,** an Ogden-Weber Chamber of Commerce event that takes place online via Zoom. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

**June 23, noon-1 p.m.**

**“Solve the Business Puzzle: Systems: Make More Money and Free Up Your Time,”** a Women’s Business Center of Utah event. Presenter is Kara Laws, co-owner and CEO of Small Town Hub. Event takes place online via Zoom. Free. Details are at [wbcutah.org](http://wbcutah.org).

**June 23, 3-4 p.m.**

**“Balancing Your Team’s Needs with your Business Goals,”** a Women’s Business Center of Utah event that takes place online (available statewide). Free. Details are at [wbcutah.org](http://wbcutah.org).

**June 24, noon-1 p.m.**

**“Reasonable Suspicion Programs: Drugs and Alcohol,”** a South Valley Chamber event. Location is BBSI, 75 W. Towne Ridge Parkway, Suite 175, Sandy. Registration can be completed at [http:// https://bbsiutah-lunchandlearn.eventbrite.com](http://https://bbsiutah-lunchandlearn.eventbrite.com).

**June 24, noon-1 p.m.**

**Women in Business,** a Box Elder Chamber of Commerce event. Cost is \$10. Details are at [boxelderchamber.com](http://boxelderchamber.com).

**June 24, 6-9 p.m.**

**“Giant in Our City 2021,”** a Salt Lake Chamber event

honoring Katharine and Robert Garff. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$250. Details are at [slchamber.com](http://slchamber.com).

**June 25-27**

**Outside Adventure Expo,** presented by the Utah Office of Outdoor Recreation, in partnership with Tread Lightly, Visit Salt Lake and Lodestone Events. Event will feature gear vendors, outdoor demos, education and inspirational speakers and films. Location is Utah State Fairpark, Salt Lake City. Details are at <https://business.utah.gov/news/outdoor-adventure-expo-coming-to-utah/>.

**June 25, 7:30-8:30 a.m.**

**“Eggs and Issues,”** a Murray Area Chamber of Commerce event. Location is Mimi’s Café, 5223 S. State St., Murray. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

**June 28, 7 a.m.-2 p.m.**

**Classic Golf Tournament 2021,** a Salt Lake Chamber event. Registration and breakfast begin at 7 a.m. Shotgun start is at 8 a.m.

**GOED**

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that Codella said left him “a little discouraged.”

As low as the numbers are, they could have been worse. The February survey was sent to email lists owned by GOED, the Economic Development Corporation of Utah and World Trade Center Utah, and shared on those organizations’ social media channels. Codella described it as “a warm audience and a fairly familiar audience.”

Hemmert and board member Steve Neeleman both said a wider survey pool would have yielded smaller numbers.

“I would guess if you went and picked a hundred business leaders from rural Utah and other places from off the street and asked them about it, I would guess the perception rates would be a lot lower,” Neeleman said.

While Codella said GOED might do more video storytelling, Hemmert was at a bit of loss to address the misperceptions, but he insisted GOED will tackle them.

“I have an opinion that it’s a proactive advertising/marketing campaign. ... There is a messaging mission we can go on where we make sure we’re always talking about what we do and how we do it,” Hemmert said.

“But, as you know, one-on-one conversations only go so far. I’m trying to think through how

Golf is a four-person scramble, followed by an awards luncheon. Location is Jeremy Ranch Golf & Country Club, 8770 Jeremy Road, Park City. Cost is \$1,600 per foursome before May 14 and \$1,800 thereafter; \$400 for individuals before May 14 and \$450 thereafter. Sponsorships are available. Details are at [slchamber.com](http://slchamber.com).

**June 29, 8:30-10 a.m.**

**“2021 Small Business Series for Success: Financial Success and Tax Strategies,”** part of the six-part Small Business Series presented by ChamberWest, in partnership with the Small Business Development Center, the city of West Jordan, West Valley City Economic Development and the city of Taylorsville Economic Development. Location is Jordan Valley Water Conservancy District, Conservation Garden Park Education Center, 8276 S. 1300 W., West Jordan. Remaining sessions are “HR: Attracting and Retaining Employees” on Sept. 28, “Funding, Financing and Cash Flow” on Oct. 27, and “Five Ways to Grow Your Business” on Nov. 30. Cost is \$99 for the series or \$20 per session for members, \$160 for the series or \$30 per ses-

do we propagate a message that’s bigger and broader, and outside of mass marketing and messaging, I’m not sure I know how do to that. ... We need to make sure people know what we do and how the things we do work.”

Another misperception is that GOED is focused only on corporate recruitment and incentives, when in reality it has lots of programs and activities to boost the state’s economic development. At the same board meeting, for example, the board not only had an EDTIF incentive, but also approved an economic development zone and a few film and TV production incentives.

Hemmert noted that the state’s tourism marketing has been effective and could serve as a model for some broader messaging.

“Maybe we need to do some proactive, outbound marketing for these business service and assistance programs and incentive programs we have, to help people know that we’re here and we want to work with you and get stuff done,” he said.

“I don’t know why we wouldn’t aggressively market what we are, what we can offer, what it means to the state of Utah, because there’s an indelible link between our activity and the quality of life in the state of Utah,” added board member Susan Johnson. “That’s just the way it is, and we need to get that word out there.”

sion for nonmembers. Details are at [chamberwest.com](http://chamberwest.com).

**June 29, 10 a.m.**

**“Quarterly Reports,”** part of the 2021 Employers Council and Paylocity Online Training Series. Free. Details are at <http://info.employerscouncil.org/2021-paylocity-webinar-series>.

**June 2, 9-10 a.m.**

**“QuickBooks Basics: Account Setup Tips and Tricks,”** a Women’s Business Center of Utah event. Presenter is Amy Henry, wife, mother and business owner. Event takes place online (available statewide). Free. Details are at [wbcutah.org](http://wbcutah.org).

**July 2, 3:30-4:30 p.m.**

**“Strategies to Win Customers for Life,”** a Women’s Business Center of Utah event that takes place online (available statewide). Details are at [wbcutah.org](http://wbcutah.org).

**July 7, 9-10 a.m.**

**“How Did She Do It? Authenticity in Your Business and Life,”** a Women’s Business Center of Utah event. Presenter is Michelle Kelly, founder and CEO of POW Therapy: Place of Optimal Wellness. Event takes place online (available statewide). Free. Details are at [wbcutah.org](http://wbcutah.org).

**July 9, 8-9 a.m.**

**Women in Business Networking,** an Ogden-Weber Chamber of Commerce event that takes place online via Zoom. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

**July 13, 11:55 a.m.-12:55 p.m.**

**Monthly WIB Luncheon,** a Cache Valley Chamber of Commerce event. Location to be announced. Cost is \$14 for WIB members, \$16 for nonmembers. Details are at [cachechamber.com](http://cachechamber.com).

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**GARFF**

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tive, filling the positions long held by her late husband, Robert Garff. She has been a board member for many years and is also the chair of the Garff-sponsored Success in Education Foundation. She previously served as chair of the Utah State Board of Education and is member of the Utah Board of Regents.

Robert Garff, who was one of the first in Utah to die of the coronavirus in March 2020, held multiple community positions, including chairman of the board for Desert Book Co. and board member for organizations such as Intermountain Healthcare, the Salt Lake Convention & Visitors Bureau and the Utah Commission on Volunteers. He also served as the chairman of the board of trustees of the Salt Lake Organizing Committee for the 2002 Olympic Winter Games.

Robert Garff held various leadership positions during his career, including speaker of the House of Representatives for the state of Utah, board member of First Security Bank and chairman of the Salt Lake Chamber of Commerce. He also served in many positions for the American Cancer Society.

Because of their passion for education, the Garffs founded the Ken Garff Road to Success and Ken Garff Keys to Success programs, which help Utah students succeed academically, continue their education and achieve their career goals.

Katharine Garff holds a bachelor’s degree in business education from the University of Utah. She is a member of the UofU’s National Advisory Council and is a former chair of the university’s President’s Club. She is a former member of the Crimson Club board of directors and received the university’s distinguished alumni award in 2020.

Robert Garff was also a huge UofU supporter, helping fund a new building for the David Eccles School of Business and the upcoming Ken Garff Performance Zone at Rice-Eccles Stadium.

Notable honors received by Robert Garff includes Dealer of the Year from the American International Automobile Association, the Distinguished Utah Award from the Salt Lake Chapter of the BYU Management Society, and most recently the University of Utah’s David Eccles School of Business inducted him into its Business Hall of Fame.

Robert Garff was a dedicated, lifelong member of The Church of Jesus Christ of Latter-day Saints with numerous callings, including bishop, president of the England Coventry Mission, stake president for students at the University of Utah, an Area Seventy and president of the Bountiful Temple.

Katharine Garff lives in Bountiful and enjoys spending time with her five children, twenty-one grandchildren and four great-grandchildren.

The Salt Lake Chamber board of governors established the Giant in Our City award in 1969. It is given periodically by the board.



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## CALENDAR

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### July 14, 11:30 a.m.-1 p.m.

"Let's Do Lunch," a South Valley Chamber event. Location is All-Star Bowling & Entertainment, 12101 S. State St., Draper. Cost is \$15 for members, \$25 for nonmembers. Details are at [southvalleychamber.com](http://southvalleychamber.com).

### July 16, 8-10 a.m.

"Friday Connections Speed Networking," a ChamberWest event. Location is Megaplex Theaters Valley Fair, 3620 S. 2400 W., West Valley City. Cost is \$5 for chamber members, \$10 for nonmembers. Details are at [chamberwest.com](http://chamberwest.com).

### July 20, 11:25 a.m.-1 p.m.

Leadership Luncheon, a Cache Valley Chamber of Commerce event. Location is The Riverwoods Conference Center, 615 Riverwoods Parkway, Logan. Cost is \$20 for members, \$22 for nonmembers; online cost is \$16 for members, \$17 for nonmembers. Details are at [cachechamber.com](http://cachechamber.com).

### July 22, noon-1 p.m.

Women in Business, a Box Elder Chamber of Commerce event. Cost is \$10. Details are at [boxelderchamber.com](http://boxelderchamber.com).



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# Thank you, Mike



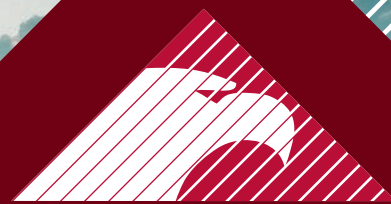
For 17 years of outstanding service

Mountain America wishes Mike Turner a wonderful retirement. Mike joined Mountain America's lending team in 2004 and was promoted to Chief Lending Officer in 2009. During that time, Mike's member-first attitude has helped countless people achieve their financial dreams. He has been instrumental in the credit union's many successes and tremendous growth. We wish him all the best on his next adventure.



## Welcome, Amy

We also congratulate Amy Moser on her appointment as the new Chief Lending Officer. Amy joined Mountain America in 1997 and has been involved in all aspects of lending. Since 2012, she has served as the Vice President of Mortgage Services. We look forward to her guiding the lending team and our members to new heights.



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