

OF NOTE



Super-size my ride

American drivers apparently want larger vehicles. According to a study from credit reporting service Experian, consumers borrowed more money for longer periods in the first quarter in order to buy trucks and sport utility vehicles. More than 56 percent of new vehicles financed in the first three months of 2021 were SUVs, and another 17 percent were pickup trucks.

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ULI webinar: 'New normal' must assess 'new land use'

Brice Wallace
The Enterprise

With life transitioning to a “new normal” during the recovery from the COVID-19 pandemic, many individual businesses and industries are assessing how they will — or must — change for the future.

That’s certainly true when it comes to land use. How office, retail, restaurant and residential elements along the Wasatch Front will look in the pandemic aftermath was the focus of a recent “new land use” webinar put together by ULI (Urban Land Institute) Utah, APA Utah and the Utah

League of Cities and Towns.

Webinar speakers generally envision a flight of people and businesses moving to the suburbs, certain retail types facing troubles while others spread out their locations, and offices being able to quickly change their sizes and configurations to make them more flexible for tenants with a growing number of employees working from home.

The relationships among the different elements was apparent during the discussion. For instance, a movement of people to the suburbs will likely drive more retail

see LAND USE page 19

Utah's gender wage gap still running among nation's highest

John Rogers
The Enterprise

When United Way reported on the gender pay gap in 2019, Utah came in dead last. In the organization’s latest report, the state is second from the bottom. That’s progress, but not much.

According to United Way’s “Income Inequality in America,” men in Utah make an average of 43.57 percent more than women. Only Wyoming, with a 53.72 percent differential, is worse than Utah. Nationally, men make 25.4 percent more than their female counterparts. Other states where the gender pay gap stands out include Louisiana (39.54 percent), Alabama (34.6 percent) and Idaho (32.92 percent).

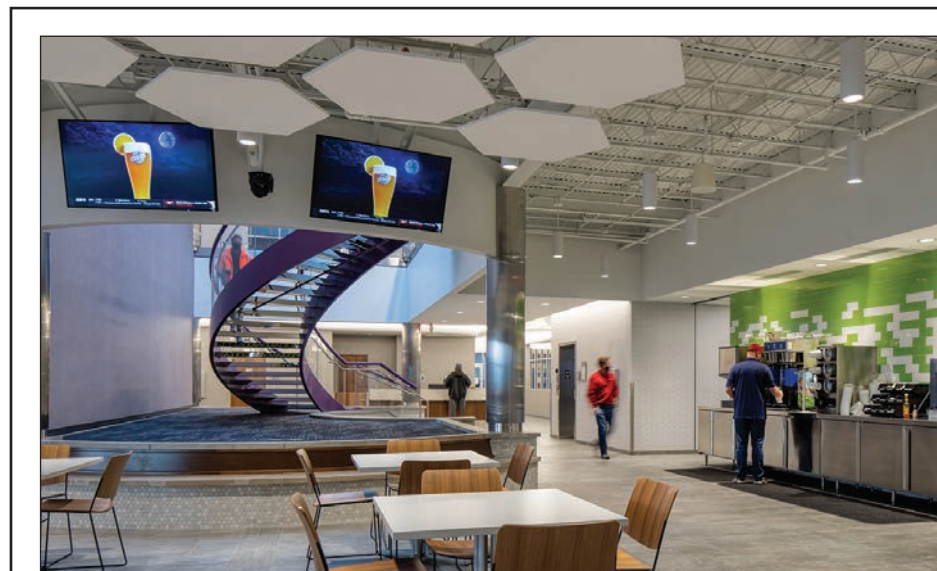
So why does Utah rank so poorly?

A 2019 study, commissioned in part by Utah’s Young Women’s Christian Association and the Institute for Women’s Policy Research, found that Utah women tend to enter industries that pay less, and industries that they believe will allow them time to do what has been called “shadow work,” like caring for children, elderly relatives or someone with a disability.

“When women are put in a spot where they feel torn between their career choices and the home life, most women will choose the home life,” said Valerie Lacarte, a post-doctoral research fellow with the Institute for Women’s Policy Research and head researcher of the 2019 study.

Utah also leads the nation with the highest percentage of women working part time, at nearly 38 percent of all employed women ages 16 and older. Those working part time make more than a third less on an hourly basis than full-time workers in similar positions, according to the report. And only a little over 40 percent of all employed Utah women are in some type of managerial or professional role — a figure slightly

see WAGE GAP page 6



Workers at Prime Inc. in Salt Lake City relax in one of the lounges in the company's new employee center. The company built the facility in its bid to attract and retain good employees in Salt Lake City's tough job market.

SLC company doing its best to attract & retain good employees

Salt Lake City-based Prime Inc., one of the nation’s largest trucking companies, thinks it has hit on a way to pull ahead of the competition in a tough job market. The transportation giant, which competes in the refrigerated, flatbed, tanker, logistics and intermodal transportation arenas, has just opened a 61,000-square-foot center for its driving and non-driving associates at its Salt Lake City terminal.

Designed to make working at Prime an attractive proposition, the new building is packed with amenities, including a salon, a spa, a daycare center, a gym, private bunk rooms, a basketball court, healthcare facilities, a lounge and a café serving 2,500 meals each week.

At the new building, Prime’s em-

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

EEOC gives guidelines for employers mandating workplace vaccinations

The federal agency tasked with administering and enforcing civil rights laws against workplace discrimination has issued a new set of guidelines regarding vaccinations in the workplace in response to the COVID-19 pandemic. The U.S. Equal Employment Opportunity Commission (EEOC) issued its interpretation of federal law regarding mandating that employees be vaccinated before returning to the workplace.

According to the EEOC, federal anti-discrimination laws do not prevent an employer from requiring all employees physically entering the workplace to be vaccinated for COVID-19, subject to the reasonable accommodation provisions of Title VII of the 1964 Civil Rights Act and the Americans with Disabilities Act. An employer may require the employee to provide proof of vaccination. This information is confidential medical information and must be treated as such under the ADA.

Employees who do not get vaccinated because of a disability, a sincerely held religious belief or pregnancy may be entitled to a reasonable accommodation if such accommodation does not impose an undue hardship on the company's operations, the EEOC guidelines said. Employers may still have the employee wear a face mask, social distance from customers and co-workers, work a modified shift, be periodically tested for COVID 19, be given the opportunity to telework or accept reassignment.

An employer may require an employee to be vaccinated if the unvaccinated employee poses a direct threat in the workplace and there is no reasonable accommodation which would reduce or eliminate the threat. The determination that a particular employee poses a direct threat in the workplace should be based on a reasonable medical judgment that relies on the most current medical knowledge about COVID-19. This may include, for example, the level of community spread at the time of the employer's assessment.

The EEOC said that an employer that creates a COVID-19 vaccination policy requiring documentation or other confirmation of vaccination should notify all employees that the employer will consider requests for reasonable accommodation based on disability, religious belief or pregnancy on an individualized basis. In general, an employer should not question whether an employee has a sincerely held

religious belief. However, if an employee requests a religious accommodation, and an employer is aware of facts that provide an objective basis for questioning either the religious nature or the sincerity of a particular belief, practice or observance, the employer may request additional supporting information.

And it's OK for employers to offer incentives (both rewards and penalties) for employees to voluntarily receive the vaccine and/or provide proof of vaccination, the guidelines said.

COVID has major impact on Navajo people - especially their education

COVID-19's impact has been profound for Navajo Nation, the tribal lands set aside in Utah, Arizona and New Mexico, according to a report, "Navajo Nation COVID-19 Impact and Its Impact on Education," prepared by cable television outlet CGTN.

So far, there have been more than 30,000 confirmed cases and 1,300 fatalities among the Navajo people and although the infection rate is dropping, a tribe-imposed curfew remains in effect, and parks on Navajo land remain closed.

With a population of more than 330,000 people, no Indian tribe in the U.S. is larger than the Navajo Nation. Its reservation spans three states and according to the Indian Health Service, the 25,000-square-mile reservation — an area the size of West Virginia — only has six hospitals and seven health centers.

Jennifer Nez Denetdale, professor of American studies at the University of New Mexico, said the federal government has not done enough to help Navajo people to combat COVID-19. "The (Navajo) nation's education system also has been impacted by COVID-19. In March 2020, Navajo authorities halted in-person learning. To maintain social distancing, the staff for the Window Rock Unified School District meet in a stadium," she said.

Shannon Goodsell, superintendent of Window Rock Unified School District, said remote learning has been a challenge in the Navajo Nation. Many students cannot afford laptops and Wi-Fi is not available in many homes. For students who cannot get online at home, teachers have been holding classes in the stadium, scheduling classes at times when parents go shopping in town, bringing their kids. They also hold classes in chapter houses (a council chamber for each remote clan), which have Internet service.

On the bright side, Geraldine Peshlakai, principal for the Intermediate Learning Center of Window Rock Unified School District, spending more time with their parents is an opportunity for kids to learn more about their clans' respective cultures.

Despite minor concerns, Utah plowing ahead with effort to vaccinate teens

Despite reports that there are isolated cases of inflammation of the heart muscle in some teens and young adults following the receipt of the vaccine for COVID-19, Utah's vaccination program is proceeding without any change. In fact, the state is vaccinating more 12-to-15-year-old kids than any other state, according to the Utah Department of Health.

"I haven't heard any concern from the public regarding this," Rich Lakin, Utah Department of Health immunization director, told the *Deseret News* recently. The condition, known as myocarditis, is being investigated by the U.S. Centers for Disease Control and Prevention.

"We're vaccinating more 12-to 15-year-olds than any other state. So the demand is there. Last week, it was at about 4 percent for the country, we were at around 9 percent of that age group," the *Deseret News* quoted Lakin as saying. Utah, which has the nation's youngest population, has now fully vaccinated 45.3 percent of residents 12 and older, Lakin told the paper.

The CDC's Vaccine Safety Advisory Committee said last month there have been reports of myocarditis occurring after vaccination, predominantly in adolescents and young adults. No specifics were given, but the number of cases to date were described as "relatively few." Most cases appear to be mild, according to the committee, and more often follow the second and final dose of the vaccine, typically within four days and are affecting more males than females.

Utahns 24 and younger account for more than a third of the state's nearly 405,000 coronavirus cases, but less than 17 of the 2,292 lives lost to the virus, according to health department figures. Health experts have said vaccinating younger residents is key to controlling the deadly disease.

"They help slow the spread. When they're vaccinated, it helps protect the elderly. It helps protect the immunocompromised," who can still be vulnerable to the virus even after being vaccinated themselves, Lakin said. "These kids play a big role in the way it spreads."

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Schein One buys Dallas co.

Henry Schein One, an American Fork-based dental and medical practice management software company, has acquired an 80 percent ownership position in Jarvis Analytics, a software company that develops business analytics tools for dental practitioners.

Dallas-based Jarvis Analytics was founded by Steven Maroulis in 2017. Maroulis will continue to manage Jarvis Analytics and lead the Henry Schein One Dental Analytics division as executive director. The expected 2021 financial results from Jarvis Analytics are immaterial to Henry Schein One.

"This partnership further demonstrates our commitment to offer the latest advances in technology through Henry Schein One, making it possible for dental practices to improve nearly every aspect of their business management," said Stanley M. Bergman, chairman of the board and CEO of Henry Schein, parent company of Henry Schein One. "We look forward to a strong partnership with Jarvis that will enable dental teams to use data more effectively to build a better business."

Terms of the transaction were not disclosed.

Sift to acquire Chargeback

Sift, a San Francisco provider of digital trust and safety software, is acquiring Chargeback. Salt Lake City-based Chargeback produces real-time dispute management solutions for merchants.

"The two companies are coming together as both e-commerce growth and payment fraud are accelerating, and as the fraud economy — the sophisticated and interconnected network of cybercriminals and their methods — has rapidly expanded," Sift said in a release.

With the addition of Chargeback to Sift's platform, merchants will gain access to a solution that addresses risk before, during and after user transactions. Specifically, the two companies prevent both "true" fraud, which occurs when stolen credentials or payment information is used to make purchases, as well as "friendly" fraud, which occurs when consumers make false chargeback claims to their payment providers.

"Preventing chargeback fraud is the critical 'last mile' of stopping payment fraud entirely," said Marc Olesen, president and CEO of Sift. "With the addition of Chargeback's team, technology and partners, our customers gain a true hub for fighting all types of fraud and abuse while creating a more seamless experience. We're excited to continue working together as we help our customers implement their digital trust and safety strategies."

"As a longtime Sift partner, we've seen how effective full fraud coverage has been for joint customers using Chargeback's integration with Sift," said John Munro, CEO of Chargeback. "Now, as one company, we have an incredible opportunity to provide a single solution to mer-

chants so they grow with less risk."

Terms of the acquisition were not disclosed.

Jed Hancock named president of Space Dynamics

Utah State University's Space Dynamics Laboratory has announced that Jed Hancock has been named its new president, succeeding H. Scott Hinton, who announced that he will retire on June 30.

Hancock most recently served as SDL's executive director of programs and operations, overseeing engineering and operations and all programs in the Civil and Commercial Space; Strategic and Military Space; and Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) divisions. He was previously division director of the Civil and Commercial Space program, responsible for a portfolio of projects for government, academic, and commercial customers.

"Jed has been a valuable leader at SDL whose breadth and depth of knowledge about our partners and their missions, our capabilities and our people will serve the organization well as he

assumes the post of president," said SDL board chairman, Gen. Bruce Carlson (USAF Ret.). "He is uniquely qualified to take SDL to new levels of growth in providing NASA with innovative solutions to 'explore, discover, and expand knowledge for the benefit of humanity,' and in providing the Department of Defense and other customers with cutting-edge technologies to help ensure our nation's security."

"Throughout nearly two decades with SDL, first as a member of the board of directors, then as president, Scott's foresight helped the organization strengthen its role as a trusted agent of the U.S. government," said Carlson. "Scott's resolute leadership coupled with his steadfast commitment to the 1,000 employees of SDL will leave an indelible mark on the laboratory. We wish him well in his retirement."

Hinton joined USU in 2002 as dean of the College of Engineering and was subsequently

elected to SDL's board of directors the same year. In 2013, he was appointed SDL president. During his tenure as president, Hinton guided SDL through rapid, unprecedented growth, leveraging SDL's workforce and expertise in small satellite systems, electro-optical sensor systems research and development, cyber analytics and other core competencies to grow the laboratory's portfolio.

Hancock is an expert in optical sciences, system engineering and program management. He has served as program manager for numerous civil and military space programs and as an optical science and engineering resource for the laboratory. He specializes in designing and analyzing electro-optical systems and has led space instrumentation program teams developing infrared, visible and ultraviolet systems. He earned bachelor's and master's degrees in electrical engineering from USU and a master's and doctorate from the University of Arizona's College of Optical Sciences.

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Kodiak Cakes acquired

L Catterton, a consumer-focused private equity firm based in Greenwich, Connecticut, has purchased Kodiak Cakes of Park City. Kodiak Cakes markets whole-grain pancake and waffle mixes, frozen waffles and pancakes, oatmeal, baking mixes and a variety of snack products with the mission statement of enabling healthier eating and active living.

Terms of the transaction were not disclosed. Kodiak's existing shareholders, including Sunrise Strategic Partners, Trilantic North America and the company's founders and management team, will continue to own a minority stake in the company going forward.

Kodiak traces its roots back to 1982 when 8-year-old Joel Clark began selling his mother's hand-milled pancake mix door-to-door from a little red wagon. Since then, Kodiak has achieved consistent growth and its products are now sold in over 26,000 outlets, including Target, Walmart, Costco, Publix, Safeway and others. Kodiak is led by co-founder and CEO Joel Clark and co-founder and president Cameron Smith.

"In identifying a partner for Kodiak's next phase of growth, it was important to find a team with the experience and capabilities to support our mission of providing an unbeatable array of great-tasting and nutritious products for our consumers who are actively navigating today's frontier," said Clark. "L Catterton shares our vision and their track record of helping grow iconic CPG (consumer packaged goods) brands makes the firm an ideal partner for Kodiak as we continue to propel our business forward."

"Since its first wagonload of flapjack mix, Kodiak has brought an authenticity and commitment to simple, wholesome ingredients that has allowed it to become one of the most disruptive food platforms in America," said Andrew Taub, managing partner at L Catterton. "We look forward to working closely with the entire Kodiak team to grow the brand together and inspire more consumers to pursue healthier eating and live an active, outdoor lifestyle."

L Catterton has significant experience investing globally in consumer packaged goods brands. Current and former CPG investments include Cholula, The Honest Co., Kettle Chips, Zarbee's, Home Chef, Ainsworth Pet Nutrition, Plum Organics, Wellness Pet Food, YoCrunch, Ferrara Candy Co. and Sweet Leaf Tea.

Elevate Sports Ventures buys Infinite Scale

Santa Clara, California-based sports and entertainment consulting firm Elevate Sports Ventures has acquired sports, live event and design firm Infinite Scale. Based in Salt Lake City, Infinite Scale has provided brand integration services such as venue signage for more than 130 events worldwide, including the 2002 Salt Lake Olympic Winter Games, five Super Bowls, all seven College Football Playoff National Championships and the NHL Winter Classic. It counts the NFL, the NBA, the NHL, MLB, MLS and NASCAR among its clients.

"At Elevate Sports Ventures, we are hyper-focused on becoming the premier, full-service business strategy, property sales and branding agency across global sports and

entertainment. This new relationship with Infinite Scale, steeped in creative capabilities and solution-oriented deliverables, aligns perfectly with our goals. Additionally, people, culture and our commitment to be great teammates is at the core of who we are," said Elevate Sports Ventures President Chip Bowers. "The new alignment with Infinite Scale further deepens our commitment to working alongside best-in-brand organizations operated by best-in-class people."

"Design for brand legacy is at the core of everything we do — both as a business, and also as a sports design consultancy acting on behalf of the global roster of clients who have entrusted their creative brand vision to our team," said Molly Mazzolini, Infinite Scale

founding partner. "Now it's Infinite Scale's time to lock in our studio's legacy succession plan as a member of the Elevate family to ensure that our collective clients and team members are a part of something bigger than all of us."

Established in 2002 by Mazzolini and partners Amy Lukas and Cameron Smith, Infinite Scale, with remote offices across the U.S., became a certified women-owned business 10 years ago.

Infinite Scale is Elevate's second major acquisition of 2021, following the March integration of Malverne, New York-based Dynamic Pricing Partners, a pricing, analytics and ticket distribution technology company servicing over 75 university athletic departments.

Lucidpress bought by Chicago investment firm

Charles Thayne Capital (CTC), a growth-oriented and technology-focused private investment firm based in Chicago, has acquired Lucidpress, a Salt Lake City design and brand templating software company.

Founded in 2014 as a division of Lucid Software, Lucidpress today has millions of users on its platform which helps individuals and businesses create and manage on-brand content at scale. Owen Fuller, who has served as the general manager of Lucidpress since 2017, will lead the newly independent business as CEO.

"This transaction represents

a new chapter in the Lucidpress journey. Our platform has transformed the brand management landscape and this partnership positions us to continue to lead in this space for years to come," said Fuller. "The CTC team brings depth and expertise in the software arena, and together we are committed to helping our customers elevate their brands in groundbreaking ways."

"We have been close to Owen and the Lucidpress story for a long time," said Matt Marsh, co-founder and managing partner of CTC. "The company's category-defining product and commitment to its customers have earned it a

prominent position in an industry undergoing tremendous change."

Brian Gornick, another CTC co-founder and managing partner, said, "As a firm, we embrace fundamental shifts in industries where technology advances the model and where we bring expertise and resources to help companies like Lucidpress scale."

Charles Thayne Capital focuses its investment strategy on market-leading technology and technology-enabled companies. It provides minority and majority investment capital to companies that are at a significant inflection point in their growth journey, the company said.

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Hit homers by discovering your real KPIs

I'm a diehard baseball fan. I've loved the sport for as long as I can remember. As a little boy, my parents had a hard time getting me to come home for dinner on long summer days; I was just too busy playing baseball with the neighborhood kids.

As I got older, I played organized baseball, and as an adult, I've loved coaching kids to hit, pitch and field. Although I have never played or coached at the professional level, I have been an ardent student of major league baseball. I have followed the emergence of the Society of American Baseball Research (SABR). Its name gave rise to the term "sabermetrics," which was coined by Bill James, a de-

voted baseball analyst and statistician.

Bill's career focus has been on determining why baseball teams win and lose games.



RICH TYSON

While many outside of baseball have never heard of Bill, he has revolutionized the game, and his influence has reached well beyond the sport. In fact, in 2006, he was named one of the 100 Most Influential People in the world by *Time* magazine.

One might ask, "Why does this baseball guy have such influence? Is baseball really that important?"

The answer is that Bill discovered through research and statistical analysis the key factors that led to successful base-

ball teams. Remember, major league teams are businesses. The teams that win are far more financially successful than those that lose. His discoveries began with baseball, but they provide insights for virtually every enterprise.

What Bill learned from studying reams of baseball statistics may seem surprisingly simple: The teams that win score more runs than their opponents. However, Bill then focused his attention on what creates runs. The answer was runners: players who got on base.

This is where his research created controversy. Old-school conventional baseball wisdom is that the team with the most players with high batting averages and home runs win. The data, however, showed that the players who walked or were hit

by the pitcher, often got on base more often than the hitters. On-base percentage became the key performance indicator (KPI) for an increasing number of teams in the 1990s, including the Oakland A's (featured in Michael Lewis's book, *Moneyball*) and the Boston Red Sox (who hired Bill James).

This KPI has evolved today to on-base percentage plus slugging (OPS).

Management and each player are focused on hits plus walks plus the number of times a player is hit by the opposing pitcher divided by plate appearances PLUS the number of bases the player gets on each hit (single: 1, double: 2, triple: 3, HR: 4) divided by his number of at-bats.

This is undoubtedly more interesting to baseball nuts like me than to others, but there's an essential leadership concept here: *Every organization should determine the KPI that drives its success. And it should consistently track and share that metric as the focal point for its enterprise.*

Let's move from baseball to the corporation. In 1993, John Case coined the term "open book management" (OBM). The underlying premise of OBM is to share all relevant financial information that employees need to successfully do their jobs and deliver desired company outcomes.

While Case's concept stresses financial KPIs, it can—and should—include operational KPIs. In baseball, we can see the correlation: OPS leads to runs, runs lead to wins,

wins lead to championships and champions make the most money. Moneyball, to be sure!

As a business coach, I have learned the value of studying client businesses to discover a focal point that will deliver desired outcomes. In that endeavor, one client determined that the KPI they would track and share was gross profit (revenue less cost of goods sold) divided by operating expense, which they stated as GP/OE. This ratio became the open-book target metric for the company.

Initially, they hoped to achieve a ratio of 1.0, or break-even. Over time, however, they saw this ratio rise consistently.

Why did this happen? For several reasons:

- Sales personnel focused on increasing revenue, while maintaining their price and margins.
- Plant personnel focused on improving their "lean" practices and reducing cost of goods sold.
- Administrative employees focused on expense control.

The combination of these served as the driving force for increasing profitability. Just like getting on base creates runs, focusing on GP/OE created profits.

So what drives your success? Every leader should zero in on this, develop an overarching KPI and share that metric liberally with their team. Then start scoring runs!

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

Sloan & Sloan Has Joined Fabian VanCott

Fabian VanCott is excited to welcome five new attorneys from the law firm of Sloan & Sloan, creating one of the largest and most experienced tax and estate planning law practices in Utah.

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WAGE GAP

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less than the national average.

Utah's burgeoning technology, medical and life sciences sector, where high-paying technical positions are dominated by men, also contributes to the gender pay gap, the YWCA study said.

But it's not all doom and gloom for Utah's working women. More than 61 percent of Utah women participate in the workforce, placing the state 15th in the nation, according to the 2019 report. Ninety percent of Utah women live above the poverty line, more than 3 percent better than the national average, and almost 89 percent of

Utah women ages 18 to 64 have health insurance, also near the best in the nation.

The states that fared the best in the recent United Way study were Vermont, with a 9.86 percent gender pay gap, followed by Hawaii (11.81 percent) and Maryland (11.9 percent).

When race is added to the pay gap equation, things get worse. Although Utah's disparity between pay for white people and pay for minorities is higher than the national average (38.96 percent versus 26.9 percent), it is much better than some of the category's bottom-dwellers like Mississippi and Rhode Island, with pay gaps above 50 percent, and Washington, D.C., with a race pay disparity of a whopping 91.01 percent.

Innovate Utah

NEW IDEAS, PRODUCTS AND SERVICES FROM UTAH COMPANIES



Salt Lake City movement and data intelligence company **Blyncsy** has launched **Payver**, an artificial intelligence-powered technology that delivers transportation agencies on-the-ground insight into which roads require updated paint lines and other improvements. The application uses crowd-sourced video data collection and Blyncsy's proprietary machine learning models to pinpoint road markings in need of repainting.

Blyncsy touts the product as essential in preparing cities for upcoming autonomous vehicle traffic that relies on road markings for navigation. Autonomous mobility was predicted in a recent study from Deloitte to account for 80 percent of miles driven by 2040.



“By using data and artificial intelligence, we can make our roads smarter, safer and support the rollout of autonomous vehicles,” said **Mark Pittman**, founder and CEO of Blyncsy. “Our transportation officials, municipalities and other public safety workers have an enormous task when it comes to maintaining our roads, which requires tons of time, resources and manpower. Payver will help this entire industry identify and prioritize road improvements more quickly and efficiently, manage their funding and maintenance schedules, and use existing infrastructure to prepare their cities for autonomous driving.”

Blyncsy has kicked off its Payver pilot program this spring with the Utah Department of Transportation (UDOT). As part of the pilot, Payver will be deployed in Salt Lake County covering more than 350 road miles.

“We’re piloting this technology as we look for more data-driven ways to optimize our operations and increase safety for our transportation system,” said Rob Miles, UDOT director of traffic and safety. “The condition of our striping and physical infrastructure is a key element in delivering the best travel experience for our state”.

Salt Lake City's **Blackrock Microsystems**, a company that provides tools for neuroscience research, has partnered with a team of researchers at Northwestern University to develop a wireless, implantable device that can shift the body's circadian clock, halving the time it takes to recover from disrupted sleep/wake cycles. Called **NTRAIN** (normalizing timing of rhythms across internal networks of circadian locks), the project



addresses the challenges of travel, including jet lag, fatigue, gastrointestinal issues and weakened immune response. “We are effectively building the bridge between biology and bioelectronics — the potential is limitless,” said Florian Solzbacher, co-founder and chairman of Blackrock Microsystems. “We are proud to be a part of the growing team of science, electronics and biology experts being assembled to bring a ‘living pharmacy’ to life.”

Canopy, a cloud-based practice management platform for accounting professionals based in Lehi, has been selected to be part of an IRS pilot program to implement the retrieval of transcript data through a new, secure application programming interface (API). As a result of this collaboration, Canopy has implemented the API within its Practice Management Suite in advance of the public release in June. “Canopy has been closely collaborating with the IRS for years,” said **Larry Furr**, chief product officer at Canopy. “We are honored to have been involved in this update and are thrilled to be able to provide our clients with the most up-to-date technology available for accountants. Canopy's new **Transcript Tool** will continue to work seamlessly through this IRS transition period.”



Dental practice products company **The CAO Group Inc.** of West Jordan has released **ZaPro Hand Sanitizer**. The product contains 94 percent alcohol and features quick drying, no stickiness and a lotion-like feeling. It kills microbials faster, allowing professionals to immediately apply their protective gloves after application, the company said. “Hand sanitizer is a product that has been on market for decades without innovations. The innovation in ZaPro hand sanitizer enables consumers to use the hand sanitizer more often without any hesitation and makes the control of diseases easier, faster and better, particularly for dental, medical and other professionals who use gloves during their work,” said, **Densen Cao**, president and CEO of CAO. “You have to try ZaPro hand sanitizer to experience the difference.”



Pleasant Grove-based **Alianza**, a full-stack cloud communications platform for companies in the service industries, has launched its **Business Cloud Communications** solution. The solution addresses the growing market of frontline service workers needing advanced solutions to communicate more effectively by offering business mobility, messaging and video conferencing. Business Cloud Communications enables service providers to quickly add a voice-first unified communications solution to their service providers' product portfolio. “Business Cloud Communications enables service providers to evolve and upgrade their business communications portfolio,” said **Justin Cooper**, executive vice president of



product and customer success at Alianza. “By providing different service tiers within the solution, it is easy to customize and offer flexibility and scalability, allowing service providers to create packages that map to their business customers’ needs.”

Savology, an Orem-based financial technology company providing financial planning to Americans, has introduced **Savology Plus**, a digital financial planning membership. “We’re thrilled to have helped tens of thousands of American households build free financial plans,” said **Spencer Barclay**, Savology founder and CEO. “Overwhelmingly, our users wanted access to financial experts, they wanted their financial data pulled into their plans automatically and they wanted the ability to share their accounts with people in their support network. I’m excited for Savology Plus to deliver on these requests.” The new membership plan allows users to connect financial accounts into Savology’s free app for real-time updates; chat live with financial coaches for personalized advice; share accounts with spouses, partners or financial professionals; and access gaming to encourage and reward progress.



Weave, a Lehi-based customer communications platform for small business, has launched two products to make it easier and faster for businesses to add new customers. **Digital Forms** and **Web Assistant** simplify the way small businesses can schedule appointments and collect necessary information, making the journey from the first conversation to the first appointment a modern experience for the company and its customer. “Whenever small businesses can make it easier and faster for a potential customer to take the first step into their business, it’s a better experience all around,” said Weave CEO **Roy Banks**. “Features like Digital Forms and Web Assistant revolutionize how small businesses bring on new customers and give them a huge advantage against their competitors by offering personalized and technology-driven experiences.”



Pleasant Grove-based natural family care products company **Wink Naturals** has introduced its new line of products for men. The first product in the line is **Fortitude Complete Multivitamin Support for Men**. The company’s sleep, health and nutrition and other products have been geared for women and children until now. “Wink Naturals is constantly looking for opportunities where we can offer a better, safer product option and that now includes options for men,” said **Danny Villarreal**, founder and CEO of Wink Naturals. “We are excited to announce our men’s line of personal care and health supplementation, **To The Woods**. For years we have been asked to develop men’s products with the same strict manufacturing integrity that our customers have come to expect here at Wink Naturals.”





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PROTECTING YOUR IDEAS AND YOUR BUSINESS.



An instructor monitors a trainee at the Prime Inc. truck driver training center in Salt Lake City. Part of the company's new employee center, the school prepares employees to receive their commercial driver's license.

PRIME from page 1

employees have access to health-care and a sleep lab to treat sleep disorders, often a problem for professional drivers. In addition, employees are offered the services of a personal trainer for free. As part of the company's wellness program, trainers also provide customized workouts to keep truck drivers active while on the long haul.

The facility is part of a multi-faceted effort to retain and recruit more drivers and warehouse staff in the face of one of the lowest unemployment rates in the nation, the company said. Utah currently is reporting the lowest-in-the-nation jobless rate of 2.8 percent and the country is facing a years-long shortage of truck drivers. Prime has similar amenities in buildings in Springfield, Missouri, and Pittston, Pennsylvania, to help with driver and non-driver comfort while providing an enticing prospect of

employment.

"We built this facility with our associates — our most important asset — in mind," said Brian Singleton, manager of the Salt Lake City terminal. "Our associates deliver for America every day, and we want to make sure we're delivering for them. We're committed to always going above and beyond for our associates."

Because of Salt Lake City's location at the "Crossroads of the West" and being an intersection of major interstates, including I-15, I-80 and I-70, an average of 750 trucks pass through Prime's local terminal each week. The terminal employs 144 non-driving personnel.

Also housed in Prime's Salt Lake City terminal is a state-of-the-art truck driver training program with a simulator for students earning their commercial driver's license.

"We are bringing a new level of luxury to the trucking industry in Salt Lake City," Singleton said.



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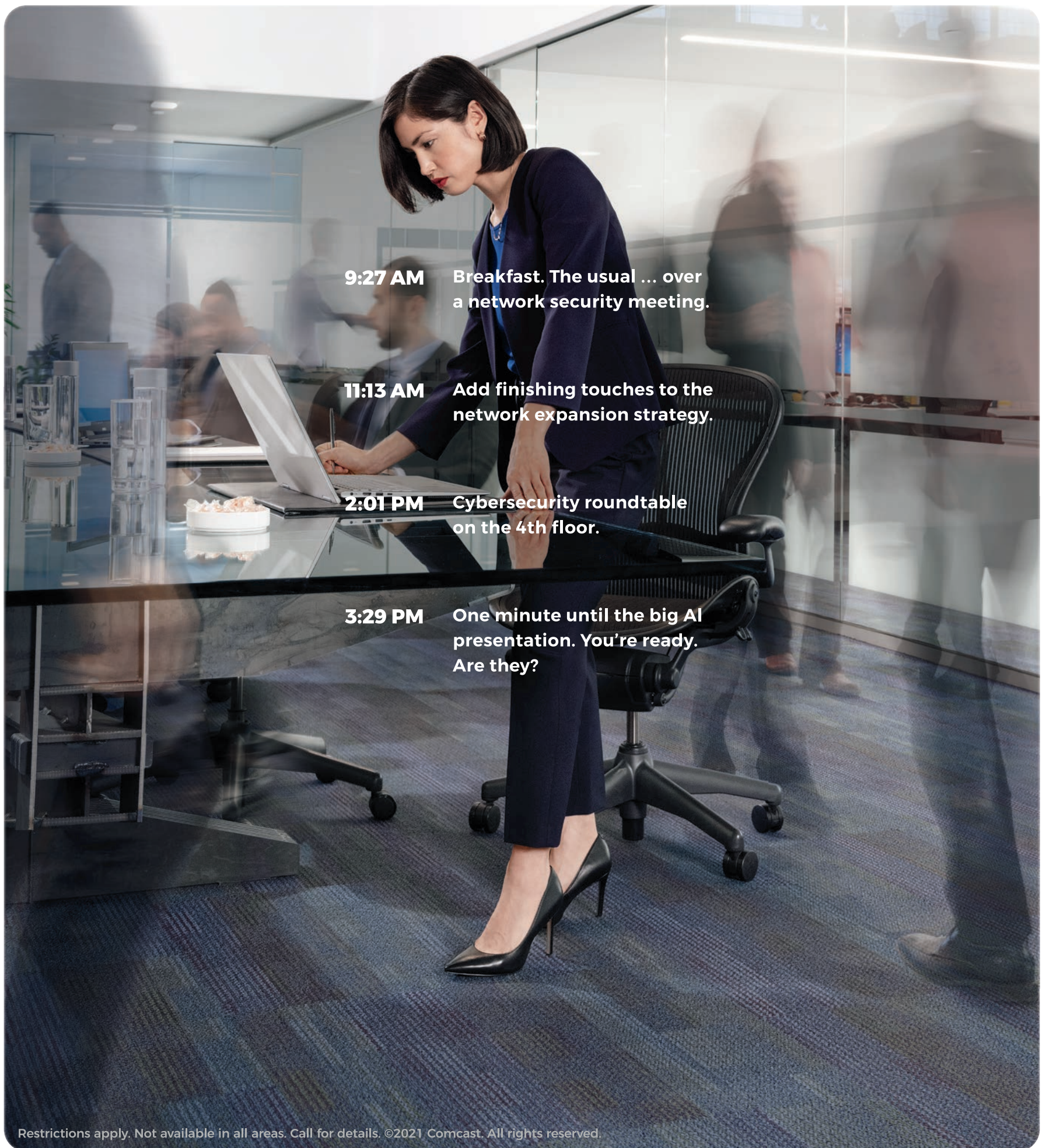
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Included in Prime Inc.'s new employees center in Salt Lake City are 15 bunk rooms where drivers catch up on sleep as they pass through the trucking company's terminal. More than 750 of Prime's trucks arrive and leave from the terminal each week.



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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. The submission deadline is one week before publication.

CONSTRUCTION

• **Big-D Signature**, a subsidiary of Salt Lake City-based Big-D Construction, has broken ground on the **Summit County Clubhouse**, 6304 Highland Drive, Park City. The facility will focus on creating an inclusive community for adults with mental illness diagnoses. The project is expected to be completed in July. The roughly 2,000-square-foot house used for the facility was donated to Park City Community Foundation by the Grossman family for exclusive use by Summit County Clubhouse and is being renovated to comply with all ADA regulations. The new clubhouse will offer recovery-based services for up to 25 clients per day. Currently, Summit County Clubhouse serves 17 members, with the goal of eventually being able to accommodate any adult in Summit and Wasatch counties with a history of mental illness.

ECONOMIC INDICATORS

• **Salt Lake City** is the best U.S. city for **work-life balance**, according to a study by mobile access technology company **Kisi**. It compared data on work intensity, institutional support, livability and more. Salt Lake City is followed, in order, by Portland, Oregon; Minneapolis; Colorado Springs; and Omaha. In breakout lists of 50 U.S. cities, Salt Lake City was No. 5 for highest percentage of remote jobs, No. 8 for most overworked population, No. 50 for unemployment rate and No. 31 for vacation days taken. Los Angeles is the most-stressed city, the study found. Houston has the most overworked population. In the global study, U.S. cities ranked below their European and Canadian counterparts due to minimum vacation leave and lack of access to universal healthcare. Salt Lake City was highest in the global rankings, at No. 24. Details are at <https://www.getkisi.com/work-life-balance-2021-usa>.

HEALTHCARE

• **Wasatch Crest Treatment**, a behavioral healthcare services provider, has opened a women's recovery residence in Heber, not far from its

main seven-acre campus. The residence can accommodate up to eight female clients. It is an extension of its Uinta men's sober living program. The Uinta program focuses on helping clients transition smoothly from treatment back into daily life. The program also helps clients develop practical life skills such as establishing credit, creating a resume, obtaining employment, and finding a place to live post-treatment. Uinta clients also have the opportunity to participate in evidence-based recreational therapy, community service outings, recovery meetings and alumni events.

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INVESTMENTS

• **Walker Edison**, a West Jordan-based supplier of ready-to-assemble furniture, has received a minority investment from funds managed by **Blackstone Tactical Opportunities**. Walker Edison's founders, Brad Bonham and Matt Davis, and controlling investor, Prospect Hill Growth Partners, maintain a majority stake. Financial terms were not disclosed. **Ropes & Gray** served as legal advisor and **Goldman, Sachs & Co.** and **Lincoln International LLC** served as financial advisors to Walker Edison. **Simpson Thacher Bartlett** served as legal advisor to Blackstone.

• **NetDocuments**, a Salt Lake City-based cloud-based content services and productivity platform for law firms, corporate legal teams and compliance departments, has entered into a definitive agreement to receive an investment from **Warburg Pincus**, a global growth investor, along with existing investor **Cove Hill Partners LP**. Warburg Pincus is acquiring **Clearlake Capital Group LP's** interest in NetDocuments. Financial terms were not disclosed. **William**

Blair & Company LLC acted as the exclusive financial advisor to NetDocuments. Warburg Pincus' investment alongside Cove Hill will support the NetDocuments' continued growth and innovation. The company will continue to be led by CEO Josh Baxter and the rest of the current management team.

MANUFACTURING

• **CONNEX UTAH** has launched as an online supply chain database to help Utah's manufacturing sector engage with the broader marketplace. It was created in a partnership among the **Utah Industry Resources Alliance (UIRA)**, the **state of Utah** and **Utah State University**. CONNEX UTAH is a statewide manufacturing supply chain, workforce and research and development connection solution offered free of charge to manufacturers in Utah. The tool contains in-depth information on a broad range of Utah manufacturers, along with detailed search functions to highlight specific production capabilities, certifications, equipment, material types and more.

MORTGAGES

• **Homie Loans**, a South Jordan-based mortgage brokerage, has hired **Dan Richards** as senior vice president. Richards' initial focus will be on building a strong leadership team of mortgage professionals that look to disrupt the industry. He will also oversee the transition from mortgage broker to mortgage lender. Richards' background includes serving as executive vice president of Academy Mortgage Corp., a tech marketer at Google and Microsoft, and vice president of a venture-backed startup.



Dan Richards

PHILANTHROPY

• **Altabank**, American Fork, has signed a long-term partnership with **Wasatch Adaptive Sports (WAS)** through a five-year \$100,000 donation to the local nonprofit organization and its recreational, educational and social programs. The donation will provide WAS with the resources to continue to grow its cycling program throughout the Wasatch Front, including assistance in purchasing a new truck during the first year of the part-

nership. The nonprofit will now be able to reach new students in underserved areas as well as partner with additional community groups by offering programming at their locations including schools, support groups, hospitals, and others serving the local adaptive population. Prior to the donation, the WAS cycling program was able to offer only one program at a time.

REAL ESTATE

• **Colbreen**, developers of the proposed **Highland Flats** development that would add 410 rentals in the Park City area, is preparing for a work session with the Summit County Council set for June 30. Eighty percent of the development would be deed-restricted affordable or moderate income housing. Highland Flats would consist of buildings rather than single-family homes. It has been proposed for the Highland Estates neighborhood of Park City by a development partnership among **Colmena Group**, **Breen Homes** and **Jake Breen**, managing broker of Berkshire Hathaway HomeServices Utah Properties. Located on a 40-acre

related to funded new business volume, which was to include information directly tied to equipment leases.

• The **XO Score Scoring Sheath** by **Transit Scientific**, a Park City-based, private company that designs, develops and commercializes medical devices, was the only catheter-based technology named an award winner under the cardiovascular devices category in this year's **Medical Design Excellence Awards**. The awards program is a design competition in the medtech industry recognizing significant achievements in medical product design and engineering that improve the quality of healthcare delivery and accessibility.

• Three products of **Nu Skin**, a Provo-based beauty and wellness products company, have received recognition from industry organizations. The **Edison Awards** recognized **ageLOC Boost** as a Bronze level winner in the Advanced Skincare category. The awards promote innovation and business success by selecting "the best of the best" in several categories. **NewBeauty** magazine selected **ageLOC LumiSpa** as the **Best Cleansing Device** for the second consecutive year. **NewBeauty** tested nearly 10,000 products, with editors selecting the top performers in skin, makeup, wellness and more. Nu Skin's **To Be Clear Cleansing Gel** from the Nutricentials Bioadaptive Skin Care line was recognized as a **Pure Beauty Global Awards** finalist in the "New Natural Product" category from among hundreds of global applicants.

RESEARCH

• **USANA Health Sciences Inc.**, Salt Lake City, and its subsidiary in China, **BabyCare Ltd.**, have announced a research collaboration agreement with **Beijing University of Chinese Medicine (BUCM)**. Under the agreement, USANA and BUCM will cooperatively research the field of traditional Chinese medicine (TCM). The objective of the collaboration is to bring together modern nutritional science and TCM to improve the health and wellness of individuals and families around the world. Under the agreement, USANA has the right to commercialize any nutritional/TCM products resulting from the collaboration.



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parcel, Highland Flats would consist of 410 units.

RECOGNITIONS

• **Onset Financial**, a Draper-based equipment leasing and financing company, is ranked as the No. 8 **top independent equipment leasing company** nationwide by **Monitor Magazine**. It is the third consecutive year for the company to be in the top 25. To qualify, companies must be privately owned with equity provided by the individual owners and/or privately held owners. Participants were asked to provide full-year data

Industry Briefs

from previous page

RETAIL

• **Valley Fair**, West Valley City, has unveiled its new **Town Center**, an outdoor space featuring a new stage with state-of-the-art sound system for outdoor concerts, expansive turf for people to place blankets or chairs to enjoy live music, a revamped splash pad, firepits, and string lights for summer evening ambience. In addition to concerts, the space will be used for kids' programming, private events, family-friendly activities, fundraisers and tenant events. Valley Fair's owner, **Coventry Advisors**, in partnership with **West Valley City**, has invested over a half-million dollars on the project as part of a multi-phased plan to revitalize and update the 870,000-square-foot shopping, dining and entertainment center.

SERVICES

• **Global Leader Group**, a Lehi-based professional development and management consultancy firm, has hired **Cassius Butts** as senior partner and managing director of board practice. In his role, Butts will be acting as a mentor, helping the company grow while focusing on generational growth leadership programs and con-

necting underrepresented talent in their next role. Butts' career has included executive roles with financial institutions and four presidential administrations, leading strategic efforts in the finance, strategy, housing and small-business sectors. In 2011, he was



Cassius Butts

appointed by President Barack Obama to serve as regional administrator for the U.S. Small Business Administration, overseeing SBA activities in eight southern states. Under the George W. Bush Administration, Butts served as a Presidential Management Fellow within the U.S. Department of Housing & Urban Development, where he assisted in HUD's marketing process.

• **UPS** has announced it expects to hire more than 200 employees in the Salt Lake City area. The jobs are permanent, part-time package-handling positions in UPS sortation hubs and centers: the Utah regional hub at 380 S. 6400 S., Salt Lake City; and the SLC hub at 2040 Parkway Blvd., Salt Lake City. More than 56 percent of UPS's current drivers and management staff were originally hired for part-time package handler jobs.

Stay on top of your supply chain

Lessons learned before COVID that helped two Utah companies stay on track

Xlear Inc.

Xlear is a manufacturer and distributor of xylitol and nasal care products based in American Fork.

Nate Jones

CEO, Xlear Inc.

Two decades ago, when I started Xlear from an idea my dad had, the business was like a lot of startups — just me, a product and a lot of hard work.

We caught our lucky break when a physician heard my father speak about the product and included a story in a printed medical newsletter that went out to an audience of hundreds of thousands of people.



The problem was, we weren't ready for that kind of exposure.

I was contacted ahead of publication and warned that with the high response rate of the newsletter, we could expect a huge influx of orders. With such a short lead time, I had to get creative to get the lifeblood cash flow, materials and final products we would need stocked. I made it happen, but it was nerve-racking, to say the least, as we grew overnight from a one-man operation selling a few hundred dollars of product a month to orders north of 20,000 units resulting from the third-party medical endorsement. This transition made for some late nights.

We have come a long way since then, growing into a global company employing hundreds of people and contributing to the well-being of millions. Even in our success, I have never forgotten the lessons learned from those early days.

Because of this and other experiences, we've built our company on the concept of self-sufficiency, with a healthy dose of looking ahead to what is next.

Let me share the lessons we've learned as a company about building out a supply chain that helped us weather this last year. Although we had worries, just like every other company, being prepared meant that we never ran out of materials or had serious output problems despite the pandemic and global supply chain disruption.

Lesson No. 1: Just-in-time inventory as an outdated concept

Started in the 1970s, just-in-time inventory is a way to manage supplies so they aren't taking up space on shelves or clogging

up cash flow until they are actually needed. In theory, this way of managing materials is more efficient. This concept is pervasive in the auto industry.

In reality, while just-in-time inventory does allow for a nimble production line, the risks don't always outweigh the benefits.

Using this technique, any disruption to the supply chain can be catastrophic, as illustrated by a global pandemic. And as needed suppliers multiply and become more diverse geographically, the just-in-time inventory system gets riskier. It's only "just in time," for the last person in the chain. With dozens and dozens of suppliers you can see the problem caused by one tardy company that represents critical path delivery deadlines — the weakest link.

Instead, keep enough inventory on hand to give yourself some space to figure things out, not if, but when, disruptions occur.

Lesson No. 2: In-house production is key

As a company, we have over 80 SKUs, most of which are produced right in our manufacturing facility in Utah. This means that as long as we have enough raw material, we can produce whatever products we need, at whatever pace matches our demand and growth.

While a full production facility may not be within reach for every business, it is worth exploring and keeping in mind with future plans. The ability to control your own supply is freeing, and undoubtedly helps you stay strong through unexpected world events.

Lesson No. 3: Surround yourself with good people

This may not seem like it relates directly to supply chain issues, but this tried-and-true advice makes a serious impact on your business.

Saving a few dollars on labor is enticing in the short run, but building a strong, loyal workforce and positive company culture are vital in creating a resilient business. You need people who show up day in and day out, even when things are tough.

Lesson No. 4:

Have backup plans

This sounds like a no-brainer, but even when we normally have excess capacity, it is a good thing to have a plan for when your production either goes down for some reason or for when the demand takes off. We partner with Dynamic Blending, a contract manufacturer, for such situation.

Dynamic Blending Solutions

Dynamic Blending is a Vineyard-based contract manufacturer of cosmetics, personal care products, dietary supplements and nutraceuticals.

Gavin Collier

CEO, Dynamic Blending

Working in the contract manufacturing industry, my business partner and I saw a lot of brands make costly mistakes. Both of us came to the conclusion — separately — that we wanted to build something different, something better.

We have built our brand by providing turnkey services to companies both large and small. A service offering so broad carries with it a certain unique skill set to be able to produce a



wide variety of formulas, even in smaller quantities. We must pivot often, which makes our services extremely attractive to our customers.

As we have watched businesses large and small manage supply chains, while managing our own, we have been fortunate because of our experience to do it right the first time. I'll share just a couple of ideas and words of advice.

Lesson No. 5: Scale smart

Scaling is difficult under the best of times, but in the early days of a startup it can be particularly stressful. The pressure to find funding and increase cash flow and output is intense. Some say cash is king. We tend to agree.

The reality is, scaling faster than you are ready for is detrimental to your business. If you are not careful, you'll wind up over-promising and under-delivering. That will leave you with nothing but a long string of disappointed investors, employees and customers. Or worse, you will overextend your operation, and risk putting yourself out of business.

Keep in mind that every time you take on a loan or an investor, you are giving up a piece of control over your business. One of the best ways to scale is to keep the long-term vision of

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Calendar

Calendar listings are provided as a free service to our readers. Information about upcoming events may be sent to 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.

June 7, 10-11 a.m.

"Monday Mashup," a weekly open discussion offered by the Women's Business Center of Utah. Details are at wbcutah.org.

June 8, 7:15-9 a.m.

ACG Speaker Series, an Association of Corporate Growth event. Speaker is Jeremiah Bradley, chairman of the board, Zya Active. Location is Marriott City Center, 220 S. State St., Salt Lake City. Free for ACG Utah members, \$30 for nonmembers for the first two breakfast meetings, \$45 for nonmembers after two meetings at the discount rate. Details are at <https://www.acg.org/utah/events/june-8-breakfast-meeting-jeremiah-bradley>.

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, 11:30 a.m.-1 p.m.

Multi-Chamber Luncheon, a North Utah County Chamber Alliance event. Speaker is Gov. Spencer Cox. Location is The Garden Room at Thanksgiving Point, 3900 Garden Drive, Lehi. Details are at thepointchamber.com.

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.-noon

"Return to Work: COVID-19 Employment Policies and Business Best Practices Webinar Series," presented by the Salt Lake Chamber's Roadmap to Recovery Coalition. Part One, June 9, features Salt Lake-based SixFifty providing an overview of recommended employment policies and procedures when returning to work. Part Two, June 10, features panelists from various industries discussing and sharing best practices, tips and more about how they have successfully

returned to work. Panelists include Joe Cannon, COO, Young Living Essential Oils; Sherry Jones, president and CEO, Ameritech College of Healthcare; Lavanya Mahate, owner, Saffron Valley Restaurants; Sterling Nielsen, president and CEO, Mountain America Credit Union; Analise Wilson, general counsel, Ivory Homes; and Linda Wardell (moderator), general manager, City Creek Center and Roadmap to Recovery Coalition member. Details are at slchamber.com.

June 9, 9-10 a.m.

"Camping After COVID (Part 2)," part of the Summit Speaker Series presented by the Utah Office of Outdoor Recreation, in partnership with Snowsports Industries America (SIA), the Economic Development Corporation of Utah (EDCUtah) and the Utah Outdoor Association (UOA). Speaker is Scott Bahr, president of Cairn Consulting Group. Event takes place online. Free. Registration can be completed at Eventbrite.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: Meet and Connect," a South Valley Chamber event. Small-business panelists are Jennifer Silvester, CEO and senior partner, Silvester & Co.; Dave Khwaja, president, First Touch Consulting; Michele Sauk, senior vice president, commercial banking, Northwest Bank, and Beans & Brew franchise owner; and moderator David Edmunds, founder of The Salt Mine. Location is Ridge Café, 14886 Traverse Ridge Road, Draper. Cost is \$15 for chamber members, \$25 for nonmembers. 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 10, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a Davis Chamber of Com-

merce event. Theme is "Self-Defense and Empowerment." Location is Premier Martial Arts, 535 W. 400 N., Suite A, West Bountiful. Cost is \$20 for members, \$30 for guests. Details are at davischamberofcommerce.com.

June 10, 11:30 a.m.-1:30 p.m.

Lunch and Training, a Murray Area Chamber of Commerce event with the topic "How to Use the Free Parts of Social Media Events to Increase Your Business." Location is Home 2 Suites, 4927 S. State St., Murray. Cost is \$25. Details are at murraychamber.org.

June 10, 3-4 p.m.

Women's Business Network Relaunch Event, a Utah Valley Chamber event. Location is The Younique Foundation Theatre, 4101 N. Thanksgiving Way, Suite 100, Lehi. Details are at thechamber.org.

June 10, 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>.

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.

"Understanding Motivation," a Women's Business Center of Utah event. Speaker is Katie Sparks, president of SEE Inc., co-founder of WOW Women and business advisor for WBCUtah. Event takes place online via Zoom. Free. Details are at wbcutah.org.

June 11, 8-9 a.m.

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 455 25th St., Ogden. 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 \$30. 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 are at <http://www.slcc.edu/workforce/courses/index.aspx>.

June 15, 9:30-10:30 a.m.

Wildfire Resilience Demonstration with IBHS, a ULI (Urban Land Institute) event, in partnership with the Insurance Institute for Business & Home Safety. Event will feature a live video feed from inside the IBHS Research Center during a wildfire demonstration to show the impact of resilient building materials and landscaping compared to traditional materials when facing realistic wildfire conditions. A conversation and audience Q&A with ULI members who have implemented these wildfire resilience techniques will follow. Event takes place online. Free for ULI members, \$30 for private-sector nonmembers, \$10 for public/YLG/student nonmembers. Details are at <https://utah.uli.org/events-2/>.

June 15, 11 a.m.-1 p.m.

"Finding Your True North," a Business Women's Forum event. Presenter is Lyndsy Blonquist, assistant vice president at Intermountain Healthcare. Location is Hilton Garden Inn Salt Lake City Downtown, 250 W. 600 S., Salt Lake City. Cost is \$30 for members, \$40 for nonmembers. Details are at slchamber.com.

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 15, 3:30-5 p.m.

"Social Enterprise and Sustainability," presented by Impact

Hub Salt Lake and P3 Utah. Speakers include Rob Ferris, CEO of Advantage Services; Tim Stay, CEO of The Other Side Academy; and Wilson Rodriguez, CEO of Forza Creativa. Event takes place online. Free. Registration can be completed at Eventbrite.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. Event takes place online. Cost is \$49. Details are at www.startfestival.com/.

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, 9-11 a.m.

"Business Academy: Taxes: Save Hundreds with New 2021 Policies," a South Valley Chamber event. Presenter is Chad Hymas. Location is Salt Lake Community College's Miller Campus, Free Enterprise Building No. 3, 9750 S. 300 W., Sandy. Free. Registration can be completed at Eventbrite.com.

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 is Bridgerland Technology College, 1301 N. 600 W, Logan. Details are at cachechamber.com.

June 16, 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>.

June 16, 5:30-6:30 p.m.

QuickBooks Workshop, a Small Business Development Center (SBDC) event that takes

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

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, 11 a.m.-noon

"Key Business Skills: Understanding Profit & Loss and Cash Flow," a Women's Business Center of Utah event that takes place online via Zoom. Free. Details are at wbcutah.org.

June 17, 11:30 a.m.-1 p.m.

Summer Social & Networking Luncheon, a Davis Chamber of Commerce event. Location is Boondocks, 525 Deseret Drive, Kaysville. Cost is \$20 for members, \$30 for guests. Details are at davischamberofcommerce.com.

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

Member Appreciation Bar-

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

June 17, 5:30-6:15 p.m.

"Mindful Leadership: Emotional Intelligence is the Key to Business Success," a Small Business Development Center (SBDC) event. Location to be determined. Details are at <https://clients.utahsbdc.org/events.aspx>.

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 Theatres Valley Fair, 3620 S. 2400 W., West Valley City. Cost is \$5 for chamber members, \$10 for nonmembers. Details are at chamberwest.com.

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.

June 18, 7-10 p.m.

"Evening In Harlem,"

a Utah Black Chamber event. Location is The Leonardo, 209 E. 500 S., Salt Lake City. Cost is \$50. The proceeds from this event benefit the Black Success Center and its programming. Details are at utahblackchamber.com.

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.

June 21, noon-1:30 p.m.

"Starting Your Business 101," a Mill at Miller Campus event that takes place online. Free. Details are at <https://event.webinarjam.com/register/95/yyv76b50>.

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

Women in Business Luncheon, a South Valley Chamber event. Speaker is Salt Lake County Sheriff Rosie Rivera. Location is Ikea, 67 Ikea Way, Draper. Cost is \$20. Registration can be completed at Eventbrite.com.

June 22, 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. Details are at davischamberofcommerce.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.

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.

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.

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 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.

June 24, 4-7 p.m.

"Bikes, Buildings and Brews," co-hosted by ULI (Urban Land Institute) Utah and WTS (Women's Transportation Seminar) and featuring a bike ride along Parley's Trail in Sugar

House and South Salt Lake to hear from the women and men who have helped shape the built environment along the iconic trail. Ride begins at Sugar House Park and concludes at Wasatch Brewery in Sugar House with socializing and networking. Cost is \$25 for ULI and WTS members, \$35 for nonmembers. Attendees will need to provide their own bicycles, helmets and locks. Details are at <https://utah.uli.org/events-2/>.

June 24, 5-6 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>.

June 24, 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>.

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.

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 an adventure education series; camping, off-road and outdoor lifestyle gear vendors; adventure films; mountain bike and e-bike clinics; an "Adventure Rig Showcase"; a craft beer garden and live music. Location is Utah State Fairpark, Salt Lake City. Details are at <https://outsideadventureexpo.com/>.

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.

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. An awards luncheon follows golf. Location is Jeremy Ranch Golf & Country Club, 8770 Jeremy Road, Park City. Cost is \$1,800 per foursome, \$450 for individuals. Sponsorships are available. Details are at slchamber.com.



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Our corporate partners work hand-in-hand with us around the world to help put an end to modern-day slavery.

These partnerships are essential in helping Operation Underground Railroad accomplish our mission. We are dedicated to building long-term and mutually beneficial strategic alliances with corporate sponsors.

Through the generosity of businesses ranging from family owned local enterprises to some of the world's largest corporations, we will put an end to modern-day slavery.

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WE EXIST TO RESCUE CHILDREN FROM SEX TRAFFICKING

see CALENDAR next page

Succeeding in Your Business

The one indispensable thing nonprofits need to succeed

"I started a nonprofit organization about three years ago. In the beginning, we had three directors — we were told we needed at least three to get our federal tax exemption — but two of them quit shortly after we formed and I have struggled to fill those two positions since. People sign up, probably out of personal friendship for me, but then quit within a year.

"We've done pretty well despite all that — we had over \$50,000 in donations last year — but no matter what I do to get more people interested, I always end up doing all of the work.

"Is there any way around this problem? I have a day job and can't afford to spend 100 percent of my time on the nonprofit's activities."

No question about it: Nonprofit organizations (called 501(c)3 organizations after the section of the U.S. Internal Revenue Code that exempts them from federal income taxes) are time vampires that will suck all of the available time out of your life — if you let them.

I have had the privilege of working with dozens of nonprofit organizations in my 40-year

career, and, in my opinion, there is one thing above all else that determines whether or not a nonprofit will grow and achieve its mission:

The presence of an "inner core" of one, two or three people (maximum) who are willing to shoulder most of the work and devote a substantial amount of their time to the nonprofit's activities.

No matter how many people are technically (and legally) involved with the nonprofit, it inevitably falls to one or two people to do the bulk of the work: scheduling the events, working with volunteers and employees (if any), and most importantly — fundraising, fundraising and fundraising.

In the case of your nonprofit, dear reader, that somebody is you.

Ask any nonprofit president, director or executive director (a full-time employee who runs the nonprofit's day-to-day operations and reports to the board of directors), and they will tell you that dealing with donors, applying for government grants and otherwise dialing for dollars take up 90 percent of their total time.



CLIFF ENNICO

If you're not good at fundraising or comfortable doing so, do not start a nonprofit. It takes up lots of time, is extremely frustrating and can lead to some unpleasant soul-searching if you are not passionately, fanatically driven to achieve the nonprofit's mission without any assurance of a reward if it's successful. It's extremely difficult to ask other people to give up their hard-earned money for something you don't believe in without feeling like a fraud.

Still, it sounds like your nonprofit has been somewhat successful and needs a strategy to grow to the next level. What you need to do is find one or two key people who are as passionately committed to the nonprofit's mission as you are and who will help you share the workload and avoid burnout.

Here are some ideas:

Look for Retirees. Older people have two things your organization desperately needs: time on their hands (sometimes too much) and some money they can donate to help you keep the organization on life support.

Consider Paid Volunteers. Yes, that's something of a contradiction in terms, but quite a few people are looking to make a few extra bucks for the chance

to do some good for the world. Especially college students — they are socially motivated and need beer money. Post some notices on the campus bulletin boards of your local college or university (don't forget the tear-off strips with your phone number or email address).

Pay Yourself. With more than \$50,000 in annual donations, your organization can afford to pay you a little something to help keep you motivated and pay some bills. If you have donated a significant amount of money to the organization, then consider treating it as an interest-free loan to be paid back over time. A return of principal is not a taxable event as compensation would be.

If you haven't, prepare a board resolution authorizing you to take \$10,000 to \$15,000 out of the checking account each year for personal expenses and your time. That will be subject to federal and state income taxes (at ordinary income rates because it's compensation), but it will help you psychologically as you will no longer feel you are working for nothing.

Just don't get too greedy. By taking out too much, you may put your organization's tax-exempt status in jeopardy. For guidance on how much a nonprofit can pay in overhead expenses, see <https://smallbusiness.chron.com/much-can-nonprofit-legally-spend-overhead-72388.html>.

Once your organization gets closer to \$100,000 in donations, I would make sure your annual compensation is approved by the independent members of your board (those who do not work day to day in the organization).

One last thing: Since you have more than \$50,000 in annual donations, you are no longer eligible to file the postcard annual report form (Form 990-N) with the IRS. You will now need to use Form 990-EZ (www.irs.gov, search for "Form 990-EZ").

Important Note: If you have filed for tax-exempt status for your nonprofit using Form 1023-EZ online, be prepared to wait up to six months for approval as the IRS is currently preoccupied with administering the COVID-19 stimulus programs (see <https://www.irs.gov/charities-non-profits/charitable-organizations/wheres-my-application-for-tax-exempt-status>).

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

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

"2021 Small Business Series for Success: Financial Success and Tax Strategies," part of the 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 "Lean Product Development" on July 27; "Sales, Marketing and Advertising" on Sept. 28; "Funding, Financing and Cash Flow" on Oct. 26; 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.

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>.

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.

July 6, 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. Details are at davischamberofcommerce.com.

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.

July 8, 1:30-2:30 p.m.

"Salt Lake Chamber: Business Live," a Salt Lake Chamber virtual networking event. Free for members, \$10

for nonmembers. Details are at slchamber.com.

July 9, 8-9 a.m.

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 455 25th St., Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

July 13, 8-10 a.m.

Women in Business Golf Clinic, a South Valley Chamber event. Location is Mulligans Golf & Games, 692 W. 10600 S., South Jordan. Details are at southvalleychamber.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.

July 13, 6-8 p.m.

"Content: Nail Down Your Messaging," the first part of a three-part "Christmas in July" marketing course offered by Humble & Hustle Studios. Remaining sessions are July 20, "Digital Marketing Strategies";

and July 27, "Analyze, Analyze! Analyze!" Location is The Mill at Miller Campus, 9690 S. 300 W., third floor, Sandy. Cost is \$99. Registration can be completed at Eventbrite.com.

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.

July 16, 8-10 a.m.

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

July 20, 10 a.m.

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

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.

July 20, 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. Details are at davischamberofcommerce.com.

July 21, 5-7 p.m.

"Business During Hours: Pioneer Days Rodeo," an Ogden-Weber Chamber of Commerce event. Free for employees of chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

July 21, 5:30-6:30 p.m.

Tax Planning Clinic, a Small Business Development

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Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

July 22, noon-1 p.m.

Women in Business, a Box Elder Chamber of Commerce event. Cost is \$10. Details are at boxelderchamber.com.

July 22, 5-6 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>.

July 22, 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>.

July 22, 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>.

July 27, 8:30-10 a.m.

"2021 Small Business Series for Success: Financial Success and Tax Strategies," part of the Small Business Series pre-

sented 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 "Sales, Marketing and Advertising" on Sept. 28;

"Funding, Financing and Cash Flow" on Oct. 26; 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.

July 28, noon-1 p.m.

"Solve the Business Puzzle: Time-Saving Marketing Strategies," a Women's Business Center of Utah event. Presenter is Paula Sageser, owner of PCS Creative Services LLC. Event takes place online via Zoom. Free. Details are at wbcutah.org.

Aug. 3, 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. Details are at davischamberofcommerce.com.

Aug. 10-13

2021 Utah Tourism Conference, a Utah Tourism Industry Association event featuring keynote presentations, hands-on breakout sessions and networking. Location is Ogden

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LESSONS

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your business in mind with every decision you make. And most important, keep control. Look for other funding options before giving away equity.

Lesson No. 6: Buy local

We source as many materials as possible right here in the U.S. and we have redundancies in supply chain where needed. There are always elusive ingredients only grown in certain parts of the world, but keeping your supply chain close offers a serious safety net.

Local supplies mean fewer disruptions due to weather, political issues and even quarantines. It's also better for the environment and adds to the economy of our own community instead of sending dollars elsewhere. Having backup suppliers further ensures smooth sailing.

The delays and disruptions in materials due to COVID-19 haven't yet come to an end and there's always another problem lurking around the corner. There is no perfect formula to weather a massive supply chain disruption, but there are definitely things you can do to prepare so that small hiccups in the routine of your business don't cause a total collapse.

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

Details: All lodging reservations of 2 nights or more at participating South Valley properties will be able to receive (1) \$50 Visa pre-paid gift card— can be used nationwide in-store and online where Visa debit cards are accepted. Visa pre-paid gift cards are physical cards and will be distributed to guests upon check-in.

For more information and booking visit

<https://www.visitsaltlake.com/places-to-stay/special-package-deals/fuel-the-fun/>

Defining passive aggression and strategies for managing it

Do you know people who are frequently sarcastic? Do they tease others cruelly or put them down, either directly or behind their back? If so, do they then use the phrase, “just kidding,” to appear to lessen the blow?

Perhaps they respond to conflict by shutting others out and giving them the “silent treatment” rather than addressing issues head-on. Or maybe they pretend to accept responsibility for tasks, only to come up with excuses for not doing them later.

You may not immediately recognize these actions as aggressive — angry people typically use harsh words or lash out physically. However, they are examples of passive-aggressive behavior.

In this article, we’ll define passive aggression, explain why people might act in this way, describe the effect it can have in the workplace and suggest strategies for managing it.

According to the medical practice and research group at Mayo Clinic, passive-aggressive people tend to express their negative feelings harmfully, but indirectly. Instead of dealing with issues, they behave in ways that veil their hostility and mask their discontent.

If you’re not encouraged to be open and honest about your feelings from an early age, you might use passive-aggressive behavior as an alternative to addressing issues head-on. For example, you might sulk, withdraw from people emotionally or find indirect ways to communicate how you feel. People may act like this because they fear losing control, are insecure or lack self-esteem. They might do it to cope with stress, anxiety, depression or insecurity or to deal with rejection or conflict. Alternatively, they might do it because they have a grudge against a colleague or feel under-appreciated.

Identifying Passive-Aggressive Behavior

Passive-aggressive people may mask their real feelings and claim that things are “fine”. Nevertheless, you can often spot when their actions subtly contradict their words. Some passive-aggressive people

have a permanently negative attitude and regularly complain about the workplace or their colleagues. Instead of offering praise when it’s due, they typically downplay or ignore others’ achievements. They might also use sarcasm as a weapon to attack colleagues (pretending that they are joking) or spread harmful rumors. Another common passive-aggressive behavior is to be disruptive. You may delegate a task to a team member that he doesn’t want to do, so he leaves it to the last moment and does it poorly. Or, he might shirk his responsibilities, such as by taking a sick day just before an

important presentation, as a form of “retaliation.”

Passive-aggressive people often have difficulty taking responsibility for their own actions and blame others for their mistakes. You’ll find that issues at work, for example, are never their fault. Or, if they’re late for a meeting or don’t complete a project on time, it’s because of someone else.

How Passive Aggression Affects the Workplace

Passive-aggressive people’s negative behaviors can have serious consequences. For instance, if someone is consistently sending mixed messages about her intentions, you may find your team regularly misses its deadlines, which reflects badly on you. Perhaps she withholds instructions or other critical information to impede fellow team members’ progress and projects suffer as a result. Or team members may have to pick up her work regularly or are subject to her sarcastic comments. This can affect productivity, as well as breeding resentment and damaging morale.

Strategies for Managing Passive Aggressiveness

The suggestions below can help you control the negative behaviors of passive-aggressive team members:

Identify the behavior. The first step in addressing passive aggression is to recognize it, using the pointers above. This is often the most challenging part, as it can be subtle and therefore difficult to identify.

Deal with passive-aggressive behavior straight away, so that it doesn’t escalate.

Make notes on situations as they occur, so that you have specific examples of what your team member has done, so he knows exactly what you’re talking about.

Create a safe environment. Next, let the person know that it’s safe for her to raise concerns and issues with you out in the open, rather in covert ways. Make it clear to her that, as a manager, you don’t “shoot messengers” and would rather she come to you with her problems rather than let them bubble under the surface.

You need to act in a way that aligns with this, for example, by encouraging, praising and supporting people who do bring matters to your attention.

Use language carefully. Give accurate feedback, and be careful with the language you use. For instance, instead of complaining that someone is “always” late, you’ll want to point out the exact times he’s arrived over the last week or so and give him an opportunity to explain why. You may then remind him when the workday starts and ask him to show up on time in the future.

Although it’s important to be direct and to address the issue head-on, try to avoid “you” statements. This will stop the other person from feeling attacked and becoming defensive. Instead, use first-person pronouns, such as “I”, “we” and “our,” and explain the effect that his behavior has had on you and your team. For instance, you might say, “I noticed that the report was two days late,” instead of, “You failed to meet the deadline.”

Stay calm. You may make the situation worse if you react emotionally to your team member. She may feel threatened, withdraw further and become even more entrenched in her negative behaviors. Speak to her in a measured, even tone and remain composed. She might not even realize she’s being passive-aggressive, so you might want to use an empathic approach to defuse any anxiety and anger. However, if she is repeatedly behaving in this way, and you’ve raised the issue in the past, you may need to be firmer and consider disciplinary action.

Identify the cause. If passive-aggressive people claim that they are “fine” when their behavior suggests otherwise, don’t accept their answers at face value. Probe

more deeply by asking questions to identify the root of the problem. Give them the opportunity to explain themselves, but don’t let them pass the blame.

For instance, if someone seems to be responding negatively to a disappointing work decision — perhaps he got passed over for promotion — ask him if his behavior stems from this. Explain that you want to understand how he feels, and work with him to explore other ways that he might handle the situation more constructively. For example, he might improve a particular skill, so that he has a better chance of promotion next time.

Set clear standards and consequences. If your team member deflects your feedback, for example by saying your standards are too high or that she didn’t realize what your expectations were, she may be trying to divert attention away from herself. You need to establish clear standards, and regularly reiterate what you want from her, so that you can hold her to account. It’s also important to explain that her negative behavior will not be tolerated and set out the consequences of what will happen if she does step out of line again.

Open up channels of communication. Passive-aggressive people often lack good communication skills, because they struggle to express their emotions openly. They may prefer to send emails, rather than address issues face-to-face, for example. When this is the case, encourage them to develop the skills and confidence to speak to others directly.

Apply this to your life. As a leader, it’s important to be aware of the signs of passive aggression. If you realize that you engage in these behaviors, step back and try to figure out why. Then, take immediate steps to correct it. After all, your team members likely look to you as a role model for how to act in the workplace. For example, if you have difficulty confronting your team about problems, you might want to consider taking an assertiveness course.

Angela Civitella is a real estate executive, business leadership coach and the founder of Intende, a business coaching service for entrepreneurs and executives.



ANGELA CIVITELLA

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Eccles Conference Center, 2415 Washington Blvd., Ogden. Cost is \$339 for members, \$359 for nonmembers, \$210 for students. Details are at www.utahtourismconference.com.

Aug. 11, 5-7 p.m.

“Business After Hours,” an Ogden-Weber Chamber of Commerce event. Location is SymbolArts, 6083 S. 1550 E., South Ogden. Free for employees of chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

Aug. 12, 5-7 p.m.

Summer BBQ & Mixer Member Party, a Park City Chamber/Bureau event. Location to be announced. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Aug. 13, 8-9 a.m.

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 455 25th St., Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

Aug. 17, 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.

Aug. 17, 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. Details are at <https://clients.utahsbdc.org/events.aspx>.

Aug. 18, 7:30 a.m.-3 p.m.

2021 Chamber Golf Classic, an Ogden-Weber Chamber of

Commerce event. Check-in and breakfast begin at 7:30 a.m. Golf has shotgun start at 8:30 a.m. Lunch on the course takes place 11 a.m.-1 p.m. Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Cost is \$250, \$1,000 for a foursome. Sponsorships are available. Details are at ogdenweberchamber.com.

Aug. 18, 1-5 p.m.

Business to Business Expo, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Free for attendees. Details are at davischamberofcommerce.com.

Aug. 24, 11:45 a.m.-1 p.m.

Women in Business, an Ogden-Weber Chamber of Commerce event. Location is determined. Details are at ogdenweberchamber.com.

Aug. 26, noon-1 p.m.

Women in Business, a Box Elder Chamber of Commerce event. Cost is \$10. Details are at boxelderchamber.com.

Aug. 26, 7 a.m.-2 p.m.

Scholarship Golf Tournament, a South Jordan Chamber of Commerce event. Location is Glenmoor Golf Club, 8900 S. 4800 W., South Jordan. Sponsorships are available. Details are at <https://www.southjordanchamber.org/events>.

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LAND USE

from page 1

and restaurants to follow them. If working from home sticks, even if just for part of the work week, it could mean offices could move out of the urban core or use their current spaces in different ways.

In some cases, the pandemic continued land use trends already in place before COVID hit. For example, Erin Talkington, managing director and director of consulting at RCLCO, said Utah's millennials already had begun to reach a point in their lives where they were considering buying a house, but the move from renting apartments and into homebuying was hastened because "COVID-19 got them off the fence."

She predicts that people moving out of a studio or downtown apartment to a suburb three miles away "won't be moving back." But that downtown, high-density location will still be attractive to other people when all businesses are fully reopened and the drivers and demand are back in place.

"What we're really going to see is the explosion, the success, of urbanizing suburbs and kind of the moderate-density urban places ... but you don't have to be in a big apartment building," she said.

The shift to the suburbs is a result of the work-from-home phenomenon prompted by the pandemic, and many commuters

now like the idea of having more time at home instead of being stuck in gridlocked traffic.

"Sitting in traffic for an hour and half, I think people are getting tired of it," said Dejan Eskic, senior research fellow at the Kem C. Gardner Policy Institute. "Especially coming back from COVID now, too, I think we forgot the miseries of traffic."

The webinar speakers agreed that in the future, working anywhere from one to three days a week in an office could become normal.

"Especially in the short term, I think it would be bad from a culture, company and HR perspective to just demand that everybody come back to work all at once," Eskic said. "You'd probably have some workers leave."

Fewer people at the office could mean that companies will need smaller office space, but some companies will want more space as a way of loosening the density of workers there, said Craig Trottier, Intermountain president for CenterCal Properties.

"We've seen it swing both ways," he said. "Where it's all going, I won't predict, but we're seeing changes there."

Talkington said workers needing to be the office fewer days a week could cause them to move farther away from that office. They would be willing to face long commutes and nasty traffic if they had to do so only once or twice each week, she said.

Companies probably will

seek office space that they can use in a variety of ways, she added. "When we look at the trends, it doesn't suggest that office is dead, right? There's still a lot of need for office, there's a lot of need for collaboration, but the way we use that space is going to be different," she said.

Shared or flexible office space could become popular options as companies grow unsure of how to plan for office space usage over a long period. "Companies are kind of figuring out how to break the traditional, 10-year office lease model," she said. "Companies want a lot more flexibility about how they take space and how they use it."

Talkington also predicted that older office buildings will become less attractive because they could lack the technology needed in today's business world. They might be renovated or retrofitted, or have their skin pulled off and converted to another use entirely.

Retail likely also will change, the speakers said. Trottier said a "retail revolution" — some might call it a "retail apocalypse" — had been in place for a few years but was accelerated by the pandemic, causing many customers to shop online rather than at brick-and-mortar sites. He foresees enclosed malls facing "significant challenges" while mixed-use developments continue their recovery.

Many of CenterCal's developments were hit hard last spring but those in Utah and Idaho began to turn around in early fall. Sales

volumes in the 2020 fourth quarter topped those of the same quarter in 2019. In Boise, one restaurant saw sales up 30 percent over 2019, despite its dining room being closed 10 months during 2020.

"Much of that [leasing] demand is on the food side," Trottier said. "The bounce-back from the retail side and from the food side of people looking for space, looking for new opportunities, has rebounded much more quickly than we anticipated, and we think that's a positive indicator for all of us."

Apparel stores, department stores, office-supply stores and movie theaters likely will continue to struggle, but businesses that were able to provide drive-through services or customer pickup zones likely will keep those components, he said. Even quick-serve and traditional sit-down restaurants have reconfigured to make order pickup easier for patrons.

"We think that trend will likely continue, even post-COVID, as retailers and food operators try to hedge their bets against future pandemic events that could close down their showrooms or dining rooms," Trottier said.

Talkington expects department and big-box stores to struggle, with lots of churn related to their occupation and how they use the space. Many could transform into last-mile distribution sites. Any retailer offering commodities faces competition from the likes of Amazon, so fewer companies are seeking storefront space, Trottier said. However, smaller grocery

stores continue to be a trend nationally and locally, in many cases located in conjunction with apartments or condos.

As for restaurants, many chef-driven ones that once preferred to be only in a trendy downtown area probably will shift to the suburbs, closer to where people live, Trottier said. Talkington said restaurants there will benefit from people living nearby as those restaurants will have a customer base to serve throughout the day rather than just during dinner and weekends.

Several of the speakers noted that COVID brought into focus the importance of public gathering places. People crave interaction with one another and want places where they feel safe. "I think that's where the enclosed mall is going to continue to struggle with the perception that it's not COVID-safe," Trottier said.

Talkington said people will prefer housing with nearby open spaces, and restaurants or retail sites with outdoor spaces.

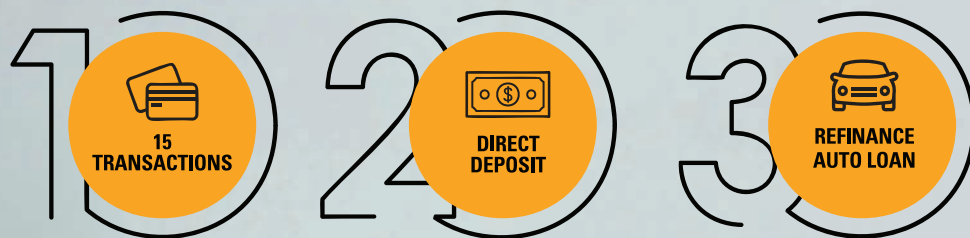
"It's easy to lose that and think that maybe we've all turned virtual, but I think the physical place is going to matter more than it has in the past," she said.

Whatever changes occur to housing, offices, retail and restaurants, Eskic is optimistic that in the long term, they will benefit Utahns.

"Pandemics do end," he said, "and when that happens, it gives you a chance to reinvent things and make them more efficient, make them better."

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