

Focus



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Economic development commission launches

Brice Wallace
The Enterprise

A new commission charged with developing, directing and coordinating a statewide economic development strategy has begun its work.

The Unified Economic Opportunity Commission, created by HB348, passed during the 2021 legislative session, has been appointed and is scheduled to have its first meeting last week, after *The Enterprise's* press deadlines.

Gov. Spencer Cox emphasized that the

commission will be "solutions-oriented."

"I'm excited to work with state elected leaders, cabinet members, local officials and others as we collaborate and create new pathways to economic success," Cox said.

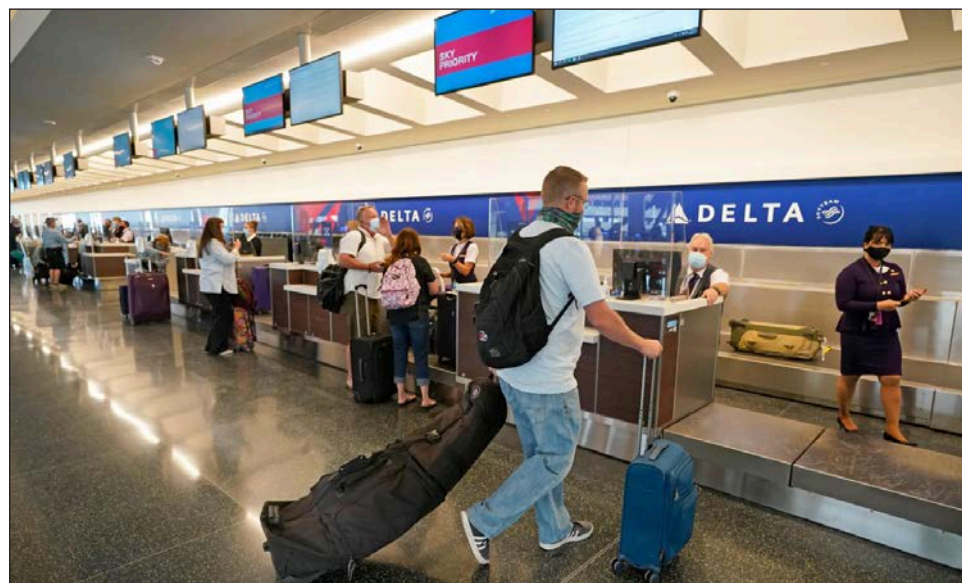
The commission will convene stakeholders to develop solutions to the most critical topics facing Utah's economy. It will also review and create new economic strategies and programs to deal with timely topics. Other purposes of the commission include aligning economic efforts and incentive programs, helping support and align education and industry partnerships to strengthen the state's workforce, and es-

tablishing subcommittees that serve as conveners to facilitate policy development.

"We're thrilled to announce the creation of the new Unified Economic Opportunity Commission," said Dan Hemmert, executive director of the Governor's Office of Economic Opportunity, or GO Utah. That is the new name for the agency formerly known as the Governor's Office of Economic Development, or GOED.

"This commission will help with the state's growth, education and workforce

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Passengers check in at a new Delta Air Lines ticketing center at Salt Lake City International Airport. Travelers in future years could see substantial changes to the airport as a master plan is implemented to address long-term air transportation demand and improve efficiencies.

Airport master plan looks at demand way down the road

Brice Wallace
The Enterprise

The second phase of the Salt Lake City International Airport's \$4.1 billion face-lift is still two to three years from completion, but airport officials are looking further ahead to envision what's next for the facility.

As in, two to three decades.

The Salt Lake City Department of Airports (SLCDA), along with consulting firm RS&H, recently held a final public presen-

tation of the master plan for the airport. The plan has been three years in the making, and finishing touches will complete the vision for the airport to meet future air transportation demand in the long term.

"This really is the only big international airport that Utah is going to have, so it's important that we find ways to get it right, and that's really what this master plan is all about," Bill Wyatt, executive director of the

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Utah life science firms attend Arab health trade show

Eight Utah life science companies traveled to Dubai recently as part of the Arab Health trade show. The delegation, which was exhibiting in a booth showcasing the companies and Utah's life science industry, was the first of its kind from the state to travel abroad since February 2020, due to the pandemic. The delegation was focused on building Utah's global brand, growing Utah businesses, and strengthening Utah's network of partners worldwide, a release from World Trade Center Utah (WTC Utah) said.

Utah has the fastest-growing life science community in the United States and is ranked sixth for medical devices, fifth for diagnostics and is a rising force in biopharma. The exhibiting companies were presenting some of Utah's most innovative healthcare products and biotechnologies, many of which were shared worldwide for the first time.

"Utah's life science industry is growing rapidly, and we're proud to have these companies represent the state in this dynamic and life-enhancing industry," said

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

Utah's airports set to receive over \$100 million in COVID rescue funds

Utah's airports are getting another economic boost from federal COVID relief funds to offset losses suffered during the COVID-19 pandemic, the Federal Aviation Administration (FAA) has announced. Over \$100 million in grants from the American Rescue Plan Act of 2021 are headed to 33 airports in the state. Nationwide the current round of airport grants totals nearly \$8 billion.

The money, according to the FAA, will go toward keeping U.S. airport workers employed and ensure airport construction projects continue following the pandemic's economic impact on the airline industry.

"The Airport Rescue Grants keep workers employed and help the aviation sector recover as more Americans get vaccinated and begin traveling again," said U.S. Transportation Secretary Pete Buttigieg in a statement. "These grants are part of the administration's commitment to build back a better and safer transportation system throughout our country."

The majority of Utah's money will go toward Salt Lake City International Airport, which is slated to receive close to \$91.7 million alone from the Airport Rescue Grants. FAA officials said about \$80.7 million of that will go toward airport operations support while \$11 million will go toward concessionaires at the airport. Of that \$11 million for concessionaires, \$8.8 million will go toward small companies, the report said.

The FAA said Provo Municipal Airport is set to receive close to \$2 million, which is the most among the remaining other 32 Utah airports. St. George Regional Airport (\$1.9 million), Cedar City Regional Airport (\$1.1 million) and Canyonlands Field (\$1.1 million) round out the top five. The majority of the Utah airports are slated to receive less than \$100,000, including more than a dozen receiving a minimum of \$22,000.

Report: Utah reaching 70% immunity would decrease C-19 cases by 94.7%

If Utah can reach a COVID-19 immunity level of 70 percent through vaccination, it would decrease the number of statewide COVID-19 cases by 94.7 percent, according to a new study released by Epistemix, a computational modeling software company that develops simulations to model the spread of diseases. The study demonstrates the difference between a 50 percent immunity rate and a 70 percent immunity rate in number of new cases. Utah's projected reduction in cases due to vaccination is among the highest in the nation.

The report analyzes data on a state-by-state basis

and highlights the states that need to prioritize reaching the 70 percent vaccination threshold. It ranks Utah as the fourth-most positively impacted by reaching the higher vaccination rate, following New York, Florida and North Carolina.

"Now is a vital time to reach immunity thresholds that would allow life to safely return to normal in Utah," said John Cordier, CEO of Epistemix. "There is a herd immunity gap in the state that will impede a safe return to normalcy. Our epidemiological simulations show that if Utah is able to reach 70 percent immunity, their total number of COVID-19 infections would decrease by 94.7 percent."

The data takes into account variants of concern, population density and immunity waning over time. The mathematic model shows that at 50 percent immunity, the state would average 572 cases a week. At 70 percent immunity, the state would average 26 cases a week.

SBA renews council to address COVID relief inequities in underserved areas

The U.S. Small Business Administration (SBA) is reconvening the Council on Underserved Communities (CUC) under the authority of the Federal Advisory Committee Act (FACA). The council will address the inequality of implementation of COVID programs with in underserved communities. Established in 2010, the council has been inactive since early 2020.

"The previous implementation of COVID programs has frequently left behind underserved communities," the SBA said in a statement. "The success SBA and the small-business community have seen from prioritizing equity in programs such as the Restaurant Revitalization Fund and the third round of the Paycheck Protection Program exemplify the need to continue this progress. The Shuttered Venues Operators Grant, the COVID Economic Injury Disaster Loans (including Targeted Advance grants), and Community Navigator programs push SBA even further in the right direction. SBA's reconvening of the CUC presents an opportunity to hear from trailblazing voices and to continue to make the small-business community a more equitable one."

The council will consist of 20 diverse stakeholders from every region of the country tasked with advising the SBA on strengthening and improving its strategies to help underserved communities.

"Reconvening of the SBA's Council on Underserved Communities is a big step in the right direction," said Marla Trollan, SBA Utah District director. "Often entrepreneurs in these communities lack the tools and connections they need to push their businesses forward. The SBA strives to ensure that women, veterans, minorities,

and businesses in rural communities have access to the resources they need to be successful entrepreneurs."

The Council on Underserved Communities was established to focus on communities and populations that have traditionally faced barriers in accessing credit, capital other resources necessary to start and grow businesses. The CUC's mission is to collectively provide SBA with input, advice and recommendations on strategies to improve and strengthen equity among women-, veteran- and minority-owned businesses and/or businesses from low-to-moderate income or rural communities, the SBA said.

Pandemic contributing to severe blood shortage, Red Cross reports

When the COVID-19 pandemic hit in early 2020 and people began to hunker down in their homes, they also delayed needed medical treatment, fearing infection in hospital and clinic settings. But now that the pandemic is winding down, those who delayed seeking treatment have begun to seek that treatment. That, along with what the Red Cross is calling a high number of trauma cases and trips to hospital emergency rooms, has the nation experiencing a severe blood shortage.

In many cases, delayed treatment has resulted in more advanced disease progression, which leads to an increase in demand for transfusions. In a statement, the Red Cross said that as compared to 2019, the demand for blood from trauma centers has risen by 10 percent in 2021. Just since March, the Red Cross said it has used nearly 75,000 more units of blood products than officials expected to meet these needs. Therefore, some hospitals are putting off elective surgeries until the blood supply stabilizes.

"When seconds count in emergency trauma situations, it's the blood already on the shelves that can make the difference in lifesaving care," said Heidi Ruster, CEO of Red Cross Utah/Nevada Region.

The U.S. Centers for Disease Control and Prevention, as well as the Occupational Safety and Health Administration, have updated their recommendations for blood donations as COVID-19 vaccinations have become more prevalent among the community. The Red Cross has adjusted its safety protocols as well. Utahns who are fully vaccinated are not required to wear a mask or to socially distance at donation sites. Those who are unvaccinated are required to wear a mask and to socially distance.

In Utah, those 16 years of age and older are eligible to donate blood. Details about other donor qualifications and procedures are available at redcrossblood.org.

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Huntsman opens first-in-the-area \$31M proton radiation therapy center

Brice Wallace

The Enterprise

A new radiation treatment option for people with cancer is now available at the Huntsman Cancer Institute (HCI).

The Sen. Orrin G. Hatch Proton Therapy Center is the first of its kind in the Mountain West and one of only 37 such centers in the U.S. The \$31 million, 7,450-square-foot addition joins an array of radiation therapy technology and expertise available within University of Utah Health.

While traditional radiation therapy uses beams of energy to kill or shrink a tumor, proton therapy is newer and more sophisticated. It uses particles called protons instead of photons or electrons used in other radiation treatment. This difference reduces the radiation dose to nearby healthy tissue. Studies show patients have fewer and less-serious side effects from proton therapy than traditional radiation therapy.

Before the opening of the new center, patients needing proton therapy would have to travel more than 700 miles for treatment and relocated for the treatment course that usually lasts four to six weeks, five days a week.

Proton therapy can be used to treat adults and children with many different types of cancer. Physicians consider many factors before recommending proton therapy. Those factors include the age of the patient, the health of the patient, and whether the tumor is located in an area of the body very sensitive to radiation.

According to the National Cancer Institute, nearly half of all cancer patients receive some type of radiation therapy, which often is used in combination with other types of cancer treatment such as surgery and/or chemotherapy.

"HCI's newly opened Proton Therapy Center is a game-changer for patients in our region," said Mary Beckerle, HCI's CEO. "In addition to this innovative clinical resource for patients, HCI will also contribute to advancing research on how proton therapy can be used to its fullest potential."

The proton therapy technology is housed in a three-story facility. The equipment includes a 110-ton gantry, a moveable framework that allows the equipment to rotate 190 degrees around the patient, that holds a 15-ton cyclotron. It accelerates protons to two-thirds the speed of light. The precision technology allows the treatment to target the tumor from the best angles and avoid important structures in the body.

The new center also includes state-of-the-art tumor targeting,

with a special combination of proton treatment delivery and CT imaging for tumor targeting.

When fully operational, the center is projected to care for about 200 patients a year.

"It is gratifying to see this major new resource on our campus and in our University of Utah Health system," said Dr. Michael Good, University of Utah interim president and senior vice president for health sciences. "The team effort that brought this to our campus highlights our approach to marry expertise and equipment with compassionate, patient-focused care."

"With fewer than 40 proton therapy centers in the country, we recognized an incredible opportunity to deploy our extensive radiation therapy expertise at the University of Utah toward bringing this new resource to our patients," said Dr. Dennis Shrieve, professor and chair of radiation oncology. "The team that brought this

to Utah has been exceptionally dedicated. We are humbled by the opportunity to have this resource at HCI and look forward to collaborating with partners at University of Utah Health, Primary Children's Hospital and across the region."

Project funds included donations to Huntsman Cancer Foundation, including major gifts from Zions Bank and the Semnani Family Foundation. The project was designed by Architectural Nexus and built by Jacobsen Construction. Key project partners include University of Utah Health, Mevion Medical Systems, Siemens, University of Utah Campus Design and Construction, and Huntsman Cancer Foundation.

The center is named to honor Hatch's longstanding commitment to improve cancer care in Utah. He was among the earliest supporters when Jon M. Huntsman Sr. announced his intent to build a major new cancer research

center in Utah.

"Huntsman Cancer Institute offers patients an indispensable palliative: hope. Hope, that powerful medicine of the soul, is what animates the institute's mission: hope that our doctors can find a cure; hope that our loved ones can find relief; and hope that someday, hopefully someday soon, we can defeat this disease once and for all," Hatch said.

"I have no doubt that the Sen. Orrin G. Hatch Proton Therapy Center will play a critical role in this effort. To have my name affiliated with an institution that is synonymous with hope and healing is among the greatest honors of my lifetime."

Peter Huntsman, chairman and CEO of Huntsman Cancer Foundation, said naming the center after Hatch is "a fitting tribute."

"World-class facilities such as Huntsman Cancer Institute are not built overnight. This institution,

and the Proton Therapy Center, are the culmination of decades of dedication from leaders like Sen. Hatch; visionaries such as my parents, Jon and Karen Huntsman; and the gifted researchers, physicians, nurses, volunteers and more than 1 million donors. It is this entire community that we celebrate this day."

"For the residents of our state, having a treatment like this much closer to home and family is critical," said Gov. Spencer Cox. "The Proton Therapy Center underscores the incredible innovative spirit in our state and brings another critical resource to our work to advance insights into the best ways to deliver world-class care to our citizens, which includes densely populated areas and vast frontiers and rural communities. Together, we will continue to band together to bring hope and healing to cancer patients across Utah and beyond."

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Rio Tinto Kennecott and BYU researchers partner to improve reclamation at mine sites

Rio Tinto Kennecott and Brigham Young University (BYU) researchers are joining forces to develop innovative and sustainable solutions to improve reclamation at the Bingham Canyon Mine.

In June 2020, a group of students and professors from the BYU Department of Plant and Wildlife Sciences broke ground on four research projects on land areas surrounding the mine with the goal to increase plant diversity and stability and enhance the aesthetics of areas visible from the Salt Lake Valley.

“This partnership is helping Rio Tinto Kennecott to continue improving the quality of its reclamation efforts and give our students the opportunity to learn skills that will benefit them in their future employment,” said Matt Madsen, BYU associate professor of plant and wildlife sciences. “The restoration we are doing in these areas can benefit Utah’s land and community by bringing back native vegetation, improving the site for wildlife habitat, air quality and the viewshed here in Utah.”

“We are proud of our commitment to the environment, and this partnership is an important step in advancing sustainable outcomes,” said Rio Tinto Kennecott Managing Director Gaby Poirier. “Joining forces with BYU professors and students to apply the latest environmental research to further improve our effort is ex-

tremely rewarding. This joint project is mutually beneficial for Rio Tinto Kennecott, BYU and our surrounding communities, and we hope this project will be a stepping-stone for future collaboration that helps improve reclamation work at other locations in Salt Lake City and more widely.”

The partnership is employing 12 students on six different projects for the next three years, all of which contribute to land reclamation efforts. Study objectives include engineering seed coatings to increase seeding success, understanding the vital role of curl-leaf mountain mahogany, more effectively establishing perennial grasses and another to improve the viewshed of waste rock areas.

Alex Larson is one of two female BYU graduate students leading projects. Her Saints Rest Biodiversity Study is working to increase the diversity of plants on reclamation land by introducing shrubs and forbs that match the surrounding landscape, using a technique inspired by the process of how anti-epileptic medications work.

“When anti-epileptic medications are taken, the compounds that treat the symptoms are embedded in a biodegradable polymer, essentially a biodegradable plastic, which dissolves after ingestion, so it slows the release of the medication and increases its effectiveness,” said Larson. “We are applying this same method to seeds. We have a biodegradable



A team of researchers from Brigham Young University work on a hillside in Bingham Canyon near Rio Tinto Kennecott's massive copper mine operation. The students have partnered with the mining company to find better ways of reclaiming the land left barren by mining activities.

biocompatible polymer coating embedded with a growth hormone wrapping the seeds we are planting. This coating will help increase the germination success on the site compared to what would exist naturally.”

Fellow graduate student Holley Lund is spearheading the Yosemite waterboxx study nearby. Her team is working to grow woody species that match the surrounding hillsides. Waterboxx irrigation technology maintains moisture in the soil during dry periods of the year so that seed-

lings can establish in the rocky soils. By the end of the project, they will have planted 656 shrubs and trees.

“Restoration has been done on this site before,” said Lund. “It looks great during parts of the year; however, these particular

species go dormant, turn brown and stand out from the native hillsides during other seasons. Our goal is to establish a woody species that will match the green textures of the surrounding mountainside, help with erosion and provide food for wildlife.”

Wingers restaurant chain promotes Howard to president

Wingers Restaurant & Alehouse, a fast-casual restaurant franchiser based in Salt Lake City, has named Brandon Howard president of the company. He was previously chief operating officer after joining the company as director of franchise operations in 2018.

“During his time at Wingers, Howard has implemented the Helix Management model at all ranks of the organization and cultivated an elite leadership team that has helped him take the brand to the next level,” a company release said. “In addition, Howard has developed structured layers within operations to provide defined growth opportunities for hourly and salary employees. He also helped streamline the Wingers menu while enhancing its quality, image and execution, and advanced the brand’s overall digital capabilities.”

“Brandon came to Wingers with an extensive track record of success and since he’s been with us, he’s continued to prove that he has what it takes to progress a best-in-class brand,” said founder and CEO Eric Slaymaker. “To say he’s deserving of this promotion would be an understatement. His talent and dedication have made an incredible impact on our company, and as president, we feel

confident that he will continue to take Wingers to new heights.”

Slaymaker said that as president, Howard is responsible for the long-term vision and growth of the brand. Starting with building relationships with multi-concept franchise owners in the Midwest, as well as North and Central Texas, Howard’s primary goal is to add another 20 Wingers Restaurant & Alehouse locations over the next five to six years.

“I’m very honored and excited to take on this new role and to lead the brand in its expansion efforts,” Howard said. “Over the past three and half years at Wingers, I’ve worked diligently with our executive team to strategically elevate this brand. With incredible leaders by my side, I look forward to fueling aggressive franchise growth and making Wingers a well-established brand throughout new regions.”

Founded in 1993, Wingers Restaurant & Alehouse has a menu of “chef-driven, handcrafted food,” including wings and signature “sticky” fingers, burgers, salads, tacos, craft beers and drinks. The brand has 23 company and franchise locations in the Intermountain West with more in the pipeline to open in the Midwest.

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Health Catalyst buys Twistle

South Jordan-based Health Catalyst Inc., a leading provider of data and analytics technology and services to healthcare organizations, has announced that it has entered into an agreement to acquire Twistle Inc., an Albuquerque, New Mexico-based healthcare patient engagement technology company.

“We anticipate that Twistle’s leading clinical workflow and patient engagement platform, paired with the Health Catalyst population health offering, will enable a comprehensive go-to-market solution to address the population health needs of healthcare organizations, as well as life science organizations, around the globe,” Health Catalyst said in a statement. “Our cloud-based data platform DOS will enhance Twistle’s automation by enabling richer data-driven patient interaction. The Twistle technology also enables Health Catalyst’s clinical, quality and life sciences solutions, through established clinical pathways and patient communication channels.”

“Twistle is a leading healthcare technology company committed to developing software that healthcare organizations and life science companies need to keep patients engaged in their health-

care,” said Dan Burton, CEO of Health Catalyst. “Their efforts to improve patient outcomes and reduce the cost of care are deeply aligned with our mission to be the catalyst for massive, measurable, data-informed improvements. We’re excited to welcome the Twistle team to Health Catalyst and look forward to working together to enable healthcare organizations to achieve the promise of population health.”

“The synergy between our cultures, values and solutions will have a tremendous impact on the health and wellness of patients,” said Kulmeet Singh, founder and CEO of Twistle. “Health Catalyst’s patient insights can trigger personalized outreach and the patient’s unique profile will allow Twistle’s communication pathways to adapt to their preferences and attributes in unprecedented ways. We are excited about the prospects of our joint solutions proactively engaging at-risk populations, advancing health equity, and improving patient activation in their care.”

Financial details of the acquisition were not disclosed. The parties expect the transaction, which is subject to customary closing conditions, to close early in the third quarter 2021.

DUBAI

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Dan Hemmert, executive director at the Governor’s Office of Economic Opportunity. “International relations are an important part of Utah’s culture, and this is a unique opportunity for these companies to showcase innovative products worldwide and create global relationships.”

“The state’s presence at the Arab Health trade show, one of the first of its size to be held in-person this year, solidifies Utah’s place as an emerging healthcare innovation hub on the world stage,” said Miles Hansen, president and CEO of WTC Utah. “The participating Utah companies not only make Utah look good, but they are also prospecting potential partners, winning contacts, and generating sales they would not have access to otherwise.”

Utah and the United Arab Emirates (UAE) have a strong trade relationship, Hansen said. The UAE is the largest market for U.S. product exports in the Mid-

dle East, with the healthcare sector as one of the six pillars of its national agenda. Utah’s fast-growing life science community is supported by Biohive, which serves as an industry advocate for the life science and healthcare innovation ecosystem in Utah. BioHive contributes to Utah’s national-leading export growth rate and is ready to support international expansion into Dubai, the Middle East and worldwide.

“We have attracted world-class scientists, researchers and engineers to Utah for the last 65 years,” said Katelin Roberts, interim director of BioHive and general partner for MedMountain Ventures. “Utahns have changed millions of lives through better patient outcomes with life-saving catheters, advancements in surgical imaging, and now we are leveraging new technologies for novel drug discovery and therapeutics.”

The following companies were selected to represent the state of Utah at Arab Health: DUB LLC, Neonatal Rescue, Rhodes Global, Quansys Biosciences, Sunwarrior, Turner Imaging Solutions, Vitalpax Inc. and Zehn-X LLC.

YESCO announces leadership transition

Salt Lake City-based sign company YESCO has announced a transition in its executive leadership. Fourth-generation family members Ryan, Joshua and Nathan Young have been named to the Young Electric Sign Co. board of directors. In addition, Ryan Young has been named president and chief executive officer of Young Electric Sign Co., the parent company of YESCO, while Joshua Young has been appointed president of YESCO Custom Signs and YESCO Sign and Lighting Service. The changes became effective with the announcement.

“I was bolstered early in my career with the confidence my father had in me to carry this business forward,” said Thomas Young Jr., second-generation family member and chairman of the board directors of Young Electric Sign Co. “I have just as much confidence in the fourth generation to meet the opportunities that await this great organization.”

Prior to his appointment as president and CEO, Ryan Young served as regional vice president of the Rocky Mountain region, where he managed the Salt Lake City facility as well as seven satellite sales and service offices throughout Colorado, Utah, Montana, northern Nevada and Idaho. He joined the company in 1996. He holds a bachelor’s degree in economics and a master’s degree in business administration from the University of Utah.

Ryan Young replaces Michael Young, pres-

ident and CEO for the past 33 years. Michael Young will continue to be active in the company’s day-to-day activities and will assume the role of executive chairman of the board.

Joshua Young previously served as president of YESCO Franchising, which operates across the United States and Canada. He began his career working in fabrication and then became an account executive for YESCO Outdoor Media. He was instrumental in organizing and launching the YESCO Franchise business in 2011. He holds a bachelor’s degree in business management from Westminster College and a master’s degree in business administration from the University of Utah.

Stephen Jones, who held the role of president of YESCO Custom Signs and YESCO Sign and Lighting Service for seven years, will now assume the role of senior vice president of YESCO Sign and Lighting Service.

Sam Fisher, who served previously as franchise development manager, will assume a new position as senior vice president of YESCO Franchising.

Thomas Young Jr. retains his role as chairman of the board of directors, while Paul Young and Jeff Young continue to serve on the board and as executive vice presidents.

Thomas Young founded Young Electric Sign Co. in 1920. The company and its divisions operate nationwide with approximately 200 employees.

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PROTECTING YOUR IDEAS AND YOUR BUSINESS.

Gamifying your business: Eight essential elements

Over my 50-plus years as a businessman, I have ebbed and flowed on my views of what author and business guru Jack Stack has called “The Great Game of Business.” During periods of success and prosperity, business is, indeed, a great game. But in times of grinding to deliver outcomes required by customers, employees, shareholders, vendors, bankers, etc., I’ve found it very difficult to describe it as a game — much less a great one.



RICH TYSON

down on owners, entrepreneurs and CEOs are significant. As my wife has often said, “the only thing more overrated than running your own company is natural childbirth.” Having experienced the latter — and living with a man who has, for many years, done the former, her perspective has often been amazingly accurate.

When you, as the leader of your enterprise, feel such pains, you must understand that your business can once again be a great game, one that you can enjoy.

To accomplish this transformation, you must engage your various stakeholders as your *teammates* in the game, rather than your opponents, and address eight essential elements of any good game:

1. Objectives that extend from a clear purpose and mission.
2. Rules to govern the way the game is played (your company values).
3. Visible scorekeeping milestones that define progress toward successful achievement of the objectives.
4. Deliberate and decisive pacing through the milestones.
5. Interactivity between

teammates with recognition and rewards for individual and collective contributions.

6. Strategic options that empower teammates to perform at their highest level.

7. An exciting challenge that is realistic, while stretching the capabilities of the team.

8. It’s fun! Team members are enthusiastic about playing the game, each and every day!

With these elements in place, your great game can be amplified by *gamifying* it. This is done by focusing on elements 3 through 5 above.

Your selection of visible scorekeeping milestones outlined in Step 3, liberally shared, will provide continuous metrics of success for your team. As that success is achieved, recognition and rewards for individual and collective achievement of those milestones (Step 5) will accelerate your success.

One of my manufacturing clients created his great game of business as follows:

The company’s purpose was to become a global leader in their product category, while consistently delivering a quality product, on-time and to the customer’s specifications. While doing so, their financial objective was to exceed 6 percent pre-tax net profit, which represented a three-fold improvement over their previous best year.

The rules of the game: Don’t cut corners. Integrity, quality, profitability were the key inviolable values.

The visible scorekeeping began with a physical manifestation of the financial goal. The client produced “6+” posters and placed them throughout the plant. He also made “6+” desk paperweights for each of his executives and engineers.

His monthly scorekeeping compared the company’s actual performance to the target of “6+.” Graphs illustrating actuals compared to the objective were posted in several key areas throughout

the offices and the manufacturing floor.

Company meetings provided the pace: a tight feedback loop, where performance was reviewed, evaluated and revised on a regular and continuous basis.

All team members were encouraged to give their best ideas on how to achieve the desired objectives. Leadership initiated regular recognition and rewards for strong individual and team contributions.

While each team member was empowered to focus on their own job, they also were invited to offer strategic ideas on how to win the game.

The challenge, initially, seemed to have more stretch than realism; the company had never had more than 2 percent pre-tax net. However, as all stakeholder engaged together, the goal seemed increasingly doable. When they clearly understood the game, team members engaged enthusiastically.

The results of this game were impressive. At the end of the first year, pre-tax profits came in at 11 percent. However, early in the following year, warranty claims forced a review and a recommitment to the rules. The heavy stress on profitability had led to efficiency improvements at the expense of quality. A recasting of profits after warranty claims reduced the first-year net to 7 percent. Even so, my client was delighted with the outcomes of the first round of his great game of business. And it set the stage for the next year’s game, as well as higher profits into the future.

Transforming your business into a great game requires some real work and creative thinking, but it can provide a whole new perspective on what is too often the greasy grind of business.

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





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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.

ASSOCIATIONS

• **NAIOP Utah**, a commercial real estate development association, has announced its new board for 2021-22. The new president and board will serve through May 31, 2022. Board members are **Daniel Stephens**, BlackPine LLC, president; **Josh Caldwell**, Mortenson, vice president; **Kyle Roberts**, Newmark, secretary; **Jacob Despain**, Zions Bank, treasurer; **Amanda Lawson**, Cushman & Wakefield, membership chair; **Ryan Ritchie**, The Ritchie Group, membership co-chair; **Jason England**, Argent Group RiverPark & Innovation Pointe, programs chair; **Molly Wilson**, Extra Space Storage, programs co-chair; **Craig Jensen**, Snell & Wilmer, public affairs chair; **Stuart Clason**, Utah Association of Counties, public affairs co-chair; **Jade Teran**, FFKR Architects, marketing chair; **Serra Lakomski**, Rockworth Cos., developing leaders/student relations chair; **Ellie Harned**, Hines, developing leaders/student relations co-chair; executive committee members **Brian Cheney**, Cheney Law Group; **Vinnie Figlioli**, Harris Co.; and **Angela Eldredge**, Price Real Estate; corporate board member **Nate Boyer**, The Boyer Co.; and chapter executive director **Lindsay Cleverly**.

CONTESTS

• The **Economic Development Corporation of Utah** is accepting nominations until July 16 for its annual EDCUtah Economic Development Awards, which will be presented at its annual meeting in September. The **Nick Rose Award for Leadership in Economic Development** is presented to a private-sector individual that has demonstrated exceptional dedication to EDCUtah and economic development throughout the state. The **Thayne Robson Award for Leadership in Economic Development** is presented to a public-sector individual that has demonstrated exceptional dedication to EDCUtah and economic development throughout the state. The **Larry H. & Gail Miller Family Cornerstone in Economic Development Award** is presented to associations, organizations or developments that have merit far beyond their own

boundaries and have had profound and long-term positive impact on the state's economy. Nominations may be made at https://edcutah.az1.qualtrics.com/jfe/form/SV_bwlqh09dxN-Gia4S.

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ECONOMIC INDICATORS

• **Utah** is ranked No. 6 among states for the **highest demand for small businesses**, based on search queries, a list compiled by **ZenBusiness**. Utah had a score of 328 out of a possible 600. Utah ranked highly across all search terms but “small businesses near me” and “Etsy” were the top search queries. Pennsylvania led the rankings. Details are at <https://www.zenbusiness.com/why-zenbusiness/>.

• **Utah** is ranked No. 32 among states for **economic recovery** from the COVID pandemic, a list compiled by **TOP Data**. It measured data points across 23 metrics into three key indicators. Utah is ranked No. 41 for consumer confidence, No. 2 for job market strength and 43 for COVID safety. Vermont leads the rankings. Details are at <https://topagency.com/report/pandemic-recovery/>.

• **Salt Lake City** residents pay \$133 per month in **auto insurance costs** and \$400 in **auto loan costs**, according to a study by **doxoINSIGHTS**. The national average is \$185 for auto insurance and \$411 for auto loans. Salt Lake's numbers put the average cost of car ownership at \$4,806 per year, which is a 12 percent difference from the national average of \$5,435. Details are at <https://www.doxo.com/insights/regional-bill-comparison>.

• **Salt Lake City** is ranked No. 79 on a list of “**2021's Best BBQ Cities in America**,” compiled by **LawnStarter**. It com-

pared 199 of the biggest U.S. cities based on 14 markers, including the number of national award-winning barbecue restaurants and chefs; whether the city has hosted at least one “master-level” competition, the number of barbecue festivals and fan ratings. The top-ranked city is Kansas City, Missouri. Coming in at No. 199 is Aurora, Illinois. Details are at <https://www.lawnstarter.com/blog/studies/best-bbq-cities/>.

EDUCATION/TRAINING

• **Western Governors University**, Salt Lake City, has appointed **Nadeem Syed** as chief financial officer. He succeeds **David Grow**, led financial strategy for 14 years and has since moved into the role of chief operating officer. Syed will lead all aspects of financial strategy and operations at the non-profit university. Syed joins WGU after 11 years with AT&T, most recently as its head of consumer wire-line finance. Prior to that, Syed led the product, corporate development and strategy finance for Xandr, AT&T's advertising company. Prior to AT&T, he co-founded a medical imaging startup in Singapore, led software R&D at Hewlett-Packard, and conducted machine learning research.



Nadeem Syed

GOVERNMENT

• **Twenty-nine local governments in Utah** will receive a total of \$42.4 million in **Payments in Lieu of Taxes (PILT)** funding for 2021, the U.S. Department of the Interior has announced. Because local governments cannot tax federal lands, annual PILT payments help to defray costs associated with maintaining important community services. PILT payments are made annually for tax-exempt federal lands administered by Department of the Interior agencies, including the Bureau of Land Management, the National Park Service, the U.S. Fish and Wildlife Service and the Bureau of Reclamation. Additionally, PILT payments cover federal lands administered by the U.S. Forest Service, U.S. Army Corps of Engineers, and the Utah Reclamation Mitigation and Conservation Commission.

INVESTMENTS

• **Lucid**, a South Jordan-

based provider of visual collaboration software, has closed a more than \$500 million secondary investment that values the company at \$3 billion. New investors in the secondary financing include **Alkeon Capital**, **Tiger Global** and **Steadfast Capital Ventures**.

• **Tula Health**, Farmington, recently raised \$24.1 million in debt and equity financing from two venture firms: **SpringTide Ventures**, a health tech venture firm based in Utah and Boston, and **Sandbox Capital Advisors**, based in Salt Lake City. Tula creates behavioral change guidance via on-call support, and supporting hardware and software to help their customers manage chronic health conditions. The capital will be used to grow inventory, as well as hiring and training additional staff.

• **Xenacor Inc.**, Salt Lake City, has announced a strategic investment by **Barvest Ventures Inc.**, a member company of the Trudell Medical Group, an innovator in respiratory care and medical device development. Terms were not disclosed. The investment will be used to ramp up production and respond to growing demand for the Xenoscope, a single-use, fog-free, portable,

high-definition laparoscopic imaging system. In addition, **George Baran**, chair of the Trudell Medical Group, will join the Xenacor board. He has experience in product development, production and global market distribution. **Northgate Technologies Inc.**, a member company of Trudell Medical Group that designs and manufactures urology and minimally invasive surgical equipment, will be working closely with Xenacor to bring additional synergies to the relationship.

• **Peterson Real Assets**, a subsidiary of Salt Lake City-based Peterson Partners Inc., has made a growth equity investment in **Crossroads Paper**, a 100 percent recycled-paper mill to be built in the Mountain West to serve the growing demand for e-commerce, agricultural and industrial packaging in the western United States. Financial terms were not disclosed. The mill site selection process is underway, with a final determination expected by year-end.



George Baran

see BRIEFS next page

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Industry Briefs

from previous page

• **Red Door Capital Partners LLC**, a Salt Lake City-based independent private equity firm, has announced that **Jeffrey (Jeff) Garcia** has joined the company as senior strategic advisor. His role will be to help manage strategic partnerships with Red Door's investor community and deal-flow origination. He will also be a member of the investment committee and deal flow review team. Garcia is a former starting quarterback in the Canadian Football League and the National Football League.



Jeff Garcia

• **Phoenix PharmaLabs**, a Woods Cross-based company developing two non-addictive opioid compounds to treat acute and chronic pain, has completed a second round of financing, raising \$1.07 million via the **Netcapital** equity funding portal. Like the company's 2019 Netcapital offering, this raise, which was carried out under Reg CF, was also oversubscribed. More than a thousand investors participated in the most recent offering.

LAW

• **Snell & Wilmer** has added attorneys **Lindsay Johnson** and **Stratton McCausland** for the firm's Salt Lake City office.



Lindsay Johnson

Johnson is a member of the firm's corporate and securities practice group. Prior to joining Snell & Wilmer, Johnson was an associate at Carman L e h n h o f Israelsen LLP. She received her J.D. from B r i g h a m Y o u n g University's J. Reuben Clark



Stratton McCausland

Law School and her B.A. in economics from BYU. McCausland is an associate in the firm's commercial finance group. Prior to joining Snell & Wilmer, he was an associate at Mitchell, Barlow & Mansfield PC and a law clerk at the Disability Law Center of Utah. He received his J.D. from

the University of Utah's S.J. Quinney College of Law and his B.A. in English literature from Weber State University.

LOGISTICS

• The **Utah Inland Port Authority** has hired **Brad Andrews** as vice president of business development and executive team member. Andrews has been a principal in several entrepreneurial ventures in biotech, healthcare services and consumer products. He also has served



Brad Andrews

as an advisor to startup and emerging companies. He was the founder and managing member of Provide Nutrition LC, a manufacturer and marketer of medical nutrition products; held management positions in healthcare logistics, manufacturing and sales; and has worked in management for Fortune 100 companies including McKesson and Bristol-Myers Squibb.

NONPROFITS

• **The Road Home**, in partnership with **Shelter the Homeless**, has completed its newest housing project, **The Magnolia**, a permanent supportive housing facility with 65 total units. Owned by Shelter the Homeless and operated by The Road Home, the \$17 million facility is at 165 S. 300 E., Salt Lake City. The Magnolia adds to The Road Home's housing program, which includes the 201-unit Palmer Court, 32-unit Wendell Apartments, and rental assistance with supportive services that houses hundreds of households with private landlords throughout Salt Lake County.

REAL ESTATE

• **Dynamic City Capital**, a Provo-based real estate investment firm focused on premium-branded hotel investments, has acquired the **Element Anaheim Resort Convention Center**, a California hotel that will open in July. Financial terms were not disclosed. The five-story hotel features 174 suites. It is DCC's third hotel acquisition this year, for a total of 538 hotel rooms in the first half of 2021.

• **MobilityRE**, a Salt Lake City-based company focused on real estate intelligence technologies for mortgage lenders and

real estate agents, has appointed **Jonas Kruckeberg** as director of growth and client success. In this role, Kruckeberg will strengthen customer engagement for the company's flagship product, **Mobility Market Intelligence (MMI)**. He will also oversee sales and customer success. Kruckeberg has 18 years of experience in driving sales and forging strategic partnerships at mortgage technology firms. He most recently served as chief revenue officer at Knowledge Coop.



Jonas Kruckeberg

• **Oakwood Homes of Utah**, a Denver-based homebuilder and subsidiary of the Clayton Homes/Berkshire Hathaway family of companies, has appointed **Andrew R. Nielsen** as vice president of operations. He will oversee home construction and design, purchasing and production for the Utah division of Oakwood Homes, in addition to managing Oakwood's 10,000-square-foot design studio, the New Home Center. Nielsen has more than two decades of homebuilding experience, with particular expertise in residential interior design, new home construction, product knowledge, community rollouts, team-building and customer service. In his early career, Nielsen worked at Richmond American Homes, Aspire Design Center, Jeff Landry Design and Boyd & Dreith LLC.



Andrew Nielsen

RECOGNITIONS

• Two Utah companies have earned **2021 IT World Awards**. Presented for the 16th year, the Globe Awards recognize information technology and cybersecurity vendors with advanced, ground-breaking products, solutions and services "that are helping raise the bar for others in all areas of technology and cybersecurity." In the **Startup of the Year for IT Software** category, **Zevant**, based in Draper, was a **Gold Globe** winner for reducing pharmacy benefits cost by over 15 percent through automated analytics. **Spearstone**, of Lindon, earned a **Bronze Globe** for **Best Product to Combat and**

Reduce the Impact of COVID-19. Its DriveStrike made device and data security accessible during pandemic. More than 65 judges from around the world representing a wide spectrum of industry experts participated in the judging process.

• Several Utah companies and organizations earned **Hermes Creative Awards**, an international awards competition administered by the **Association of Marketing and Communication Professionals**. The awards recognizes creative professionals involved in the concept, writing and design of materials. Earning **Platinum** awards are **Big Monocle**, Lehi; **England Logistics**, Salt Lake City; **New Age**, American Fork (two); **Stoke**, Provo; **Suse**, Provo (two); **USANA Health Sciences**, Salt Lake City (two); and **Utah State University**, Logan (four). Earning **Gold** awards are **BYU College of Nursing**, Provo; **DoTerra International LLC**, Pleasant Grove; **England Logistics** (two); **New Age** (three); **Stoke**; **USANA Health Sciences** (three); and **Utah State University** (five).

• **ChamberWest** presented business awards in several categories during its recent Annual Awards Gala. They are **Business of the Year**, **Jordan Valley Medical Center**; **Small Business of the Year**, **Ad Wear**; **Best Place to Work**, **Cyprus Credit Union**; **Best New Business of the Year**, **Shrio Kuma Snow Cream**; and **Volunteer of the Year**, **Oz Hutton**, Melange LLC. ChamberWest also recognized **Dan England**, chairman of C.R. England, with the **ChamberWest Hall of Fame Award**.

• Five Utah companies and organizations are on the "**Best Companies for Women to Advance List 2021**," compiled by **Parity.org**. Among medium-sized companies are **Domo**, **Lucid** and **Overstock.com**. Among small companies are **Davinci Virtual Office Solutions** and **United Way of Salt Lake**. The list recognizes organizations that have implemented a mix of exemplary benefits, policies and programs that ensure women have significant opportunities to advance their careers.

RESTAURANTS

• **The McHenry Group**, a Salt Lake City-based restaurant and lifestyle concept incubator,

has opened **Sunday's Best** at 10672 S. State St., Sandy. It is an all-day brunch restaurant that is a collaboration between restaurateurs **Michael McHenry** and chef **Tyler Stokes**.



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RETAIL

• **Ross Dress for Less** will open a new store on July 17 at Fashion Plaza at the southeast corner of East Winchester Street and State Street. The 26,500-square-foot store brings Ross' total to 24 stores in Utah and 1,595 locations overall. Together, Ross Dress for Less and dd's Discounts operate over 1,850 off-price apparel and home fashion stores in 40 states, the District of Columbia and Guam.

TECHNOLOGY/LIFE SCIENCES

• **Pattern**, a Salt Lake City-based partner for global e-commerce acceleration, has added **Mike Roth** to its board of directors as a senior advisor. Roth has 20 years of experience building and scaling global operations at Amazon. Roth served as a senior leader and architect of Amazon's transportation and operations programs globally. He led Amazon's North America division and most recently served as vice president of global customer fulfillment operations, leading Amazon's fulfillment teams in the Americas, Europe, Japan and India.



Mike Roth

Succeeding in Your Business

'Oh, our CEO isn't really part of the management team'

"I started a web-based business a couple of years ago and set it up as a limited liability company (LLC) owned by me and two other investors.

"I was involved in a couple of other projects at that time, so I hired someone I knew would be familiar with the business — let's call him 'Joe' — to act as the company's general manager.

"He really wasn't the manager of the company or even an employee in any legal sense — he was an independent contractor because we wanted to save money on payroll taxes — but we allowed him to use that title.

"Things have gone fairly well with the business, but earlier this year, Joe announced his departure from the company to accept a full-time job with benefits. We gave him a nice party and wished him well.

"That's when the trouble began. No sooner was Joe out the door than we learned he did a lot of things without letting us know. For example, we found he had signed us up for half a million dollars' worth of product we can't deliver due to supply chain issues.

"Of course, he is no longer returning our phone calls.

"We've tried explaining to these people that Joe wasn't acting on behalf of the company, but they are lawyering up and insisting we are bound by some of the really crazy things Joe signed us up for. What can we do in a situation like this?"

Sadly, I would recommend you find a really good bankruptcy lawyer.

There are a number of things here that went seriously wrong.

First, anyone who is working full time for your company is an employee for legal and tax purposes. You do not have the ability to decide whether someone is an employee or an independent contractor: There are a set of rules that determine whether or not someone is an employee or an independent contractor (see the page titled "Know Who You're Hiring — Independent Contractor (Self-employed) vs. Employee" on the IRS website), and that's what the government relies on if they ever audit your company.

The IRS does not care what

you call somebody, or even whether you have an agreement with them saying they are an independent contractor. As an IRS agent once told me, "If it walks like a duck, waddles like a duck and quacks like a duck, don't tell me it's an independent contractor."

It sounds like you owe the government a ton of money in back payroll taxes. Better speak to an accountant or, better yet, a good tax lawyer to find out how much trouble you're in.

Second, whenever you call someone a "general manager," "president," "CEO," "vice president" or another similar title, you are telling the world that that person has authority to make decisions and act on behalf of the company, even if that isn't really the case.

Lawyers call it "apparent authority" (see the Wikipedia entry on "apparent authority" for more information), but the concept is very simple: If I am dealing with your company's general manager and sign a \$1 million contract with her, I have the legal right to assume that she is authorized to bind the company to that agreement. Unless that person spe-

cifically tells me that she is not authorized to commit to the contract and "has to speak to the boss first," I have the right to sue your company for damages if the contract is breached.

The bottom line is that your company is on the hook for whatever Joe did in his capacity as general manager.

Lastly, where were you and your partners while all of this was going on? You obviously trusted Joe to do his job well when you retained him, but where is the contract saying he had to clear business dealings over a certain size with the three of you (or maybe just you) before he committed to anything?

Where was your oversight of Joe's activities? Did you require him to make presentations at board meetings? Did you even ask him to keep you informed of things he was doing in the company's name?

Yeah, I agree that Joe has a lot to answer for here, but it sounds as if the three of you enabled him by giving him way too much authority and then turning a blind eye to what was going on. In the words of President Ronald Reagan, "Trust ... but verify."

On a related note, I'm seeing a lot of startups lately — most, but not all, formed by younger people — that are rejecting the traditional "corporate hierarchy" of responsibility and accountability. Far too many entrepreneurs believe — incorrectly — that a company can do just fine without employees, bosses or a corporate ladder.

"We're all partners here," I hear them say (and it makes me cringe). "There are no bosses or employees. We're all equal." Democracy is a great way to run a country, but it's a terrible way to run a business. When everyone's a "vice president" and there is no "president" (don't laugh: An entrepreneur recently proposed exactly that management structure to me), anyone can create problems for the company without any internal checks on their activities.

Joe knew that, and you are now learning it the hard way.

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

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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.

July 6, 8-9 a.m.

“Morning Mingle-Education Series,” a South Jordan Chamber of Commerce event. Location is The Mill, Salt Lake Community College, 9690 S. 300 W., Sandy. Details are at southjordanchamber.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 6, 6:30-8 p.m.

WordPress Workshop, a Small Business Development Center (SBDC) event. Location is Orem/Provo SBDC, Utah Valley University, Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

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 7, 3:30-5 p.m.

Business Connections and Bowling, a ChamberWest event. Location is All-Star Bowling & Entertainment, 1776 W. 7800 S., West Jordan. Cost is \$15 for members, \$20 for nonmembers. Details are at chamberwest.com.

July 7, 6-7 p.m.

“All You Need to Know About Employee Benefits,” a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

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 8, 4 p.m.

Summit Meetup Series, an opportunity to get to know the Utah Office of Outdoor Recreation and peers and friends working

in the outdoor industry in Utah. Activity July 8 is paddle boarding, canoeing and kayaking at Rockport State Park. Other events in the series are July 29, mountain biking at 9000-Foot Trail/Mid-Mountain Loop; Aug. 17, hiking at Ben Lomond from North Ogden Divide; and Sept. 4, fishing at Middle Provo. Participants must bring their own gear. Free. Registration can be completed at Eventbrite.com.

July 9, 7:30-8:30 a.m.

“Eggs & Issues,” a Murray Area Chamber of Commerce event. Location is Mimi’s Café, 5223 S. State St., Murray. Free. Details are at murraychamber.org.

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 9, 9-10:30 a.m.

“Health & Wellness as a Business Owner: Keeping Your Body Healthy Throughout Your Work Day,” a Women’s Business Center of Utah event. Speaker is Natasha Fett, doctor of physical therapy, Pilates instructor and strength coach. Location to be determined. Free. Details are at wbcutah.org.

July 13, 7:15-9 a.m.

Speaker Series, an Association for Corporate Growth (ACG) Utah event. Speaker is Chris Toyn, vice president of finance at Dental Intelligence. Location is Marriott City Center, 220 S. State St., Salt Lake City. Free for ACG Utah members, nonmember discount for the first two breakfast meeting attendees is \$30, nonmember price after attending two meetings at the discounted rate is \$45. Details are at <https://www.acg.org/utah/events/july-13-breakfast-meeting-chris-toyn>.

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. Open to the public. Cost is \$35 for members, \$45 for nonmembers. Registration can be completed at Eventbrite.com.

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

Monthly Women In Business 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 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 20, 3:30-5 p.m.

“Values-Based Employee Ownership,” a P3 Utah event. Speaker is Brad Farmer, CEO at Gibbs Smith Publishing. Details to be announced.

July 21, 6:30 a.m.-2 p.m.

July 2021 Golf Tournament, a Davis Chamber of Commerce event. Location is Valley View Golf Course, 2501 E. Gentile St., Layton. Details are at davischamberofcommerce.com.

July 21, noon

“Cache Conversations,” a Silicon Slopes event. Speaker Chase Brammer, chief technology officer at iFIT, will discuss iFIT technology, the future of connected fitness, and the challenges and opportunities of building a tech company in Logan. Details are at siliconslopes.com.

July 21, 5-7 p.m.

“Business During Hours: Pioneer Days Rodeo,” an Ogden-Weber Chamber of Commerce event. Location is 668 17th St., Ogden. 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.

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

July 21, 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>.

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, noon-1 p.m.

Strictly Networking, a West Jordan Chamber of Commerce event. Location is La Puente, 9155 S. Redwood Road, West Jordan. Only cost is for lunch. Details are at westjordanchamber.org.

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 26, 8 a.m.-2 p.m.

Slopes Cup, a Silicon Slopes event, in partnership with the Point of the Mountain Chamber. Check-in starts at 8 a.m., followed by golfing 9 a.m.-2 p.m. Location is Alpine Country Club, 5000 W. Alpine Country Club Lane, Highland. Cost is \$1,200 per foursome. Sponsorships are available. Details are at <https://www.slopes-cup.com/>.

July 27, 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 “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

KeyBank Business Accelerator Academy Kickoff, a South Valley Chamber 10-week program offering a curriculum about financials, marketing, sales and management. Participants walk away with a customized three-year strategic growth plan. Tuition is \$500 and chamber membership is required. Applications can be completed by contacting karla@southvalleychamber.com.

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. 4, 2-3 p.m.

“Best Tips to Be Successful at a Trade Show or Fair,” a Women’s Business Center of Utah event. Speaker is Tina Jones, host and coordinator of the annual Empower You Expo. Location to be announced. Free. Details are at wbcutah.org.

Aug. 4, 3:30-5 p.m.

Business Connections and Bowling, a ChamberWest event. Location is All-Star Bowling & Entertainment, 1776 W. 7800 S., West Jordan. Cost is \$15 for members, \$20 for nonmembers. Details are at chamberwest.com.

Aug. 9

Annual UMA Golf Tournament, a Utah Manufacturers Association event. Registration begins at 7 a.m., followed by 8 a.m. shotgun start. Location is Stonebridge Golf Course, 4414 Links Drive, West Valley City. Cost is \$750 per foursome. Sponsorships are available. Details are at <https://umaweb.org/event/uma-golf-tournament/>.

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 Eccles Conference Center, 2415 Washington Blvd., Ogden. Cost

CALENDAR

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is \$339 for members, \$359 for nonmembers, \$210 for students. Details are at www.utahtourismconference.com.

Aug. 10, 10 a.m.

"Learning and Development," part of the 2021 Employers Council and Paylocity Online Training

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

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

"Let's Do Lunch," a South Valley Chamber event. Location to be announced. Open to the public. Cost is \$15 for members, \$25 for nonmembers. Details are at southvalleychamber.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, 8:30 a.m.-1 p.m.

Workforce Summit 2021, a Salt Lake Chamber event with the theme "Removing Barriers and Building Skills Together." Event will look at removing barriers and allowing employees to

enter the workforce seamlessly. The summit will also discuss creative skill development and the future infrastructure of the workforce. Offered in-person and virtually. In-person location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost for in-person ticket is \$85, virtual ticket cost is \$50. Details are at slchamber.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. 13, 3-6 p.m.

August Deal Forum, a VentureCapital.org event that is a live pitch event featuring entrepreneurs pitching their startups to a panel of active investors. In-person location is The Shop in Downtown SLC, 340 E., 400 S., Salt Lake City. Cost is \$30. Virtual attendance is available and costs \$15. Registration can be completed at Eventbrite.com.

Aug. 17, 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.

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. Location is Orem/Provo SBDC, Utah Valley University, Orem. 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 four-some. Sponsorships are available. Details are at ogdenweberchamber.com.

Aug. 18, 8 a.m.-4 p.m.

"Practical Leadership,"

see CALENDAR page 14



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CALENDAR

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part of the Salt Lake Community College Frontline Leader Workshop Series focusing on transitioning from an individual contributor to a leader with the practical skills needed to motivate, coach, communicate with, and effectively teach employees. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Virtual participation is available. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

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

Women in Business Luncheon, a South Valley Chamber event. Speaker is Peggy Larsen. Open to the public. Location to be announced. Cost is \$20. Details are at southvalleychamber.com.

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

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

Aug. 25, 9-10:30 a.m.

"Marketing 101: Facebook & Instagram Advertising," a Women's Business Center of Utah event. Speaker is Jill Shroyer, CEO and founder of Expedition HR. Location to be determined. Free. Details are at wbcutah.org.

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>.

Aug. 27

South Valley Chamber Golf

- Dawn Ramsey, South Jordan mayor.

- Carlos Braceras, executive director, Utah Department of Transportation.

- Miles Hansen, president and CEO, World Trade Center Utah.

- Theresa Foxley, president and CEO, Economic Development Corporation of Utah.

- Stephen Lisonbee, senior advisor to the governor for rural affairs.

- Gage Froerer, Weber County commissioner.

- Claudia O'Grady, vice president of multifamily finance, Utah Housing Corp.

"I believe the reason Utah has a strong economy is that we're never satisfied with our current success; instead we continue to look for ways to improve," Adams said. "The work of this commission will help take our strong economy to even greater heights as we build up the workforce, advance education and promote smart growth."

"This spring, the Legislature kick-started a new chapter in Utah's economic prosperity playbook," Wilson said. "It's clear that with our incredibly diverse economy and unparalleled workforce, Utah is an attractive place to be, and our economic development focus needs to shift from importing jobs to broadening success at home. I'm excited to serve on the commission and engage in the hard work of turning our playbook into reality."

Classic. Location is River Oaks, Sandy. Another golf tournament takes place Sept. 10 at South Mountain, Draper. Details to be announced at southvalleychamber.com.

Aug. 31, 10 a.m.

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

Sept. 1

2021 Annual Meeting, a Park City Chamber/Bureau event. Location is The Chateaux Deer Valley, 7815 Royal St., Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Sept. 1, 3:30-5 p.m.

Business Connections and Bowling, a ChamberWest event. Location is All-Star Bowling & Entertainment, 1776 W. 7800 S., West Jordan. Cost is \$15 for members, \$20 for nonmembers. Details are at chamberwest.com.

Sept. 2, 9-10 a.m.

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

Sept. 7, 10-11 a.m.

"How to Value Your Business in 30 Minutes," a Women's Business Center of Utah event. Speaker is Ashley Micchiche, co-owner and CEO of True North Retirement Advisors. Event takes place online (available statewide). Free. Details are at wbcutah.org.

Sept. 8, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Golden Beverage Co., 2640 Industrial Drive, Ogden. Free to employees of chamber members and first-time guests. Details are at ogdenweberchamber.com.

Sept. 10

South Valley Chamber Golf Classic. Location is South Mountain, Draper. Another golf tournament takes place Aug. 27 at River Oaks, Sandy. Details to be announced at southvalleychamber.com.

Sept. 10, 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.

Sept. 10, 6-9 p.m.

2021 Business Awards Banquet, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$75. Details are at davischamberofcommerce.com.

Sept. 14, 4-8 p.m.

"Exploring Possibilities Women's Business Conference," a third annual Women's Business Center of Utah event. Theme is "Innovate, Initiate, Create." All proceeds from the conference will go toward WBCUtah training, free business advising consultations, online training, events, and rural outreach. Location is Courtyard by Marriott, 1294 S. Interstate Drive, Cedar City. Cost is \$45. Details are at wbcutah.org.

Sept. 15, 8 a.m.-4 p.m.

"Interpersonal Communication," part of the Salt Lake Community College Frontline Leader Workshop Series focusing on verbal and non-verbal communication in the workplace and learning to interact productively with peers, supervisors, customers and vendors, even during conflict or change. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Virtual participation is available. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

Sept. 16

2021 Golf Tournament, an ACG (Association for Corporate Growth) Utah event. Breakfast and registration begin at 7 a.m. Shotgun start is at 8 a.m. Lunch and awards follow play. Location is Eaglewood Golf Course, 1110 E. Eaglewood Drive, North Salt Lake. Cost is \$250 for members, \$300 for nonmembers, \$1,000 for a foursome. Sponsorships are available. Details are at <https://www.acg.org/utah/events/acg-utah-2021-golf-tournament>.

Sept. 20

The Point Challenge Golf Tournament, a Point of the Mountain Chamber event. Check-in begins at 7 a.m., followed by 8 a.m. start. Location is TalonsCove Golf Club, Saratoga Springs. Cost is \$600 per foursome before Sept. 1, \$800 thereafter. Details are at www.thepointchamber.com.

Sept. 21-Oct. 12, 8 a.m.-noon

PMP Certification Exam Prep, taking place on Tuesdays. This intermediate course prepares participants to successfully pass the PMP exam by reviewing the concepts and principles of project management. Students will study project management methods in accordance with PMI requirements and a syllabus to study

for the 2020 200-question PMI PMP examination. Location is Salt Lake Community College's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$1,350. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

Sept. 21, 10 a.m.

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

Sept. 22, 8 a.m.-5 p.m.

Lean Six Sigma - Yellow Belt, a Salt Lake Community College Employee Development Workshop focusing on understanding the cost savings and personal benefit of eliminating waste through a step-by-step process to see and address problems. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$300. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

Sept. 22, noon-4:30 p.m.

Utah Trails Forum Conference, with field workshops Sept. 24. Event is a statewide gathering of trail planners, builders, advocates, users, tourism and local government leaders who want to advance the building and care of natural surface trails. Location is Utah State University, Logan. Cost for forum (without summit ticket) is \$80, \$65 if added to summit registration. Another conference takes place Oct. 29, 8:30-11:30 a.m., at the Kanab Center, Kanab, with master trail stewards field workshops set for 11:45 a.m.-4 p.m. Details are at utahoutdoorsummit.com/utah-trails-forum/.

Sept. 23, noon-1 p.m.

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

Sept. 28, 8 a.m.-2 p.m.

18th Annual Women Empowered Conference. Theme is "Be The Good." Location is The Monarch, 455 25th St., Ogden. Free for WIB members. Cost is \$65 for Women in Business members, \$75 for nonmembers. Details are at ogdenweberchamber.com.

Oct. 4-6

2021 One Utah Summit, the state's 34th annual rural summit and providing opportunities for rural Utah's decision-makers to network and discuss the unique opportunities and challenges facing rural Utahns. Location is Southern Utah University, 351 W. University Blvd., Cedar City. Details are at <https://www.oneutahsummit.com/>.

COMMISSION

from page 1

development, our state's incentive program, as well as other key economic issues in our state. We want to thank each member for their time and effort that will be put into serving on this commission."

Membership of the commission is spelled out in HB348. The members are:

- Cox, who will serve as commission chair.

- Hemmert, who will serve as vice chair.

- Senate President Stuart Adams.

- House of Representatives Speaker Brad Wilson.

- Craig Butters, commissioner, Utah Department of Agriculture and Food.

- Brian Steed, executive director, Utah Department of Natural Resources.

- Margaret Busse, executive director, Utah Department of Commerce.

- Sophia Dicaro, executive director, Utah Governor's Office of Planning and Budget.

- Casey Cameron, executive director, Utah Department of Workforce Services.

- Syd Dickson, Utah state superintendent of public instruction, Utah State Board of Education.

- Dave Woolstenhulme, commissioner of higher education, Utah System of Higher Education.



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AIRPORT from page 1

department, told the in-person and online audience at the event.

Among the changes that could be in store are lengthening a runway, moving some operational spaces to different parts of the airport property, and building a third concourse north of the current two.

Brady Fredrickson, director of planning at the airport, said the plan is "a roadmap for how we can keep this airport running as efficiently in 30 to 40 years as it does today." The current changes at the airport were first envisioned in a 1996 master plan, and the new plan "feeds off that," he said.

"Because we followed that master plan's vision, we became not just a regional airport serving a regional economy. We're now a global airport serving a global economy very efficiently," Fredrickson said.

The first phase of the "New SLC" opened last fall and involved reworking the central terminal, the west ends of concourses A and B, the parking garage, roads, tunnels, parking and more. Phase 2 is underway and expected to be finished in 2024 and includes building the eastern ends of both concourses, building a central tunnel to connect the concourses, and demolishing buildings no longer in use.

The \$4.1 billion, 4 million-square-foot project is the state's largest public works project ever and is expected to have a \$5.5 billion economic impact.

But those changes will not meet the challenges the airport will face in the future, officials say. The number of passengers is expected to grow from 24 million, a figure from when the master plan work first began in 2018, to 38 million two decades from now. Aircraft operations are expected to rise from 325,000 to 435,000 during that time, and the amount of cargo moving through the airport is projected to increase from 383 million pounds to 602 million pounds. All the while, the airport also must keep up with constantly changing FAA standards.

A study of the airport revealed a need for longer runways, more gates, more terminal roadways, more parking and rental car spaces, more space for air cargo because of a boost in e-commerce shipments and better placements of support areas (storage, maintenance and fuel). Among the ideas not included in the master plan are building a fourth concourse and relocating the interstate highway.

"So what the master plan does is it gives us a vision, an idea of what we should be doing for the future," said Steve Domino, project director for RS&H. "The goal is to preserve land in the right areas so that when we need to build a facility, the land is there

so that we can do it."

The possible cost of the changes did not come up during the meeting, and Domino said most of the development will take place in years 11-20. The next steps of the process are undertaking an environmental assessment and presenting the plan to the Salt Lake City Council. Meanwhile, master plans for the South Valley and Tooele Valley regional airports

will be developed.

Wyatt acknowledged that while "people in Salt Lake understandably got used to an incredibly convenient operation here" in the past, a larger airport may mean longer times to get through the airport processes in the future.

But he also spoke about many advantages the changes could bring. A hint of things to come is a new international service an-

nouncement, with Lufthansa Group beginning nonstop flights to and from Germany next spring.

"And I can tell you, we're going to have more, because we now will have the room to accommodate more airlines," Wyatt said. "That means more competition on prices — which I think is a good thing — and a more efficient and more environmentally friendly airport."



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- 1,864 Volunteer Hours
- 1,472 Hours of Crisis Therapy
- 14,702 Nights of Safe Shelter

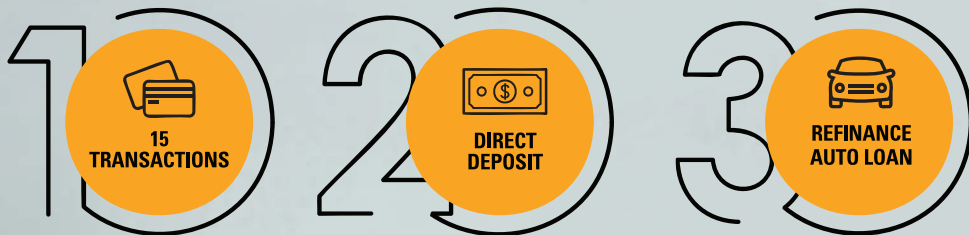


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