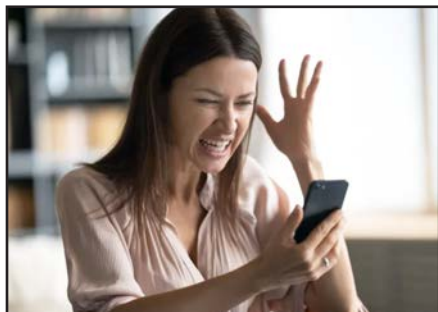


OF NOTE



'Been trying to reach you'

Telecom providers in the U.S. will now be required to block millions of illegal robocalls a day advertising extended vehicle warranties, the Federal Communications Commission said in a recent ruling targeting a group accused of sending more than 8 billion such messages since 2018. The order names 13 individuals and six companies, mostly based in Texas and California.

Industry News Briefs pages 8-9

Business Calendar page 11

Publisher's Note

This issue of *The Enterprise* has been designed to cover both the regular publishing dates of Aug. 1 and Aug. 8. Following today's edition, the next scheduled paper will be published on Aug. 15, after which regular weekly Monday publication will resume.

The Enterprise business office will maintain normal hours for this period.

Fruit processor to open plant in Cache Valley

Brice Wallace
The Enterprise

A Portuguese company that prepares fruits for use in food products will mix into the manufacturing community in Logan, adding 131 jobs over the next 15 years.

Frulact is a food manufacturing company that develops and produces value-added and tailor-made ingredients for the

food industry, especially fruit preparations, plant-based products and flavors that are used in yogurts, ice creams, beverages, pastries and desserts. Its products are found in North America brands Yoplait, Danone, Kroger, Fage and Lactalis.

The \$75.6 million project in Logan is expected to mirror the company's operations in Ontario, Canada. The company has 949 employees worldwide, including 101 in Canada and 397 in Portugal. It has 11

factories worldwide and four business segments.

Frulact was established in 1987. Its headquarters are in Portugal, and the company is owned by Ardian, a France-based private equity investment company.

"We at Frulact place a high importance on our company's reputation as a major innovator as a solution ingredient supplier to the food industry," Rogerio Silva, the company's chief operating officer, said in a prepared statement. "Given our expertise in fruit preparations and the plant-based products market segment, we believe Logan is a perfect fit for our new expansion to North America."

"The solution Logan offered featured a combination of an existing workforce with food processing skills at all levels, proximity to western U.S. customers, and property

see FRULACT page 14



The new Zions Bancorporation Technology Center is a six-story, 400,000-square-foot campus in Midvale that will house 1,500 tech, operations and other employees.

Zions Bank opens operations center at new Midvale campus

Brice Wallace
The Enterprise

The technological heart of Zions Bancorporation has a new home, and bank officials believe it will continue to pump out innovation that has been a bank hallmark.

The company recently had a ribbon-cutting ceremony for its Zions Bancorporation Technology Center, a new six-story, 400,000-square-foot tech campus in Midvale that will be the worksite for about 1,500 tech, operations and other employees. It consolidates work that previously had taken place in 11 smaller buildings and will serve Zions' affiliate banks in 11 western U.S. states, in addition to several national lines of business.

During the ceremony, Harris Simmons,

Zions' chairman and CEO, recounted several of the bank's technology innovations over the years, including those related to digital signatures and mobile check deposits.

"I'd like to think that we've shown that a bank like Zions Bancorporation can be quite capable of creating world-changing solutions and innovations right here that will happen in this building," Simmons said. "And it's my hope that this campus will be a place where that kind of creativity can take place."

The center is at the former Sharon Steel Mill Environmental Protection Agency Superfund site, and a video shown during the ceremony described how "steel and

see ZIONS BANK page 14

Jobless rate stays put at 2 percent

Although almost 35,000 Utahns are still technically unemployed, the state's 2 percent unemployment rate for June is at a level most economists consider full employment — a condition where all those who are willing and able to work have a job. The seasonally adjusted jobless rate for June, reported last week, was unchanged from May.

The national unemployment rate was also unchanged from May to June, holding steady at 3.6 percent.

Utah's nonfarm payroll employment for June increased an estimated 3.5 percent since June 2021, according to a report released by the Department of Workforce Services. The state's economy added a cumulative 56,300 jobs in the past 12 months, resulting in a current total job count of 1,666,300.

"Inflation is the most pressing economic issue before the economy," said Mark Knold, chief economist at the De-

see EMPLOYMENT page 4



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Three leadership insights at the men's room mirror

From the moment I entered my client's office, I could see that this CEO was upset. After the customary greetings, I asked, "So, how is business?"

"Lousy," he replied. "We're not hitting our numbers, and it's clear that no one around here really cares. Everyone is letting me down!" He motioned to his whiteboard where he had listed the names of everyone who had failed him — over 30 individuals including executives, employees and a handful of others. I did a double-take when I saw my name at the bottom of the list.

While my client continued to vent, I listened intently, recognizing that his rant was a normal reaction for someone under a great deal of stress. Finally, he glared at me and demanded, "Well, what are you going to do?"

After an uncomfortable moment, I responded. "Would you go for a walk with me?" The CEO replied, "I don't see the point." I countered with, "If you will come with me, I think I can help you."

Our walk took us to the door of the men's room. My client hesitated. "You can do this without me," he said. "Actually, I can't," I replied.

Entering the restroom, I led him to the large mirror overlooking the lavatories. As we faced our own reflections, I said, "On your whiteboard, I noticed that you had forgotten one person who has let you down. He is looking at you in the mirror."

There was a long pause before the CEO smiled and said, "You know, I could fire you for that." I returned the smile and replied, "Oh, I thought I was fired." The CEO shook his head. "Of course not," he said, "I just need help."

"That I can do," I replied, "but we must get past the blaming phase and start delving into the root causes of your current situation. I suggest three things in that regard. The first is *you have to own the problem*, not blame others. Second, you should *share that ownership with others*, starting with me. Let's also look at your whiteboard for those who might best be able to help you identify the root causes of your challenges and how to solve them. And the third, when you pull these folks together, *you must really listen to them*."

I went on to explain that so much of isolation amid turmoil is a function of feeling that, as a leader, you must have all the answers. This is a fundamental part of what we call "lonely at the top" syndrome. We fail to recog-

nize that much of this loneliness is self-inflicted. By garnering up your challenges rather than sharing them, you slam the door on the willingness and creativity of others to help.

I felt it imperative that my client recognize his tendencies to do this. Further, I had observed that when he met with his team, he almost always came with his own perceptions of what the issues were, along with his predetermined solutions for them. He was looking for ratification, rather than their best thinking regarding problem definition and solutions. And that's

what he always got: ratification. Ownership was totally his. Lots of head-nodding agreement, but little real buy-in or commitment.

The ultimate result of this was implicit in the names on his whiteboard. They *had* let him down. How? Because they were never fully utilized to support him in the trials he faced.

Our coaching session that day proved to be pivotal. Yes, as he engaged with key players from the whiteboard, the company was able to reverse their poor performance. That was the short-term benefit.

But more importantly, it changed the way my client dealt with his challenges and opportunities. Rather than holding these close to the vest until he exploded, he began to share them liberally with his people, inviting them to share ownership of both problems and solutions. He worked hard to avoid coming to team discussions with his own prescriptions. He began to look for ways to reinforce and ratify the best ideas that his people brought to the table, rather than always looking for their ratification of his decisions. In short, he became a facilitative leader.

Even for challenges that seem beyond your control, the three key elements I've shared here provide value. Such uncontrollables might include inflation, supply-chain disruptions, employee health concerns from COVID-19 or struggles to find and keep good employees.

Rather than feeling victimized by these issues, consider drawing together your best and brightest minds to wrestle with them. Start with the question: "What might we do within the scope of our organization to deal with inflation, the supply chain, etc.?" Then listen, learn and create your own best solutions.

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



Report: Residential building boom is easing the housing shortage in Utah

Last year was a record-breaking home-building year in the state of Utah, helping to erase a statewide cumulative housing shortage, according to a report commissioned by the Salt Lake Board of Realtors.

In 2021, the number of new housing units permitted far exceeded that of new households (marriages, divorces, students going to college, net in-migration, etc.) — 40,144 housing units compared to 26,689 new

households, according to James Wood, author of the report and the Ivory-Boyer senior fellow at the Kem C. Gardner Policy Institute at the University of Utah. After the record year of 2021, the statewide cumulative housing shortage now stands at 31,000 compared to about 56,000 in 2017.

“The housing shortage should not be interpreted as 31,000 homeless households, but rather as an indicator of a ‘tight’

and unhealthy housing market characterized by very low vacancy rates and a growing share of households doubling up,” the report noted. “Nevertheless, a housing shortage persists at a much lower level.”

Last year’s building boom was driven by single-family homes, which comprised 17,528 units, or 44 percent of the share of all permits issued. Coming in second place were 14,143 permits issued for apartment units

(35 percent share), the highest annual number of apartment permits issued in Utah’s housing history. Condominiums and townhomes took the third spot at 7,895 permits (20 percent share).

Nearly one-third of all single-family permits issued statewide were for homes in Utah County, a total of 5,512 units in 2021. Three cities, Eagle Mountain, Saratoga Springs and Lehi, accounted for 60 percent of these permits. Washington County ranked second with over 3,000 single-family permits. Salt Lake County’s ranking dropped to third in 2021, with 2,235 single-family permits. Since 2019, Washington County has challenged Salt Lake County’s position as the second-ranked home building county, and in 2021, Washington County clearly captured that ranking with 700 more single-family permits than Salt Lake County.

In 2021 the median price of existing homes far exceeded the median price of new homes. Historically, new home prices have been higher than existing home prices. In Salt Lake County, since

2005, the median price of a new home has typically been 18 percent higher than that of an existing home. In Salt Lake County, the median price of an existing home in the second quarter of 2022 was 25 percent higher than the median price of a new home (\$603,000 vs. \$482,300).

“Why the switch? Location, location, location,” the report said. “Many new home developments are on the periphery, hence considerable distance from employment centers. Thus, the price gap is partly an indicator of the premium the homebuyer will absorb or pay for an existing home closer to employment centers, thus avoiding long commutes from far-flung new subdivisions.”

Power Selling Pros names Zac Garside CEO

Power Selling Pros, a South Jordan-based customer service and call handling coaching company, has named Zac Garside as its new CEO.

“Zac has been an asset to the company since he joined the team,” said Brigham Dickinson, founder and president of Power Selling Pros. “Good home service companies are constantly busy, so they don’t have much time to focus on ways to improve company culture or the customer experience. Zac has been at the forefront of helping these companies learn how to grow their business with an enhanced company culture and a better customer experience since 2015. Zac is now in a position of leadership at Power Selling Pros that will enable contractors and their teams to focus more on people and service skills using our trademarked ‘Pattern for Excellence’ and the principles found therein. Zac is the perfect person to drive the direction of this company moving forward.”

Garside graduated from Utah State University with a bachelor’s degree in marketing. He joined Power Selling Pros in 2015 as a customer service coach and has held various positions since then including business developer, trainer, sales manager and head of marketing.

Garside is the host of “This Call May Be Recorded,” a YouTube show is where Garside listens to recorded customer service phone calls and coaches them up live.

“At Power Selling Pros, we have been creating positive change for contractors for almost 15 years now, teaching them and their teams a proven set of customer service and communication skills utilized by liter-

ally thousands of growing companies in our industry,” Garside said. “I am grateful for the trust that Brigham has placed in me to take the lead of what Power Selling Pros has become from scratch under his stewardship and continue to grow it by building our people internally as well as the many companies we serve in this industry.”

As CEO of Power Selling Pros, Garside said he is looking to evolve services by making the

voices of their clients and partners the driving force behind the company.

“In my new executive role, I want to utilize all the tools at my disposal to grow the company,” he said. “I will ask for help and recognize the strength and expertise of the great people in our industry while owning my mistakes. Knowledge is power, and I will accept feedback from industry professionals that understand the goals of Power Selling Pros.”

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At long last - Hyatt Regency Salt Lake City announces October opening

The new Hyatt Regency Salt Lake City, the first Hyatt Regency hotel in Utah and the first convention-centered hotel to open in the state in 20 years, has announced its opening in October. Nearing completion of construction adjacent to the Calvin L. Rampton Salt Palace Convention Center, the hotel brings 700 guest rooms and suites to the downtown area in addition to one of the largest hotel ballrooms and most expansive outdoor rooftop event terraces in the city.

“The anticipated opening of the hotel will set a new standard for seamless gatherings, blending the local eclectic style with intuitive design, tech-enabled conveniences and dynamic, energizing spaces for a productive stay,” hotel owners said in a press release.

Located just one block from Salt Lake City’s Main Street, the 25-story hotel features a striking glass façade. The top floors will feature floor-to-ceiling windows with views of the skyline and surrounding mountain peaks. Designed for both business and lei-

sure travelers, accommodations will connect guests with modern essentials along with tech-forward conveniences such as streaming capabilities, a Smart Mirror vanity and digital room entry via the World of Hyatt app.

The lobby, with direct passage to the Salt Palace Convention Center, has a double-sided fireplace, seating areas and locally inspired artwork. The space will also feature three dining venues offering a variety of ambiance from casual to lively, including Contribution, an upscale street-facing bar; The Salt Republic, a spacious open-kitchen American bistro; and Market, a local artisan grab-and-go store. Market Muntanya, a Spanish-inspired specialty restaurant, will be housed on the sixth-floor rooftop terrace, located adjacent to an outdoor heated pool, cabanas and firepits.

The Hyatt Regency will have a 60,000-square-foot mix of indoor and outdoor meeting and event facilities suitable for hosting both intimate and large-scale gatherings. Event planners will be available to service the meeting clientele. In-



The Salt Republic casual dining area inside the lobby of the new Hyatt Regency Salt Lake City will be one of four eating establishments serving guests when the convention hotel opens in downtown Salt Lake City in October.

cluded are breakout rooms, pre-function space, an outdoor event terrace and a Broadcast Lounge, enabling meeting guests to experience their event in a hybrid manner.

Thomas to head Reading Horizons

Reading Horizons, a Kaysville company that markets tech-enabled foundational reading instruction software, has named Trisha Thomas, currently the company’s chief revenue officer, as the company’s new president. The announcement was made by Tyson Smith, CEO of Reading Horizons.

Thomas joined Reading Horizons in 2020 after a career that includes 25 years of K-12 experience with executive leadership positions at Illustrative Mathematics, first as vice president of professional services and then as chief customer officer. Before those roles, she served in marketing leadership positions for Evan-Moor Educational Publishers, eInstruction/Turning Technologies and Discovery Education.

Thomas received her undergraduate degree in business management and marketing from the University of Maryland. She earned her MBA with a concentration in marketing from the Johns Hopkins University Carey Business School.

“Our rapid growth has underscored the need to expand our leadership structure,” said Smith. “I will remain as CEO and concentrate specifically on setting the company’s continued expansion initiatives, enriching our company culture and supporting our education market partners. In her new role as president, Trisha Thomas will manage our business operations, execute our growth strategies, serve our growing customer base, and continue to support and inspire our leadership teams.”

“Sixty-four percent of third-grade students are not reading proficiently by the end of third grade, and many of those students will not catch up,” said Thomas. “We see each of these students and work to make a different trajectory for them. This motivates us to bring our value to work each day and further our mission to eradicate illiteracy. It is an honor to be in this position to help make a difference for our team players at Reading Horizons and expand our impact on literacy.”

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EMPLOYMENT

from page 1

partment of Workforce Services. “At such high levels, there is always concern that high inflation will find a way to weaken the economy. So far though, there is no evidence that such is happening in Utah. Job growth remains strong and the unemployment rate is very low and little-moved across the past six months. New unemployment insurance claims remain tame. That measurement is oftentimes the first indicator

that something is weakening in the economy. But again, largely no movement at all is happening there.”

Utah’s June private-sector employment recorded a year-over-year expansion of 3.9 percent or a 52,800-job increase. All 10 of Utah’s major private-sector industry groups posted net year-over-year job gains, led by trade, transportation and utilities (up 12,800 jobs); construction (up 10,300 jobs); leisure and hospitality (up 8,900 jobs); and education and health services (up 7,100 jobs).

Intermountain, DonorConnect and Florida firm launch donor referral network

Salt Lake City-based Intermountain Healthcare has joined DonorConnect and InVita Healthcare Technologies to launch iReferral interoperability in Utah and Idaho to streamline the critical first step in the organ, tissue and eye donation-transplantation process. A release from the new organization said the purpose of iReferral is to automate the identification and referral of potential donors and help to liberate hospital and donation resources while strengthening donation and transplant activity.

"Streamlining the donor referral process for the Intermountain teams gives our caregivers critical time back to spend more time with patients," said Dr. Diane Alonso, transplant surgeon and medical director of Intermountain Healthcare's abdominal transplant program. "Collaborating and improving our workflow will also result in more donors, especially for those waiting for a critical life-saving donor organ."

Utilizing targeted algorithmic clinical triggers and secure interoperability, iReferral eliminates the need for manual, phone-based referral processes. The system sends time-sensitive information from the hospital's

electronic health record system (EHR) directly to the organ procurement organization's (OPO) iTransplant donation management system. OPO confirmation is immediate and automatically logged into the hospitals' EHR, helping to streamline regulatory compliance requirements, including those of the Centers for Medicare & Medicaid Services.

Intermountain Healthcare is a healthcare system with facilities in seven states and additional operations across the western U.S. It is a nonprofit system of 33 hospitals, 385 clinics, medical groups with some 3,800 employed physicians and advanced practice providers, a health plans division called SelectHealth with more than 1 million members and other health services.

DonorConnect (formerly Intermountain Donor Services), headquartered in Murray, is the federally designated, nonprofit community service organization dedicated to the recovery and transplantation of organs and tissues for Utah; southeastern Idaho; western Wyoming; and Elko, Nevada. It serves more than 90 hospitals and three transplant centers.

InVita Healthcare Technologies provides mission-critical and

chain-of-custody software technologies for complex medical, forensic and community care environments. Based in Jacksonville, Florida, its software streamlines clinical workflows; optimizes supply chains; and provides tracking and visibility across donation and transplantation, blood and plasma operations, the tissue and implant lifecycle and environments spanning DNA and forensics. It is used by nearly 75 percent of all OPOs in the United States as well as more than 12,500 medical professionals across more than 100 organ, tissue, eye and birth tissue organizations around the world.

"DonorConnect is excited to embrace any tool that helps streamline the organ recovery and transplant process, and ensure positive outcomes for transplant recipients," said Tracy Schmidt, executive director and president of DonorConnect. "We've been eager to implement iReferral and experience the improved efficiencies that the system will deliver."

Following a successful pilot launch at Intermountain Medical Center in early 2022, iReferral has been launched across Intermountain Healthcare's critical care units at Intermountain Medical Center and Intermountain

McKay-Dee Hospital, with plans to deploy to additional facilities and units later this year.

Wade Liu, vice president of product for InVita Healthcare Technologies' transplant division, said, "iReferral represents a unique win and step forward for all involved in the donation-transplantation ecosystem. Hospitals can bolster compliance to federal requirements to refer potential donors. Nurses and providers can

stay at the bedside and focus on patient care instead of telephonically regurgitating information that is already in the EHR. OPOs can automatically and reliably receive referrals that are critical to assess every possible donation opportunity. Families can be offered the opportunity to donate at the appropriate and right time. All of this helps maximize the gift of organ, tissue and eye transplantation for the many currently in need."

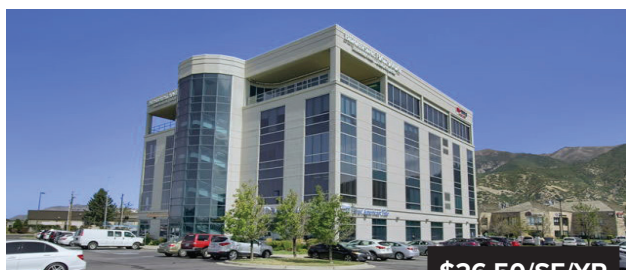
Bank acquisition gets go-ahead

National Bank Holdings Corp., a Denver-based bank holding company, has announced it has now received all regulatory approvals from the Federal Reserve Board, the Utah Department of Financial Institutions and the Colorado Division of Banking for the previously announced acquisition of Community Bancorporation in Utah, the holding company for Rock Canyon Bank. The acquisition is now expected to close in September.

"We are pleased to have received the required regulatory approvals and look forward to closing this acquisition in the coming weeks," said Tim Laney,

CEO of National Bank Holdings Corp. "Our teams have been working together to ensure a smooth transition for our clients. Our systems conversion is scheduled for the fourth quarter 2022 and remains on track. We look forward to welcoming Rock Canyon Bank associates and clients to the NBH family and to further our presence and commitment to the greater Salt Lake City region."

Laney said the transaction adds approximately \$809.7 million in total assets, including \$476.2 million in total loans and \$727.7 million in total deposits, to National Bank Holdings.



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Utah company contracts with Qatar to provide air security for World Cup venues



Pleasant Grove's Fortem Technologies will deploy its SkyDome system and Drone Hunter drones over the venues of this year's FIFA World Cup soccer tournament to protect the event from airborne threats.

When the FIFA World Cup soccer tournament rolls out in Qatar late this year, a Utah firm will be front and center in the effort to keep the venues safe. Pleasant Grove-based Fortem Technologies Inc. has signed an agreement with the Qatari Ministry of Interior and Safety and Security Operations Committee (SSOC) to provide counter-drone protection for the sites of the games played in Qatar Nov. 21 through Dec. 18.

Working with its distribution partner Smart Communication Systems, Fortem will also provide counter-drone systems to other events and venues throughout the region during the World Cup, in addition to the soccer games.

The World Cup is the world's most widely viewed sporting event. The 2022 event in Qatar is expected to be watched by 5 billion people around the world, FIFA President Gianni Infantino said recently.

"Fortem provides world-class technology and services," said Engineer Captain Rashid Fahad Alali, security systems officer in the Ministry of the Interior of Qatar and the anti-drone program leader in the SSOC. "We are pleased to partner with Fortem Technologies as an anchor vendor to enhance our security around (Qatar capital) Doha."

The Fortem SkyDome system is an end-to-end, counter-drone solution that detects, defeats and protects against rogue drones. The SkyDome system classifies threats and mitigates them autonomously with its interceptor drone, DroneHunter. At the heart of the Fortem SkyDome System is TrueView radar, a compact, AI-enabled, networkable radar designed to perform in urban environments and public places.

"The government of Qatar understands the importance of providing comprehensive security from the ground to the air for the FIFA World Cup matches and beyond," said Timothy Bean, CEO of Fortem Technologies. "We are thrilled to be able to partner with Smart Communication Systems to provide the best counter-drone security to ensure the safety of players, sports fans and everyone involved in putting together one of the most viewed global events in decades."

"After much consideration of companies around the globe, Fortem's offerings outshined all competition," said Walid Chahine, managing partner of Smart Communication, the company that will deploy the Fortem system in Qatar. "The world is at a point where enhanced security is becoming the norm, and we're determined to stay ahead of the curve."

CaseWorthy names Watson as president

CaseWorthy Inc., a Salt Lake City-based provider of case management software and health and human services technology, has named Aaron Watson as president. The company also appointed Brandon Lloyd as chief financial officer.

The appointment come on the heels of a majority investment in CaseWorthy by Menlo Park, California-based private equity firm Symphony Technology Group and the acquisition of Accessible Solutions, Inc., a Cocoa, Florida, senior services case management company.

Coincidental with the appointments of Watson and Lloyd, CaseWorthy founder and CEO Brian Bingel has transitioned into a board of directors advisory role.

Watson was previously the chief sales officer of customer engagement platform Cheetah Digital. His career also includes senior leadership roles at such technology

organizations as Clicktale and Omniture.

"CaseWorthy has achieved a superior position in the health and human services technology space," said Watson. "Not only does CaseWorthy enable noble organizations to serve some of our population's most vulnerable, its sophisticated technology and unmatched expertise have produced an impressive foundation upon which we can continue to build. I am honored to be leading such a passionate organization. Surely, there's never been a better time to be a part of this company."

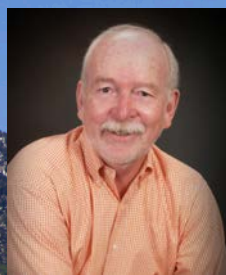
"After many years of hard work and dedication, I am grateful for the opportunity to serve in an advisory role. Seeing the business I founded back in 2008 flourish is immensely gratifying," said Bingel. "As I take advantage of the opportunity to transition into an advisory capacity, I remain as passionate as ever about CaseWorthy."

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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.

ECONOMIC DEVELOPMENT

• **Alan D. Rindlisbacher**, director of community strategy for the **Economic Development Corporation of Utah**, has retired, ending a 40-year private-sector business and economic develop-



Alan Rindlisbacher

ment career. Rindlisbacher joined EDC-Utah in 2019 after serving for 22 years as the director of corporate communications for Layton Construction Co. His community development experience included roles at the Salt Lake Area Chamber of Commerce and the Utah Division of Business and Economic Development. He also was one of the founding employees of EDCUtah, helping form and grow the organization from 1987 to 1993.

ECONOMIC INDICATORS

• **Salt Lake County** leads all Utah counties on a list of places with the most prominent **small-business presences**, compiled by **SmartAsset**. It used IRS data to measure the percentage of residents in each county that depend on small-business income. Salt Lake County is followed, in order, by Tooele, Weber, Washington, Piute, Millard, Rich, Wayne, Grand and Iron counties. Details are at <https://smartasset.com/checking-account/savings-calculator#Utah/smallBusiness>Returns-2>.

• **Salt Lake City** is ranked No. 18 on a **"2022 Scoring Tech Talent"** report, compiled by **CBRE**. It ranked the top 50 North American tech markets by analyzing 13 measures of their ability to attract and develop tech talent, including tech graduation rates, tech-job concentration, tech labor pool size, and labor and real estate costs. Salt Lake City's ranking is the same as in 2021. Its tech workforce of 55,930 grew by 29 percent and computer engineering talent grew by 51 percent over the past five years. It stood out in the report for its growing tech degree graduate pipeline, millennial population uptick and relative affordability, among other factors. Salt Lake City offers affordable living for tech-talent workers, with the average annual

apartment rent amounting to 19.7 percent of the average tech-talent wage, ranking it 19th. The metro area is an educational market with 26,036 tech degree completions and only 12,570 tech jobs added over the past five years. The average one-year cost for operating a 500-employee tech company occupying 75,000 square feet in Salt Lake City amounts to \$42.3 million, ranking 36th.

• **Salt Lake City** is ranked No. 8 on a list of **"Top 100 Best Places to Live in the U.S."** (population between 20,000 and 500,000), compiled by **Livability.com**. It considered relocation trends, economic variables and factors that influence the quality of life. The 2022 ranking categories were influenced by a study conducted by **Livability.com** in partnership with **Ipsos**. Adults nationwide were surveyed to determine the characteristics of livability they would value in a prospective home community, with an emphasis on how rising costs are affecting their relocation decisions. This year, **Livability** partnered with **eXp Realty**, a real estate brokerage, on the annual community ranking. The top-ranked city is Madison, Wisconsin. Details are at <https://livability.com/best-places/2022-top-100-best-places-to-live-in-the-us/>.

• **Utah** is ranked No. 44 on a list of **"2022's Best States for Pioneer Women,"** compiled by **Lawn Love**. It compared states based on their suitability to a "Little House on the Prairie" lifestyle using eight factors indicating a state's friendliness toward farming (especially for women) and surviving off the grid. The top-ranked state is Texas. The bottom-ranked state is Pennsylvania. Details are at <https://lawnlove.com/blog/best-states-for-pioneer-women/>.

• **Highland** is the **"most tax-friendly place in Utah for retirees,"** according to a study by **SmartAsset**. It analyzed tax data in towns and cities across the U.S., including sales, property, income, fuel and Social Security tax categories. Highland was followed, in order, by Enoch, Summit Park, Cedar Hills, Snyderville, St. George, Bluffdale, Nibley, Heber and Plain City. Details are at <https://smartasset.com/retirement/utah-retirement-taxes#utah/most-TaxFriendlyPlacesForRetirees-3>.

• **Utah** is ranked No. 3, behind top-ranked Idaho and No. 2 Wyoming, on a list of states best prepared for a **major emergency** and have the most **self-sufficient residents**, compiled by portable generator retailer **EpicGenerators.com**. It analyzed data from Google Search and Google Trends over the past year,

looking at activity in each state around the most popular survivalist and "prepper" search terms and products, including freeze-dried foods, survival kits, power stations and panels, water filtration systems, emergency food supplies and generators. The bottom-ranked state is Hawaii. Details are at <https://epicgenerators.com/blogs/guides/top-emergency-prep-states>.



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GOVERNMENT

• The **Salt Lake City Department of Airports** has appointed **Melyssa Trnavskis** as director of airport design and construction management. She succeeds **Kevin Robins**, director of engineering, who recently retired.



Melyssa Trnavskis

Trnavskis will be responsible for the implementation of the capital improvement program for Salt Lake City International Airport, South Valley Regional Airport and Tooele Valley Airport. Trnavskis most recently was an aviation project manager at T-O Engineers. Prior to that, Trnavskis worked for the Calgary Airport Authority as director of engineering and project



Al Stuart

manager for airfield development. She also worked in various engineering and planning roles for CH2M Hill and Isbill Associates. Also, **Al Stuart** has retired after more than four decades at the Salt Lake City Department of Airports. Stuart started there in 1980 as an airport operations officer and eventually

served in at least seven positions. He has been recognized nationally in the aviation industry as an expert on FAR 139, low-visibility operations, runway safety, construction safety, airport drivers training and snow removal programs.

• **Salt Lake County Mayor Jenny Wilson** has joined the inaugural cohort of the **National Association of Counties'**



Jenny Wilson

Familiar Faces Leadership Network. The organization is committed to improving life outcomes for high-needs residents with complex behavioral health conditions. It was launched in May to support and empower communities to share data between health and justice systems and coordinate care options for individuals with complex health and behavioral health conditions who frequently cycle through jails, homeless shelters, emergency departments and other crisis services.

INTERNATIONAL

• **World Trade Center Utah** is accepting applications through Aug. 5 from Utah outdoor gear and apparel companies interested in representing Utah at **ISPO Munich**, an outdoor sports and recreation tradeshow taking place Nov. 28-30 in Germany. World Trade Center Utah, in partnership with the **Governor's Office of Economic Opportunity** and the **U.S. Small Business Administration**, will lead the Utah delegation at the event, expected to attract over 85,000 attendees. Eligible companies can apply for grant funding to help cover travel costs. The participation fee is \$500. Interested companies may email mbauer@wtcutah.com.

INVESTMENTS

• **Tower Arch Capital**, a Salt Lake City-based lower-middle market private equity fund, has announced a partnership with **Intelligent Technical Solutions**, an IT managed services provider. Terms of the transaction were not disclosed. The investment completes a recapitalization with the company's founding management team, including CEO Tom Andrusis, Chief Revenue Officer Dan Izydorek and Chief Experience Officer Rob Schenk. Founded in 2003, ITS provides managed IT, cloud, cybersecurity, VoIP phone and fiber Internet services to small and medium-sized businesses in several cit-

ies throughout the United States. The current ITS entity formed as a merger of three historical entities to strengthen its service offerings, increase geographical diversification, and capitalize on synergies. Financing for the transaction was provided by **Deerpath Capital**. Advisors for Tower Arch Capital included **Gibson, Dunn & Crutcher LLP** and **BDO USA LLP**. Advisors for ITS included **Holland & Hart LLP** and **Focus Investment Banking's** MSP team.

• **Kizik**, a Lindon-based hands-free shoe company, and its parent, **HandsFree Labs Inc.**, have completed a \$20 million Series B funding round, led by **The Newcastle Network**. Kizik said it will use the funds to launch a Kizik Kids line and create a retail footprint with Kizik stores.

• **Velosimo**, a Herriman-based company providing government technology integration solutions, has secured an \$11 million Series A investment, led by **Macquarie Capital Principal Finance**, with participation from **Valor Equity Partners**. The company said the funding will enable it to accelerate sales and expand its integration platform.

• **Iris Technologies** has raised an oversubscribed \$3.2 million seed round and is launching what it says is the world's first communication hub built for construction project managers and project engineers. The seed round was led by **Resolute Ventures**, with participation by **Animo Ventures**, **Long Journey Ventures** and **Grix Venture Capital**.

NONPROFITS

• **Utah Health Policy Project**, a nonpartisan, nonprofit organization advancing sustainable health-care solutions for underserved Utahns, is the recipient of new funding for **"Connecting Kids to Coverage"** outreach and enrollment from the **U.S. Department of Health and Human Services** through the Centers for Medicare & Medicaid Services. With this funding, UHPP will be able to continue the work of enrolling eligible children on Medicaid and the Children's Health Insurance Program. UHPP is one of 36 organizations throughout the country to receive this funding and the only organization in Utah. Utah has the highest number of eligible but unenrolled children in the nation, with only 79.4 percent of eligible children covered.

• **Visit Salt Lake**, a private, nonprofit corporation that promotes Salt Lake as a convention and travel destination, has named

Industry Briefs

from previous page

Suzanne Bajek as national sales manager for the Northeast Region. Based in Connecticut, Bajek has more than 30 years of experience in hospital-ity sales, most recently with Mohegan Sun Resort. **Karen Staples**, the managing director of sales for the East Coast, will remain on strategic accounts in the region and work with Bajek. Staples continues serving as president of New York Chapter of PCMA until 2023.



Suzanne Bajek

Partnerships
 • **Electric Power Systems Inc.**, Logan, and **Supernal** have announced a partnership to accelerate development and production of safe, lighter-weight and certifiable eVTOL vehicle batteries. The agreement was formalized at the Farnborough International Airshow. It is the first vehicle partnership for Supernal, part of the Hyundai Motor Group. The partnership aim is to enable the introduction of commercial eVTOL vehicle flights and support increasing enhancements to vehicle performance as the advanced air mobility market matures.

PARTNERSHIPS

REAL ESTATE
 • The **East Bay Shopping Center**, a 172,000 square-foot retail center at 979 S. University Ave., Provo, has been sold by **Woodside to War Chest Real Estate**. Financial terms were not disclosed. The sale announcement was made by **Colliers**. Brokers Brandon Goodman and Nate Monson represented War Chest, while Stuart Thain and McCall Alder representing Woodside.

REAL ESTATE

RECOGNITIONS
 • **TCN Inc.**, a St. George-based provider of a cloud-based call center platform for enterprises, contact centers, BPOs and collection agencies, has announced its **TCN Operator** platform has been named as a finalist for the second year in a row in the **2022 SaaS Awards** in the Best SaaS Product for Customer Service/CRM category. Launched just over a year ago, TCN Operator offers advanced call center tools for driving operational efficiency and productivity. In its seventh year, the SaaS Awards program receives entries from around the world and recognizes excellence in innovation in software solutions.

RECOGNITIONS

RESTAURANTS
 • **R&R BBQ** will have the grand opening on Labor Day weekend for a new location at 4489 W. Partridge Hill Lane, Suite 1000, Riverton. The

RESTAURANTS

company began in 2013 with a storefront in downtown Salt Lake City. The 3,988-square-foot Riverton location is in the Mountain View Village shopping center. It will feature a patio and catering to homes and businesses. It will be the 10th R&R location in the Salt Lake City area and the 12th overall in Utah and Idaho.

SERVICES
 • **Calibre One**, a global executive search boutique specializing in building leadership teams for innovators, entrepreneurs and companies undergoing technology or digital transformation, has appointed **Betsy Patterson** as partner. Based in Salt Lake City, Patterson has 30

SERVICES

years' experience within the life sciences and health-care industries, most recently holding a leadership role at a retained search firm where she worked on executive placements for medical device, pharmaceutical, biotech and CDMO clients while overseeing day-to-day operations, staffing and marketing. She also served in communications and investor relations leadership roles both in-house and as a consultant. Her education includes an MBA from Western Governors University.



Betsy Patterson

• **N-Hance**, a Logan-based franchisor of innovative, upscale wood refinishing services, has added **Katy Oldham** as a trainer in its technical department. Oldham is working one-on-one with new franchisees as they learn the basics of floor and cabinet refinishing. Oldham's woodworking experience includes working as a contractor building houses, from laying the foundation to doing concrete work, installing doors, cabinets and flooring. Oldham graduated from Utah State University. N-Hance has more than 400 locations across North America.



Katy Oldham

TECHNOLOGY
 • **Podium**, a Lehi-based company focused on a communication and payments platform for businesses, has hired **Pauline Reader** as chief marketing officer. She will be responsible for all aspects of marketing, includ-

TECHNOLOGY

ing brand, revenue, growth, product, content, communications and more. Reader has two decades of experience in marketing, e-commerce and finance, most recently leading brand and integrated marketing, creative, customer acquisition, customer retention and marketing technology at Stitch Fix. Prior to that, she was senior vice president of ecommerce and marketing at Minted, vice president of growth at Kabbage, and director of global search engine marketing at eBay.

• **Filevine**, a Salt Lake City-based legal work platform company, has named **Alison Holmlund** as chief customer officer and promoted **Erin Grosso** to vice president of people. Holmlund will lead the company's "Customers For Life" program, which encompasses training, customer success, implementations, support and strategic partnerships. Holmlund has more than 20 years of experience in B2B tech, most recently serving as chief operating officer of Lookback. Earlier in her career, she served on the executive teams of Mixpanel, Planful (formerly Host Analytics) and Proofpoint. In addition to working with Filevine, Holmlund will continue to serve on the strategic advisory board of Riverside Acceleration Capital. Grosso most recently served as Filevine's vice president of talent acquisition. She has over six years of full-life cycle recruiting experience in the SaaS and corporate hiring spaces. She held a vice president position at Goldman Sachs, recruited for the School of Business at George Washington University, and served as an advisor for the embassy of Kuwait.



Pauline Reader



Alison Holmlund



Erin Grosso

• **Inside Real Estate**, a Murray-based real estate software company, has hired **Jack Markham** as executive vice president of home ownership. He will lead the company's home ownership division, focused on helping agents and teams create stronger relationships with their customers, increasing repeat and referral business, and increasing brokerage profitability by getting affiliated services directly to the consumer. Markham has over 20 years of real estate experience, most recently as senior vice president of strategic growth for Better Homes and Gardens Real Estate at Realogy. He also has held executive positions at Constellation Realty Group, Equator, Trulia and Market Leader.

• **Wooly**, a Lehi-based company offering brand ambassador software, has rebranded as **Roster** and raised a \$6 million seed round to modernize traditional influencer marketing for e-commerce companies. The round was led by **Grix VC**, with participation from **Peterson Ventures** and **Album VC**.



Jack Markham

• **Entrata**, a Lehi-based multifamily industry operation system company, has hired **Chris Finken** as senior vice president of revenue marketing. He will be responsible for building out the demand generation, lead generation and full funnel marketing initiatives for the company. Finken has over a decade of experience leading marketing teams and driving revenue growth, including service as vice president of marketing at Podium and chief marketing officer at Lightspeed Commerce after the company acquired Ecwid.



Chris Finken

of experience leading marketing teams and driving revenue growth, including service as vice president of marketing at Podium and chief marketing officer at Lightspeed Commerce after the company acquired Ecwid.



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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.

Aug. 2, 6:30-8 p.m.

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

Aug. 3, 11:45 a.m.-1 p.m.

Combined Chamber Luncheon, presented by the Pleasant Grove, American Fork, Point of the Mountain and Eagle Mountain chambers of commerce. Topic is "Engaging in Our Community to Create Change" and featuring a panel of leaders from nonprofit organizations across Utah County discussing how people can engage as individuals and businesses to benefit the community. Location is Synergy Event Center, 439 S. Pleasant Grove Blvd., Pleasant Grove. Cost is \$20 for chamber members, \$25 for nonmembers. Details are at thepointchamber.com.

Aug. 3, 11:30 a.m.-1 p.m.

Business Alliance Networking Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Registration is required. Details are at davischamberofcommerce.com.

Aug. 3, 5-10 p.m.

Black Business Expo & Motown Show, a Utah Black Chamber of Commerce event. Location is Gallivan Center, 239 S. Main St., Salt Lake City. Details to be announced at utahblackchamber.com.

Aug. 4, 7:30 a.m.-1:30 p.m.

"Utah Housing Summit," a ULI (Urban Land Institute) Utah event. Keynote speaker is Cathie Dykstra, president and CEO, Family Scholar House. Event includes other speakers and panelists discussing the "ULI Home Attainability Index," "Creating New Housing Opportunities Through Adaptive Reuse," "Ivory Innovations," and "Attainable Housing: Public- and Private-Sector Collaboration." Location is The Union Event Center, 235 N. 500 W., Salt Lake City. Cost ranges from \$90 to \$140. Details are at <https://utah.uli.org/events-2/>.

Aug. 4, 9-10 a.m.

Morning Speaker Series, an Ogden-Weber Chamber of Commerce event. Speaker Paul Grant, chief customer officer at MarketStar, will discuss "Having

the Hard Conversations: Creating Loyalty and Deepening Customer Relationships." Event takes place online via Zoom. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com.

Aug. 5, 8-10 a.m.

"First Friday Speed Networking," a South Jordan Chamber of Commerce event. Location is Salt Lake Community College, Miller Campus, 9750 S. 300 W., West Room 203, Sandy. Registration can be completed at Eventbrite.com.

Aug. 5, 8-9:30 a.m.

"First Friday Business Networking," a West Jordan Chamber of Commerce event. Location is Salt Lake Community College, Miller Free Enterprise Center, 9750 S. 300 W., Sandy. Cost is \$5. Registration can be completed at Eventbrite.com.

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

"Coffee Chat with the CEO," a Park City Chamber/Bureau event offering an information conversation with chamber/bureau CEO Jennifer Wesselhoff. Location is Kimball Junction Visitor Information Center, 1794 Olympic Parkway Blvd., Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Aug. 9, 10-11:30 a.m.

"Starting Your Business 101," a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

Aug. 9, 11:30 a.m.-1 p.m.

Women in Business Professional Growth Series, a ChamberWest event. Speaker Ashley Spatafore Mirabelli, vice president of Capstone Strategies, will discuss "The Power of Influence." Location is Residence Inn, 7558 S. Plaza Center Drive, West Jordan. Details to be announced at chamberwest.com.

Aug. 9, noon-1 p.m.

"Utah SBIR 101 Workshop 2022," a Utah Innovation Center event focusing on the federal government's Small Business Innovation Research and Small Business Technology Transfer grant programs and the resources the UIC office has available to assist with the application process. Location is Governor's Office of Economic Opportunity, 60 E. S. Temple, Suite 300, Salt Lake City. Free. People unable to attend can find a video of the "SBIR 101" presentation at youtu.be/FzrFq0d7OTk. Details are at wbcutah.org.

be/FzrFq0d7OTk. Details are at wbcutah.org.

Aug. 10, 10-11:30 a.m.

"Preparing Utah Manufacturers for a Possible Recession," a Utah Advanced Materials & Manufacturing Initiative event. Speakers are Tulinda Larsen (moderator); Dan North, senior economist for North America, Allianz Trace; Phil Dean, chief economist, Kem C. Gardner Policy Institute; Kevin Lui, Allianz Trade; Alan Davis, Connex; and Michael Dymant, NEXA Capital. Event takes place online. Registration can be completed at Eventbrite.com.

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

"Let's Do Lunch," a South Valley Chamber event. Speaker James Hadlock of Blunovus will discuss "Emotional Prosperity in the Workplace." Location is Embassy Suites, 10333 S. South Jordan Parkway, South Jordan. Cost is \$15 for members, \$20 for nonmembers. Details are at southvalleychamber.com.

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

Park City Business University, a Park City Chamber/Bureau event, in partnership with The Referral Community. Speaker Brett Lechtenberg will discuss marketing and lead generation. Location is Blair Education Center, Intermountain Park City Hospital, 900 Round Valley Drive, Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Aug. 10, 11:55 a.m.-1 p.m.

Women in Business, a Cache Valley Chamber of Commerce event. Location to be announced. Cost is \$15 for WIB members, \$18 for nonmembers, \$20 at the door. Details are at cachechamber.com.

Aug. 10, 4-5 p.m.

Venture Capital Collab, a Utah Black Chamber of Commerce event. Location is The Shop, 350 E. 400 S., Salt Lake City. Details to be announced at utahblackchamber.com.

Aug. 10, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location is Floor & Décor, 1060 W. Riverdale Road, Riverdale. Free for employees of chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

Aug. 10, 5-6 p.m.

"Manage Risk, Protect Your Business" Workshop, a Small

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

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

Women in Business Luncheon, a Davis Chamber of Commerce event that is a peer-to-peer roundtable. Location is Davis Technical College, Business Resource Center, 450 S. Simmons Way, Kaysville. Cost is \$25 for members, \$35 for guests. Details are at davischamberofcommerce.com.

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

"Lunch \$Learn" Workshop, a Murray Area Chamber of Commerce event. Location is MACC Office, 5411 S. Vine St., No. 3A, Murray. Cost is \$15 for members, \$25 for nonmembers. Details are at murrayareachamber.com.

Aug. 11, 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>.

Aug. 12, 5-7 p.m.

"Business After Hours," a Utah Black Chamber of Commerce event. Details to be announced at utahblackchamber.com.

Aug. 15, 11:30 a.m.-1 p.m.

2022 Annual Meeting, a Park City Chamber/Bureau event. Event will feature a look at marketing plans for the upcoming fiscal year, recognizing outgoing board members and officers, and awarding the Myles Rademan Spirit of Hospitality Award to an outstanding community member. Location is Pendry Park City, 2417 High Mountain Road, Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Aug. 16, 5-6 p.m.

Corporate Tour, a Utah Black Chamber of Commerce event. Location is Fidelity Investments, 49 N. 400 W., Salt Lake City. Details are at utahblackchamber.com.

Aug. 16, 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. 17, 7:30 a.m.-3 p.m.

2022 Chamber Golf Classic, an Ogden-Weber Chamber of Commerce event. Check-in and breakfast begin at 7:30 a.m. Golf

is shotgun start at 8:30 a.m. Lunch on the course is 11 a.m.-1 p.m. Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Cost is \$250, \$1,000 for a foursome. Details are at ogdenweberchamber.com.

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

Women in Business Luncheon, a West Jordan Chamber of Commerce event. Location is West Jordan Chamber, 8543 S. Redwood Road, West Jordan. Cost is \$20. Details are at westjordanchamber.com.

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

Business Alliance Networking Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Registration is required. Details are at davischamberofcommerce.com.

Aug. 17, 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>.

Aug. 18, 11:30 a.m.-1 p.m.

Chamber Luncheon, a Davis Chamber of Commerce event. Speaker David Mead will discuss "Company Culture: Overcoming Dissonance." Location is Business Resource Center, Davis Technical College, 450 S. Simmons Way, Kaysville. Cost is \$25 for chamber members, \$35 for guests. Details are at davischamberofcommerce.com.

Aug. 18, 11:30 a.m.-1 p.m.

Women in Business, a Murray Area Chamber of Commerce event. Location is Home 2 Suites, 4927 S. State St., Murray. Cost is \$15 for members, \$25 for nonmembers. Details are at murrayareachamber.com.

Aug. 18, noon

Web Conference, an IT Leaders Association event. Speaker is Gary Kazantsev, head of Quant technology strategy at CTO Bloomberg. Conferences also are recorded and summarized for later viewing. Cost is \$299 by Aug. 1 for a full-year membership covering 12 monthly meetings online, \$99 for single meetings. Details are at <http://it-leaders.org/>.

Aug. 18, noon-2 p.m.

"Strictly Networking" Luncheon, a West Jordan Chamber of Commerce event. Details to be announced at westjordanchamber.com.

Succeeding in Your Business

The 12 dumbest - and most common - small-business mistakes

With more and more people starting businesses of their own — out of necessity, not choice — I'm seeing more and more people making the same mistakes over and over again.

Here is my top 12 list for the dumbest entrepreneurial moves. All are easily avoidable with a little common sense and street smarts:

No. 1: Not knowing your customers. Without customers, it's not a business. Successful entrepreneurs are life-long students of human nature.



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People often don't buy things they ought to buy. People often don't buy things they say (in opinion surveys) they will buy. People often don't buy things that make the world a better place. People often prefer inferior things to superior ones. You must learn what really motivates your customers to part with their hard-earned cash, and market to them as they really are, not as you want them to be or as they should be.

No. 2: Not marketing aggressively enough. Marketing is a daily job. Your business must be ubiquitous; your customers should see you everywhere they look. Never get so busy with day-to-day operations that you let your marketing slide. Each day, do one new thing to reach more customers or remind your existing customers you're still there.

No. 3: Overestimating customer loyalty. The epitaph of many failed businesses: "Yeah, a big-box retailer just moved into town, but my customers will be loyal to me

because I provide better service." People want better service, but they won't pay extra for it. If you're not giving them the best deal in town, you will lose them.

No. 4: Being too slow to adapt to changes. Things change rapidly. New technologies wipe out whole business models. Competitors change their strategies. People change their minds about what they will (and won't) buy. You must be ahead of those changes, not frantically trying to catch up. If it seems your world isn't changing, you're not looking hard enough.

No. 5: Underestimating or ignoring the competition. Every business has competition, and not just from other businesses. Sometimes the toughest competitor is a "what" — a new way of doing things — rather than a "who." If you don't know why your business is better than your competitors, or you are not getting that message across to your customers, you are losing the war.

No. 6: Picking the wrong partner. Nothing keeps you awake at night more than a partner who's gone over to the dark side. Your partner is not your friend. He or she is someone who can perform the essential tasks of the business that you are unable to do. Do not pick partners who are like you. Pick partners who complement you. And make sure you can buy them off cheaply if things don't work out.

No. 7: Not hiring enough people. Yes, employees are expensive. They have legal rights. And they can be real pains sometimes. But when you cut staff too much, the quality of your products or services suffers, and you will lose customers. Also, you end up doing grunt work when you should be building your business.

No. 8: Underestimating startup costs. It's going to cost you twice as much to get a business off the ground than your best projections. Be sure you have enough cash on hand — or lines of credit — to get through at least the first 12 to

18 months of operations.

No. 9: Underpricing yourself. You should undercut your competition, but not by too much. If your competition is charging \$100 an hour, \$90 an hour will get you lots of business. At \$50 an hour, customers will think you are desperate or don't know what you are doing. If you quote too high a price, you can always offer discounts. If you price too low, it's tough to raise prices later on.

No. 10: Not hiring lawyers, accountants and other necessary professionals. There is a lot of legal and tax information online, and lots of places where you can get legal form contracts and other documents for a small, one-time fee. Much of this information is wrong, and most of the forms are useless. Do not try to do this stuff yourself. Every small business needs a good lawyer AND a good accountant. Yes, they charge fees — sometimes expensive ones — but they will get the job done right, and the fees are tax-deductible. If they don't, it's their fault, not yours, and you can sue them.

No. 11: Playing games with taxes. Nothing will get you into hot water faster than cheating on your taxes. Always have enough cash on hand to pay your income, sales and payroll taxes when they become due. Report every penny of income you make. Take only the deductions you qualify for. File your returns on time.

And the all-time No. 1 small-business mistake:

No. 12: Being too nice. Being ethical and having personal integrity is essential to success in the business world. Being nice, however, can get you killed. Do not confuse the two. Learn the difference, and make sure nobody takes advantage of you because they think you will let them get away with it.

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

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Aug. 19, 7:30 a.m.-2 p.m.

Annual Children's Charity Golf Classic, a Murray Area Chamber of Commerce event. Check-in begins at 7:30 a.m. Golf has 8 a.m. shotgun start and is a four-person scramble format. Location is Murray Parkway Golf Course, 6345 Murray Parkway, Murray. Cost is \$125, \$500 per foursome. Details are at murrayareachamber.com.

Aug. 19, 8 a.m.-noon

Chamber Golf Tournament, a South Valley Chamber event. Location is South Mountain Golf Course, 1247 E. Mike Weir Drive, Draper. Details to be announced at southvalleychamber.com.

Aug. 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>.

Aug. 23, 8:30-11:30 a.m.

KeyBank Business Accelerator, a South Valley Chamber of Commerce event with 10 sessions taking place through Dec. 13. Aug. 23 event is "Identification." Presenter is Ralph Little, founder and CEO of a nationwide financial services company. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Series cost is \$500 for chamber members, \$750 for nonmembers. Details are at southvalleychamber.com.

Aug. 23, 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 \$16 for members and \$17 for nonmembers preregistered, \$20 for members and \$22 for nonmembers not preregistered. Details are at cachechamber.com.

Aug. 23, 11:30 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Jeremiah's Restaurant, 1307 W. 12th St., Marriott-Slaterville. Cost is \$20 for WIB members and first-time guests, \$30 for nonmembers. Details are at ogdenweberchamber.com.

Aug. 23, 11:30 a.m.-1 p.m.

Women in Business, a South Valley Chamber event. Location is Siempre, 1283 E. Mike Weir Drive, Draper. Cost is \$15 for chamber members, \$20 for nonmembers. Details are at southvalleychamber.com.

Aug. 24, 5-7 p.m.

"Business After Hours" Mixer, a Park City Chamber/Bureau event. Location is Align Spa, 1792 Bonanza Drive, Building C, Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Aug. 24, 6-7 p.m.

"Teamwork Trifecta: Building a Powerhouse Team," a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

Aug. 25, 8:30-11 a.m.

ConnectShare B2B Networking Event designed for business leaders and decision-makers. Location is the Miller Conference Center, 9750 S. 300 W., Sandy. Details are at www.connectshare.com or by contacting Randy Hunt of the ConnectShare Advisory Board at randy@clearpath-strat.com.

Aug. 25, noon-1 p.m.

Women in Business, a Box Elder Chamber of Commerce event. Cost is \$10. Location and other details to be announced at boxelderchamber.com.

Aug. 25, 5-7 p.m.

"Business After Hours," a Salt Lake Chamber event. Location is Christmas Box International, 3660 S. West Temple, Salt Lake City. Free for members by Aug. 23 and \$20 thereafter, \$30 for nonmembers by Aug. 23 and \$40 thereafter. Details are at slchamber.com.

Aug. 25, 5-6 p.m.

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

Aug. 26, 5-8 p.m.

"Business After Hours," a Murray Area Chamber of Commerce event. Location and other details to be announced at murrayareachamber.com.

Aug. 31, 9-10:30 a.m.

"How to Ace the Hybrid Challenge, Part Two," a member-only quarterly Peer Roundtable online discussion for business and community leaders focusing on how best to manage the new hybrid environment and how best to address workforce challenges in organizations. Free, but registration is required. Details are at slchamber.com.

Sept. 1, 9-10 a.m.

Morning Speaker Series, an Ogden-Weber Chamber of Commerce event that takes

place online via Zoom. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com.

Sept. 1, noon-2 p.m.

"Strictly Networking Luncheon," a West Jordan Chamber of Commerce event. Details to be announced at westjordanchamber.com.

Sept. 1, 6-8 p.m.

"Entrepreneur 101," a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC at Utah Valley University. Details are at <https://clients.utahsbdc.org/events.aspx>.

Sept. 7, 11:30 a.m.-1 p.m.

Business Alliance Networking Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Registration is required. Details are at davischamberofcommerce.com.

Sept. 7, 11:30 a.m.-1 p.m.

Park City Business University, a Park City Chamber/Bureau event, in partnership with The Referral Community. Location is Blair Education Center, Intermountain Park City Hospital, 900 Round Valley Drive, Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Sept. 7, noon-2 p.m.

"Workforce Readiness: Values, Mission & Purpose," a Cache Valley Chamber of Commerce "Lunch & Learn" event that is part of a five-session series on workforce readiness. Location is Bridgerland Technical College, Room 808, 1301 N. 600 W., Logan. Cost for the series is \$90. Details are at cachechamber.com.

Sept. 8, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a Davis Chamber of

Commerce event. Location to be announced. Cost is \$25 for members, \$35 for nonmembers. Details are at davischamberofcommerce.com.

Sept. 8, 11:30 a.m.-1 p.m.

"Lunch \$ Learn" Workshop, a Murray Area Chamber of Commerce event. Location is MACC Office, 5411 S. Vine St., No. 3A, Murray. Cost is \$15 for members, \$25 for nonmembers. Details are at murrayareachamber.com.

Sept. 8, 6 p.m.

Utah Clean Energy 20-Year Anniversary Celebration. Location is Mid-Valley Performing Arts, 2525 Taylorsville Blvd., Taylorsville. Cost is \$100. Tickets are available at <https://e.givesmart.com/events/rku/>.

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SOUTH VALLEY CHAMBER



BUSINESS ACCELERATOR SCHEDULE

Aug 23	Identification
Sept 6	Risk
Sept 20	Strategy
Oct 4	Sales
Oct 18	Financial Statements
Nov 1	Banking
Nov 15	Management
Nov 29	Customers and Competitors
Dec 6	Systems
Dec 13	Expansion & Exit Strategies

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—Stevenson Sylvester
Owner, KLYP

CALENDAR

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Sept. 9

Patriot Day Golf Invitational, a Cache Valley Chamber of Commerce event. Registration begins at 7:30 a.m., followed by an 8:15 a.m. flag-raising ceremony and 9 a.m. shotgun start. Location is Logan River Golf Course, 550 W. 1000 S., Logan. Details are at cachechamber.com.

Sept. 12-13

2022 Utah Outdoor Recreation Summit, with the theme "Outdoors Forward." Event features programming, networking and outdoor activities focusing on how to strengthen outdoor recreation communities, the outdoor recreation economy, and improve health and quality of life for all Utahns. Location is DeJoria Center, Kamas. Early-bird cost is \$135. Details are at utahoutdoor-summit.com.

Sept. 12, 8 a.m.-2 p.m.

Chamber Classic Golf Tournament 2022, a Utah Valley Chamber of Commerce event. Location is Riverside Country Club, 2701 N. University Ave., Provo. Details are at thechamber.org.

Sept. 14-Nov. 16

Executive Certificate of Global Business Management, a 10-week Salt Lake Community College course taking place Wednesdays, 5:30-8:30 p.m. Location is 9690 S. 300 W., Sandy. Cost is \$995, with discounts available for multiple registrants from the same company. Registration deadline is Aug. 12. Details are available by emailing Venita.Ross@slcc.edu.

Sept. 14, 11:55 a.m.-1 p.m.

Women in Business Luncheon, a Cache Valley Chamber of Commerce event. Location to be announced. Cost is \$16 for WIB members, \$18 for nonmembers, \$20 at the door. Details are at cachechamber.com.

Sept. 14, noon-1:30 p.m.

"Employee-Owned Firms: Sell to Your Employees to Retain Talent," a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

Sept. 14, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 455 25th St., Ogden. Free for employees of chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

Sept. 14-15, 5:45-8:15 p.m.

Eighth Annual Eat Drink SLC, hosted under a nonprofit partnership umbrella consisting of Tracy Aviary and SB Dance. Event features samples from various Salt Lake restaurants and purveyors. Each night has a different mix of food and libation partners. Location is Tracy Aviary inside Liberty Park, Salt Lake City. Event is limited to 350 ticketholders each night. Cost is \$100. Net proceeds benefit Tracy Aviary, SB Dance and Women of the World. Details are at www.eatdrinkslc.com.

Sept. 14, 6-7 p.m.

"All You Need to Know About Employee Benefits," a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

ZIONS BANK

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coal" were transformed to "solar and wildlife." The campus has incorporated several environmentally friendly elements, including using triple-pane exterior glass, ultra-efficient heating and cooling systems, more than 2,000 photovoltaic panels to produce up to 75 percent of the building's electricity, 181 electric vehicle charging stations, and a regional habitat system through ecologically focused design and landscaping.

The center will house engineers, cybersecurity experts, developers, digital product leaders, workers who process deposits and loans, and call center teams. The campus will offer them workspaces that maximize natural light and views, a large café featuring a healthy menu, bike lockers, an adjacent community park with pickleball courts, sharable e-bikes, a community garden, and proximity to the Historic Gardner Village light rail station.

It also contains artwork by local artists Jann Haworth, Brian Kershnik and Matt Monsoon.

"It's a reminder to all of us, it certainly is to me, of the importance of creativity," Simmons said. "Our best work always involves not only the left side, the analytical side, of our brains, but also the right side, the creative and artistic side of our minds, and when you bring those together, great things happen. ... What we hope to have happen here is not only the day-to-day work that goes on, but also creating solutions to problems, and a certain amount of artistry is involved in that."

Astrid S. Tuminez, president of Utah Valley University, said the building "is a gigantic pillar for community development" and

Sept. 15-16

"Women in the Money 2022," a financial empowerment conference presented by the Utah Office of State Treasurer and the Utah Financial Empowerment Coalition. In-person event Sept. 15, 6-8 p.m., is for women in the beginning stages of their financial empowerment journey. Conference takes place Sept. 16, 8:30 a.m.-4 p.m. Location is Sheraton Hotel, 150 W. 500 S., Salt Lake City. Cost for Sept. 15 event is \$10. In-person conference cost is \$25, virtual attendance via Socio is free (registration is required). Details are at womeninthemoney.org.

Sept. 15, 7 a.m.

2022 Golf Tournament, a ACG (Association for Corporate Growth) Utah event. Breakfast and registration begin at 7 a.m.. Shotgun start is at 8 a.m. Lunch

part of today's industrial revolution.

"The magnitude of change is huge. The magnitude of opportunity is also huge," she said. "And so I feel very much that this building captures not only an understanding of the magnitude of change but the ability to seize the opportunity. ..."

Scott Anderson, president and CEO of Zions Bank, noted that Zions began 149 years ago, before Utah was even a state. "But I do know that this new Zions Technology Center embodies how our company has grown and expanded its role as a financial institution and as a technology company, not only in Utah but in communities throughout the western United States," he said.

Zions now is "a technology company offering financial services" and helps clients and communities, Anderson said.

"Exciting things will continue to happen here in this building," he said, "as we build on the momentum and deliver new solutions to help strengthen our clients."

The recent ceremony also featured three donations: \$100,000 to the Silicon Slopes Computer Science Fund to help strengthen K-12 computer science education in Utah, \$50,000 to the Jordan River Foundation, and \$10,000 to the Canyons School District to support its Midvale Schools Farmers Market program.

The technology center was designed by architectural firms WRNS Studios and Method Studios and was built by Okland Construction and Layton Construction, with the project managed by Gardner Co. Colliers International assisted Zions Bancorporation with the property transaction.

and awards follow golf. Location is Eaglewood Golf Course, 1110 E. Eaglewood Drive, North Salt Lake. Cost is \$250 for ACG members, \$300 for nonmembers. Details are at <https://www.acg.org/utah/events/acg-utah-2022-golf-tournament>.

Sept. 15, 11:30 a.m.-1 p.m.

Chamber Luncheon, a Davis Chamber of Commerce event featuring the annual mayoral roundtable discussion. Location is Davis Technical College, Allied Health Building, second floor, 550 E. 300 S., Kaysville. Cost is \$25 for members, \$35 for nonmembers. Details are at davischamberofcommerce.com.

Sept. 15, 11:30 a.m.-1 p.m.

Women in Business, a Murray Area Chamber of Commerce event. Location is Home 2 Suites, 4927 S. State St., Murray. Cost is \$15 for members, \$25 for nonmembers. Details are at murrayareachamber.com.

Sept. 16, 8 a.m.-1:30 p.m.

The Point Challenge Golf Tournament, a Point of the Mountain Chamber event. Check-in begins at 7 a.m. Golf shotgun start is at 8 a.m. Event has a four-man scramble format. Location is Fox Hollow Golf Club, 1400 N. 200 E., American Fork. Cost is

FRULACT

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solution with valuable infrastructure, all of which played a decisive role in our decision. We're also very grateful to the state of Utah and its considerable support for this project."

Utah faced competition from Oregon to land the project. The Utah Governor's Office of Economic Opportunity (Go Utah) board, at its July meeting, approved a tax credit incentive for Frulact USA LCC of about \$2 million over 15 years.

The project is expected to generate total new wages of about \$124 million over 15 years and new state tax revenue of nearly \$8.3 million during that time. The new jobs are projected to have average pay of \$89,141. A company official told the Go Utah board that the jobs will be focused on production but also include research and development and business development positions.

"We're excited about the prospect of them coming and welcome them wholeheartedly," Kirk Jensen, economic development director for Logan, told the Go Utah board.

"We're thrilled and we love Logan and the Cache Valley. ...

\$600 for foursomes. Details are at thepointchamber.com.

Sept. 16, 8 a.m.-4 p.m.

Leadership Institute, a Cache Valley Chamber of Commerce event. Location and other details to be announced at cachechamber.com.

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

Women in Business, a South Valley Chamber of Commerce event. Details to be announced at southvalleychamber.com.

Sept. 20-22

MX Money Experience Summit, presented by MX Technologies Inc. Event features keynote speakers, breakout sessions from industry experts and practitioners, and networking opportunities. Keynote presenter is will.i.am, artist, founder of the Black Eyed Peas and tech entrepreneur. Location is Snowbird Resort. Details are at <https://www.mx.com/summit/>.

Sept. 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 \$16 for

see CALENDAR next page

This is going to be an exciting project," said Steve Neeleman, the board's acting chairman.

"Frulact has a worldwide reputation for quality food preparations," Dan Hemmert, Go Utah executive director, said in a prepared statement. "With this new facility, Frulact adds to Logan's thriving food manufacturing sector. Frulact also offers employees high wages, generous benefits and work flexibility. The company's efforts to be an employer of choice gives us one more reason to extend them a warm welcome to the state of Utah."

"Bringing this established European brand to Logan shows that the world has its eyes on Utah," said Theresa A. Foxley, president and CEO of the Economic Development Corporation of Utah. "Frulact will play an integral role in improving the supply chain resilience of key food manufacturers in Utah and the western U.S. We know Frulact will find a welcoming community to begin establishing their U.S. presence."

Go Utah does not provide upfront cash incentives. Each year that a company meets the obligations in its contract with the state, it will qualify to receive a portion of the new, additional state taxes that the company paid to the state.

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CALENDAR

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members and \$17 for nonmembers preregistered, \$20 for members and \$22 for nonmembers not preregistered. Details are at cachechamber.com.

Sept. 21, 8 a.m.

2022 Intermountain CFO Summit, offering an opportunity for finance professionals and CFOs to learn from other professionals in the industry. Event features keynote speakers and nine workshops. Location is Utah Cultural Celebration Center, West Valley City. Details are at <https://events.eventgroove.com/event/Intermountain-Cfo-Summit-62904>.

Sept. 21, 11:30 a.m.-1 p.m.

Business Alliance Networking Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Registration is required. Details are at davischamberofcommerce.com.

Sept. 21, noon-2 p.m.

"Workforce Readiness: External Perspective," a Cache Valley Chamber of Commerce "Lunch & Learn" event that is part of a five-session series on workforce readiness. Location is Bridgerland Technical College, Room 808, 1301 N. 600 W., Logan. Cost for the series is \$90. Details are at cachechamber.com.

Sept. 22, noon-2 p.m.

15th Annual Women Tech

Awards, a Women Tech Council event. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$125. Details are at womentechcouncil.com.

Sept. 22, noon-1 p.m.

Women in Business, a Box Elder Chamber of Commerce event. Cost is \$10. Location and other details to be announced at boxelderchamber.com.

Sept. 23, 5-8 p.m.

"Business After Hours," a Murray Area Chamber of Commerce event. Location and other details to be announced at murrayareachamber.com.

Sept. 26, 8 a.m.-3 p.m.

Executive Summit 2022, a Utah Valley Chamber event featuring rapid-fire updates from areas of importance to businesses and to the community, plus breakout sessions. Location is Sundance Resort, 8841 Alpine Loop Scenic Byway, Sundance. Cost is \$280 for members, \$310 for guests. Details are at thechamber.org.

Sept. 27, 8 a.m.-3:30 p.m.

"Women Empowered," an Ogden-Weber Chamber of Commerce Women in Business event. Location is Courtyard by Marriott, 247 24th St., Ogden. Cost is \$65 for WIB members, \$75 for nonmembers, with discounts for military and first responders. Details are at ogdenweberchamber.com.

Sept. 29-30

Silicon Slopes Summit. Location is Vivint Arena, 301 S.

Temple, Salt Lake City. Cost is \$295. Details are at <https://www.summit.siliconslopes.com/>.

Sept. 29, 6-9 p.m.

2022 Annual Business Awards Banquet, a Davis Chamber of Commerce event featuring awards for Business of the Year, Employer of the Year, Innovation Award and Small Business of the Year. Location is Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$75. Details are at davischamberofcommerce.com.

Oct. 4, 9-10:30 a.m.

"Coffee Chat with the CEO," a Park City Chamber/Bureau event offering an information conversation with chamber/bureau CEO Jennifer Wesselhoff. Location is Kimball Junction Visitor Information Center, 1794 Olympic Parkway Blvd., Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Oct. 5, 11:30 a.m.-1 p.m.

Business Alliance Networking Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Registration is required. Details are at davischamberofcommerce.com.

Oct. 5, 11:30 a.m.-1 p.m.

Park City Business University, a Park City Chamber/Bureau event, in partnership with The Referral Community. Location is Blair Education Center, Intermountain Park City Hospital, 900 Round Valley Drive,

Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Oct. 5, noon-2 p.m.

"Workforce Readiness: The Hiring Process," a Cache Valley Chamber of Commerce "Lunch & Learn" event that is part of a five-session series on workforce readiness. Location is Bridgerland Technical College, Room 808, 1301 N. 600 W., Logan. Cost for the series is \$90. Details are at cachechamber.com.

Oct. 6, 9-10 a.m.

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

Oct. 6, 6-8 p.m.

"Entrepreneur 101," a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 7, 8:30 a.m.-1 p.m.

2022 Business Economic Summit and Training (BEST), a Davis Chamber of Commerce event. Speakers include Troy Wood, CEO of Lakeview Hospital, discussing "Rock Your Culture"; Mallory Bateman, senior research analyst at the Kem C. Gardner Policy Institute, discussing "Utah's Ever-Changing Demographics and What It Means for Business"; and Mark Cook, author, innovator and speaker, discussing "Bold Breakthroughs: Unstick Priorities and Pivots." Location is Weber

State University Davis Campus, Building D-2, Room 110, 2750 University Park Blvd., Layton. Cost is \$50 for members, \$75 for guests and at the door. Details are at davischamberofcommerce.com.

Oct. 11-13

Fall One Utah Summit 2022, presented by Utah's Center for Rural Life and hosted by Gov. Spencer Cox. Event will showcase why Utah is continually the country's most resilient state and how its rural communities are well-positioned to thrive domestically and internationally. Activities include networking opportunities, breakout sessions, an entrepreneurial business challenge and more. Leadership Day is Oct. 13 and includes a keynote address, breakout sessions focusing on leadership topics, and skills development opportunities hosted by the Southern Utah University Community and Professional Development team. Location is Southern Utah University, Cedar City. Summit cost is \$320, \$399 starting Oct. 1. Cost for Leadership Day is \$125. Details are at <https://oneutahsummit.com/>.

Oct. 13, 11:30 a.m.-1 p.m.

"2022 Witches, Werewolves and Women in Business" Luncheon, a Davis Chamber of Commerce Women in Business event. Location is Lagoon Canyon Terrace, 375 N. Lagoon Drive, Farmington. Cost is \$25 for members, \$35 for guests. Details are at davischamberofcommerce.com.



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