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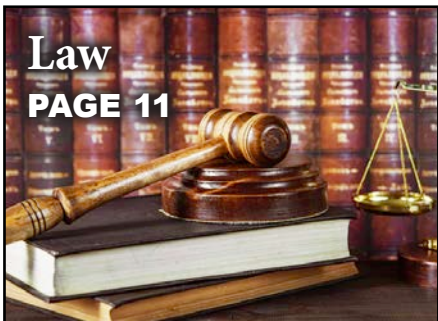
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CAPE STATION IN BEAVER COUNTY

Feds approve Southern Utah geothermal project

Brice Wallace
Business Journal

The federal government has greenlit a geothermal project in Beaver County that could supply enough power for over 2 million homes if fully developed.

The Bureau of Land Management has approved the Fervo Cape Geothermal Power Project, which eventually could generate up to 2 gigawatts of baseload power.

With that approval, the BLM has approved nearly 32 gigawatts of clean energy projects on public lands, including 42 projects approved under the Biden-Harris administration.

Unlike traditional geothermal projects that rely on naturally occurring underground hot water to generate electricity, the Fervo project produces energy by injecting water into hot subsurface rock formations and then extracting the heated water.

Fervo Energy held a groundbreaking ceremony for the Cape Station project in September 2023, saying the 400-megawatt project would begin delivering around-the-clock, clean power to the grid in 2026 and reach full-scale production in 2028.

If fully developed, the project will cover approximately 631 acres, including 148 acres on public lands. The clean energy projects permitted by the BLM on public lands have a total capacity of nearly 32 gigawatts of power, or enough to power more than 14.5 million homes.

As part of the push to develop geothermal resources on public lands, the BLM has proposed a new categorical



A "roughneck" handles drilling pipe at the site of Fervo Energy's Cape Geothermal Power Project in Beaver County. The project will tap into the natural heat of the Earth at depth to produce steam that spins electricity-generating turbines. Photo courtesy Fervo Energy.

exclusion (CX) that would apply to geothermal resource confirmation operations plan of up to 20 acres, which can include drilling wells — for example, core drilling, temperature gradient wells and/or resource wells — to confirm the existence of a geothermal resource, to improve injection support, or to demonstrate connections between wells.

The proposal would accelerate the discovery of new geothermal resources throughout the West.

Currently, geothermal developers must conduct two separate environmental reviews: one for initial exploration drilling and another to fully test the geothermal resource, even if both have similar environmental impacts. The proposal would apply only to geothermal resource confirmation operations on public lands and split estates. Further geothermal development would still require additional environmental analysis. Such permitting actions could significantly reduce permitting timelines and capital costs of geothermal deployment.

see **GEOTHERMAL** page 23

UTAH UNEMPLOYMENT RATE CONTINUES RECENT STEADY CLIMB

As Utah's unemployment rate inches upward and the nation's rate continues its steady fall, they will seemingly soon be the same.

The Utah jobless rate climbed two-tenths of a percentage point from 3.3 percent in August to 3.5 percent in September, according to the latest numbers released by the Utah Department of Workforce Services (DWS). Nationwide, the figure dropped another one-tenth of a point to 4.1 percent, as reported by the U.S. Bureau of Labor Statistics in Washington, D.C.

Meanwhile, the number of Utahns holding jobs continues its steady climb. Utah's nonfarm payroll employment for September 2024 increased an estimated 1.8 percent since this time last year, add-

see **EMPLOYMENT** page 7

Anniversary of WLI's ElevateHER shows progress & work yet to do

Brice Wallace
Business Journal

A decade ago, it was a vision. Now it's a positive movement with substantive results.

Organizers and participants involved in the ElevateHER Challenge gathered recently in Salt Lake City to celebrate the program's diamond anniversary, highlight success stories, and stress the need to grow the program and continue their work.

A program of the Women's Leadership Institute, the ElevateHER Challenge was established to address a significant problem: the negative perception about the status of women in Utah, which a decade ago "was turning into a crisis as the state sought to attract and retain talent to our growing economy," according to Pat Jones, CEO of WLI.

Ten companies took up the challenge

see **ANNIVERSARY** page 20

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News

Salt Lake City working to streamline availability of accessory dwelling units

John Rogers
Business Journal

Salt Lake City officials have made a move bound to have a ripple effect in other communities across the Wasatch Front. In an effort to address the housing crisis, city leaders have enacted new ordinances aimed at simplifying the process for homeowners to build accessory dwelling units (ADUs). The changes, recently approved by the city council, are designed to increase affordable housing options in the rapidly growing urban area.

Under the new regulations, homeowners will be allowed to construct ADUs — often referred to as “mother-in-law apartments” or “granny flats” — more easily and with fewer restrictions. Key changes include reducing the minimum lot size required for ADU construction, simplifying the permit applica-

tion process and eliminating the need for additional parking in certain situations.

“These changes are about providing more housing choices for our residents,” said Mayor Erin Mendenhall during a press conference announcing the new ordinances. “ADUs can help families accommodate their loved ones, create additional income streams for homeowners and increase our city’s overall housing supply without extensive new development.”

The city council is also taking steps to establish a financial program to make it possible for homeowners with modest incomes and limited home equity to afford to build an ADU on their property. Earlier this year, the city’s Redevelopment Agency published a notice of funding availability (NOFA) for nearly \$3 million to attract a loan program provider for a two-year pilot program

aimed at the city’s Westside that officials hope can thereafter be rolled out citywide.

The RDA wants to create a program that offers low-interest loans for the construction of ADUs that would rent at a rate affordable to someone making 80 percent or less of the area’s median income. The RDA said equity requirements would be low. The agency also left open the possibility of grants for ADU construction.

The new ordinances also include guidelines for design and aesthetics, ensuring that ADUs blend seamlessly into existing neighborhoods. Homeowners will be encouraged to use sustainable materials and energy-efficient designs, aligning with the city’s broader environmental goals, the city said.

Local housing advocates have praised the measures, noting that they represent a proactive approach

to combating the housing shortage that has been exacerbated by rising property values and limited availability of affordable units.

“This is a step in the right direction,” said Sarah Jensen, a member of the Salt Lake City Housing Coalition. “By making it easier for residents to create ADUs, we are not only increasing our housing stock but also providing flexibility for families and individuals.”

However, some neighborhood associations have voiced concerns about potential overdevelopment and the impact on community character. In response, city officials have assured residents that zoning regulations will still apply, and they will continue to engage with community members to address their concerns.

The city plans to host informational sessions for homeowners interested in learning more about the new regulations and the ADU permitting process in the coming weeks.



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Utah Innovation Center receives grant to help encourage entrepreneurship

Brice Wallace
Business Journal

The Utah Innovation Center has been awarded a Federal and State Technology (FAST) Partnership Program grant aimed at enhancing initiatives that drive innovation and support entrepreneurial growth across Utah.

The announcement was made by the Small Business Administration and the Governor's Office of Economic Opportunity. The innovation center is part of GOEO.

Forty-nine grants were issued, providing up to \$200,000 each to organizations that support startups through

specialized training, mentoring and technical assistance.

In Utah, the center will use the FAST award to continue offering and supporting new initiatives, including an SBIR/STTR innovation conference, outside expert training, regional symposiums, and the launch of an SBIR/STTR ambassador program to expand awareness and support for small businesses statewide.

SBIR is the Small Business Innovation Research program, while the STTR is the Small Business Technology Transfer programs.

"We are incredibly honored to receive the Federal and State Technology Partnership award from the SBA," said Linda Cabrales, director of the Utah In-

novation Center. "It empowers us to make a greater impact in the Utah technology startup community. It's inspiring to see entrepreneurs and researchers working hard to make a difference in the world by bringing game-changing technologies to the market."

The FAST program provides awards for a base period of 12 months, plus four optional continuation periods of 12 months each.

"The FAST grant being awarded again to GOEO's Utah Innovation Center is a testament to the successful work they have done with our Utah entrepreneurs," said Marla Trollan, director of SBA Utah. "Partnering with GOEO al-

lows us to support innovators across the state, empowering them to bring groundbreaking ideas to market and contribute to our nation's competitive edge."

The innovation center's initiatives include a commercialization cohort that provides tailored guidance to Utah's most promising startups and a series of client spotlight videos that highlight the success stories of Utah SBIR/STTR awardees. The center emphasizes outreach to underrepresented groups, ensuring broader access to federal funding op-

see FAST GRANT page 23

World Trade Center Utah awarded SBA grant designed to grow exports

The U.S. Small Business Administration (SBA) has awarded the state of Utah \$525,000 through its State Trade Expansion Program (STEP). World Trade Center Utah (WTC Utah), in collaboration with the Governor's Office of Economic Opportunity (GOEO), will administer the grant to help boost the state's export economy by empowering businesses to reach new international markets.

"We are excited to continue our longstanding partnership with World Trade Center Utah with a \$525,000 STEP grant award to assist their efforts in helping local businesses expand their reach into global markets," said Marla Trollan, SBA Utah director. "Our collaborative efforts have proven invaluable in helping Utah entrepreneurs navigate the complexities of exporting. Another round of STEP grant funding will continue to enhance these initiatives, providing even more opportunities for growth and success. Together, the SBA Utah District Office and World Trade Center Utah are committed to empowering local businesses to thrive on the international stage."

STEP funding can be used in various activities, including attending international trade shows and missions, designing marketing materials for foreign audiences, accessing U.S. Department of Commerce services, covering travel expenses for global sales trips and participating in export training workshops.

"The STEP grant has proven to be a game-changer for Utah businesses," said Jonathan Freedman, WTC Utah president and CEO. "We've seen companies leverage this funding to attend international trade shows and forge partnerships that have led to successful market launches abroad. This continued support

from the SBA not only expands our reach but also provides Utah companies with the resources they need to thrive globally. Our collaboration with GOEO creates a powerful platform for growth and innovation, further cementing Utah's position as a leader in international trade."

Cedar City-based Staheli West utilized STEP funds to participate in Australia's Fodder Festival, where they unveiled their state-of-the-art hay baling technology, the 632 Dewpoint. The company made significant strides, engaging with over 60 potential customers, conducting a training session and building partnerships with key distributors. This STEP-supported initiative enabled Staheli West to showcase its innovative products and create valuable connections, further strengthening its position in the Australian agricultural market.

Kay Kare, a women-owned, Salt Lake City-based company, used STEP funding to attend the Global Health Exhibition in Saudi Arabia.

"There is definite interest in Saudi Arabia for our products, and we have a choice of distributors. We have companies that wish to collaborate with us in making improvements in our products," said Kahkashan Leckman, president and CEO of Kay Kare.

The funding helped them solidify key contacts, finalize regulatory processes and prepare for distribution within the kingdom. The company now anticipates expanding its reach to other Gulf countries and Türkiye to capitalize on the partnerships they formed.

The grant application process is now open to Utah companies. Details are at wtcutah.com/grants.

UDOT sets surplus property auction

The Utah Department of Transportation (UDOT) has announced the dates for its 2024 online auction for state-owned surplus real property. SVN Auction Services conducts UDOT's annual surplus-property sale. There are 14 properties in this year's sale.

Accessible at www.UDOTAuctions.Utah.gov, the sale will begin on Nov. 6 and run through Nov. 12. The platform offers 24/7 access to UDOT's auction-related information.

The properties available for sale range in size from under an acre to over 84 acres and are in locations in cities such as Syracuse and Farmington, among others. Among the properties is an 84-plus

acre tract of conservation easement land in Farmington for which the opening bid has been set at \$1.75 million.

"The desire for residential, industrial and commercial development in this region of Utah continues to draw interest from local and regional developers, thanks to the continued steady population growth in and throughout the state," said Louis B. Fisher, national director of SVN Auction Services.

Other properties up for auction include a 43,000-square-foot vacant parcel in Syracuse, which is zoned residential with commercial overlay. Other properties are in Layton, West Valley City, Hanksville, Highland and Washington.

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UofU's Master of Business Creation program expands globally

The Master of Business Creation (MBC) program at the University of Utah's David Eccles School of Business has gone global. Following years of growth in the U.S., the program for entrepreneurs is now being offered around the world with the new MBC Global option for founders who are living in other countries. The global option enrolled its first 20 founders from Africa starting in the fall 2024 semester.

"This is a major development for the best program for entrepreneurs anywhere," said Kurt Dirks, dean of the David Eccles School of Business. "The unique feature is that founders in the MBC program focus entirely on their business while they learn. They graduate with an accredited master's degree and a startup ready for growth. Soon, founders everywhere will have the opportunity to participate in this amazing program."

The MBC program was introduced in 2019 as a first-of-kind program and over 200 founders have enrolled in the program since then. It matches the features of a business accelerator with the university to provide entrepreneurs with the information and resources they need to grow and scale their companies. The program is offered in partnership with the Department

of Entrepreneurship & Strategy and Lassonde Entrepreneur Institute at the Eccles School.

A full listing of the African founders and a description of their startups can be found at the institute's website, lassonde.utah.edu.

"We are working quickly to expand the MBC Global option to every continent," said Jeff Davis, director of the MBC Global program and a professor in the marketing department at the Eccles School. "We want entrepreneurs everywhere to have the opportunity to participate in this unmatched program for working entrepreneurs. Within a couple years, we expect to have founders from every corner of the world participating."

The MBC Global program features all of the core elements of the successful U.S. program. The founders in the global program will have access to one-on-one mentorship from experienced entrepreneurs in their location, an applied and highly relevant curriculum, networking opportunities and more. They will also join a growing, international network of MBC alumni, founders, faculty and mentors. The MBC Global option is offered online and founders join a cohort with other entrepreneurs

from their region.

"We offer the MBC Global program in the online, three-semester format to give the founder options that work best for them," Davis said. "Many founders prefer the flexible online option that allows them to stay in their home country and participate at times they prefer, while working on their startup or at a different day job during business hours. We invite entrepreneurs to connect with us and learn about the MBC program. Founders will not find a more effective and rewarding program to grow their business, while also earning a U.S. accredited master's degree. The MBC program offers a very unique opportunity by combining a premier accelerator experience with a nationally ranked university."

Samuel Quansah is one of the first founders to enroll in the MBC Global pro-

gram. He lives in Cape Coast, Ghana, and is the founder of Createch Motives Afrika. The company nurtures Africa's next-generation problem-solvers by improving equitable access to hands-on, problem-solving education for hundreds of K-12 school children.

"By improving access to hands-on, problem-solving STEAM education for even just 10 percent of this talent, we can collectively transmute Africa's problems into viable solutions, creating lasting social impact and upward socio-economic mobility," Quansah said. "From Day One (in the MBC program), you are a doer — there's a direct application of the modules to your venture," Quansah said. "Every step, along with the faculty's support, is personalized to challenge your thinking and question assumptions holistically and innovatively."

Johansen promoted to lead Pentalon

Pentalon Construction, a Salt Lake City general contractor specializing in building large multi-family projects, has named Shay Johansen its new president and chief operating officer. In his new role, Johansen will be responsible for overseeing all aspects of the company's day-to-day operations and site management for all ongoing projects. The company said he will also play a crucial role in shaping and implementing Pentalon's strategic vision, working to achieve the company's long-term goals and objectives.

Before joining Pentalon, Johansen owned and operated his own construction business. With over 40 years of experience in the industry, he has held several

key positions throughout his career, including superintendent, project manager, estimator and scheduler in both public- and private-sector projects.

"Shay's leadership and deep industry knowledge are instrumental in ensuring that projects are executed smoothly, from initial concept through to successful completion," a Pentalon release said.

Pentalon also announced the promotion of Isaac Cranford as director of business development, responsible for developing and executing strategies to drive company growth. He will also conduct market research to help the company stay ahead of industry trends and seize emerging opportunities.

OptConnect acquires Dutch company

OptConnect, a managed wireless services company in Kaysville, has acquired Netherlands-based Capestone, a provider of 4G and 5G IoT solutions across Europe.

Capestone follows the recent acquisitions of Premier Wireless Solutions and M2M DataGlobal.

"Together these businesses create a premier global managed wireless connectivity platform of scale, capable of supporting customers across multiple industries and solution needs around the world," OptConnect said in its release announcing the acquisition.

The Capestone acquisition significantly increases OptConnect's global coverage and enhances the number of end markets and verticals that the combined business can support, the company said. Capestone's IoT software, services and connectivity are offered under the Comgate brand. Capestone is active in more than 60 countries and supports over 1,000 channel partners and enterprises.

Headquartered in Leiden, Netherlands, Capestone serves customers in the health care, transportation, maritime, construction, industrial IoT, retail, and surveillance industries.

"This new partnership is a key step in

strengthening our global presence," said Chris Baird, CEO of OptConnect. "With the addition of Capestone, OptConnect can now significantly expand its capabilities in Europe and provide more seamless and reliable wireless connectivity solutions worldwide. Our focus remains on empowering customers to achieve their IoT goals, and this strategic move ensures we can continue delivering value and innovation on a global scale."

Capestone will continue to operate under the Capestone name at its Leiden headquarters with operations in Dusseldorf, Germany, and London, England. Jos Ouwerkerk will continue as managing director of the Capestone business unit.

"Our company has always prioritized delivering cutting-edge connectivity solutions to meet the evolving demands of our customers," said Ouwerkerk. "By joining forces with OptConnect, we're not only expanding our reach but also enhancing our ability to provide even more innovative and scalable IoT solutions. This partnership allows us to leverage OptConnect's global experience while continuing to deliver the exceptional service and tailored solutions our customers have come to expect."

Silver Towne acquires Regency Mint

Silver Towne Mint, a wholly owned subsidiary of A-Mark Precious Metals Inc. of El Segundo, California, has acquired the assets of Orem-based Regency Mint Manufacturing LLC. Silver Towne acquired the Utah operation for \$2 million, according to a release from A-Mark Precious Metals.

Regency Mint is a 25-year-old family-owned and operated mint that sells primarily to distributors and retailers of precious metals.

Silver Towne Mint acquired all of Regency Mint's minting equipment, which is expected to be moved soon to the Silver Towne's facility in Winchester, Indiana. The equipment is expected to increase Silver Towne's capacity of struck

products from 30 million to more than 50 million ounces per year. Silver Towne will also take over Regency's customer list.

"After 25 years of producing bullion and custom rounds as a family-owned and operated business, we are confident in our decision to entrust our long-standing relationships with over 2,000 customers into the care of A-Mark and Silver Towne Mint, who we believe demonstrate Regency Mint's same core values of integrity, exceptional customer service and product excellence," said Regency Mint CEO Josh Tanner. "Our customers should benefit greatly from the expanded services and products available through A-Mark's vertically integrated business."

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Jazz Bear “helps” with the installation of a giant lighted hockey puck in the main plaza of Delta Center, as downtown Salt Lake City starts to take on the branding of the new kids in town, the Utah Hockey Club. The NHL team has begun its inaugural season following its move from Arizona.

Towering 14 feet, 3 inches tall, 13 feet wide and nearly 2 feet deep, the logo stands next to the Utah Jazz “J Note” statue. Both teams are owned by the Smith Entertainment Group, which will lead a major renovation of the area surrounding Delta Center to create a new sports and entertainment district over the next few years.

Designed and installed by prominent Utah sign company YESCO, the puck is made primarily of painted aluminum and is detailed to capture the texture of an authentic hockey puck. The interior contains a state-of-the-art LED lighting system with lights set behind polycarbonate lenses featuring the Utah Hockey Club’s signature colors.

Trace tabs Chuck Walkley to replace Kilts as new CEO

Roy-based mineral health supplement producer Trace has announced the appointment of Chuck Walkley as its new CEO. He succeeds Matthew Kilts, co-founder and longtime CEO, who will transition to the role of chairman of the company’s board.

“With a proven track record in the consumer products and wellness industries, Walkley is set to drive Trace’s next phase of growth, building on its strong foundation of trust and quality,” a Trace press release said. “The company’s recent rebranding initiative signals a renewed commitment to engaging with a broader audience while staying true to its roots in mineral-based supplementation.”

“Trace has always been about improving lives through the power of minerals,” said Walkley. “I’m honored to take on this role at such an exciting time in the company’s journey. We will continue to focus on delivering premium products that help people thrive, while also evolving to meet the needs of today’s consumers.”

Matthew’s leadership has built Trace into a brand synonymous with scientific excellence and uncompromising quality, said Marquez Bela of Rosewood Private Investments, a major stockholder in Trace.

“When we started building Trace, our goal was simple: to provide the essential minerals that people were missing in their diets,” said Kilts. “That mission remains as important today as it was then. I’m confident that Chuck’s leadership will bring fresh energy to our ongoing efforts, ensuring that Trace continues to grow while upholding the principles we were founded on.”

Founded more than 50 years ago, Trace is best known for its patented product ConcenTrace Mineral Drops, which contains a full spectrum of trace minerals needed by the human body.

BUSINESS JournalLIST

Six Utah museums for car lovers

Gearheads of all ages can find an assortment of old or vintage vehicles at museums in Utah. Here are some of the top ones.

- **Browning-Kimball Classic Car Museum** at Union Station, 2501 Wall Ave., Ogden. It features 13 classics dating from 1901 to the 1930s. Tickets are \$7, with discounts for teens and seniors.

- **Millstream Classic Car Museum** at 255 E. 1080 N., Willard. It’s free and features about 50 restored vehicles and a similar number unrestored.

- **Automotive Addiction**, with three locations (Sandy, Provo and Erda), including The Shops at South Town, 10450 State St., No. 2200B, Sandy. Its collection ranges from restored classics to futuristic exotics.

- **Price Museum of Speed** at 165 E. 600 S., Salt Lake City. It’s free and features vintage and racing machines.

- **Land Cruiser Heritage Museum** at 476 W. 600 N., Salt Lake City, with vehicles as old as a 1953 Toyota Jeep BJT. Tickets are \$18.

- **The Jeep Guy Museum** at 860 Airway Drive, Fillmore, with more than 50 jeeps from 1941 to the present. Admission is \$15, with certain discounts available.



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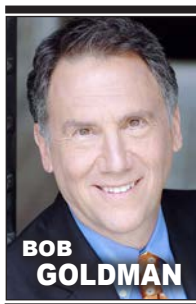
WORK DAZE

Rebrand yourself: It's later than you think

It's not enough! These days, you need more than a great resume, awesome recos, a winning personality, unbounded energy, unbri-dled accomplishments and a fashion sense that has made you the envy of your office. These days, you also need a brand.

According to Rice Uni-versity, "a brand is the dis-tinct set of feelings, perceptions, at-

titudes and associations people have when they see a logo or think about a company."



BOB GOLDMAN

Except brands are no longer limited to companies and their products. There is also the "personal brand." The same dynamic that re-lates to a giant, economy size box of cereal now applies to a giant, economy size box of y-o-u.

Having a personal brand is es-

sential. Everyone is busy-busy-busy these days and easily distracted. This is especially true of the high-level execu-tives where you work and the hiring managers where you don't. Sure, they could research your resume and fact-check references to make sure you're the right person to be promoted or hired, but — let's face it — they're not going to. Not when it's so much easier to grab the person who's "The Real Thing" or the "Ultimate Driving Ma-chine."

Ready to develop a personal brand? Don't dawdle. If you think the supermarket shelves are cluttered with brands, the job market is worse.

Fortunately, you don't have to spend all the time and effort required to develop a unique personal brand. It's easier and faster to simply adapt your work style to an existing brand.

Not sure which brand to steal — I mean, adapt? Here are few real win-ners, ripe for the picking.

No. 1: Disneyland — "The Happi-est Place on Earth."

While long lines do diminish the joie de vivre at Chip & Dale's Gad-get Coaster, making Disneyland "the happiest place on earth" is branding at its best. So, why not make the second-happiest place on earth your cubicle? A few dozen Benjamins scattered judi-ciously on eBay should be sufficient to cover your desktop with porcelain pen-guins, papier-mache songbirds, soft-vinyl Mickeys, talking Woody action fig-ures and Barbies galore. A visit to any good gadget website will provide you with whoopie cushions, Squeak Pick-les and the always hysterical Racing Rubber Chickens. Finish off the trans-formation with a visit to a costume shop for the perfect addition to your work wardrobe, such as the adult hot dog costume, the inflatable baby outfit and a most meaningful light-up traffic light costume (when a project comes to you, it's always a green light).

Make your office a fun ride, and all the children in the C-suites will want to spend time with you. Your competition can own the gloom-and-doom brand. You're just there to make everyone happy.

No. 2: Kellogg's Rice Krispies — "Snap, Crackle & Pop."

Make these lovable, action-ori-ented elves the personification of your brand. Demonstrate you always have a good idea cooking by wearing a bak-er's toque, like Snap. Show that you are ready to march forward on your manager's dumbest ideas by wearing a drum majorette hat, like Pop. Personi-fying Crackle is more difficult, since he (or is it she?) wears a red and white striped sleeping cap. Since this is dan-gerously close to your current brand as an overcompensated sleepwalker, you may have to explain that you are al-ways dreaming up great ways to move the company ahead, making you a dream to work with, even when you're asleep.

No. 3: Burger King — "Have it your way."

Let management know that you are the kind of employee they want most: a hardworking zombie who has absolutely no ideas of their own and will never question the most idiotic re-quests.

By making it clear that you are an empty vessel, waiting to be filled with whatever nonsense is rattling around in your manager's head, this personal brand is sure to lead to success.

No. 4: Wrigley's Gum — "Double the Pleasure. Double the Fun."

Telling your manager they are brilliant is good. Telling them twice is better. Get yourself a good thesaurus and rid yourself of any self-respect. Tell your boss they're brilliant and dazzling and wonderful and marvel-ous, time and time again. It will halve your fun, but double their pleasure, and isn't that what it's all about?

No. 5: Kentucky Fried Chicken — "Finger lickin' good."

This is a difficult personal brand to take on, considering the unappe-tizing nature of your management team. No doubt salivating when you see your supervisor is humiliating and drooling over their every word is messy. Still, it may be worth the dry-cleaning bills if it gets you to the top.

Bob Goldman was an advertising execu-tive at a Fortune 500 company. He offers a virtual shoulder to cry on at bob@bgplan-ning.com.

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The Container Store and Utah's Beyond Inc. announce partnership

Beyond Inc., the Midvale-based owner of Bed Bath & Beyond, Overstock, Zulily and other online retail brands, has announced a new partnership with The Container Store Group Inc. of Coppell, Texas. Under the terms of the agreement, Beyond Inc. will invest \$40 million in The Container Store through a preferred equity transaction, subject to certain terms and conditions.

The Container Store will then provide space within its retail locations for

display and sale of Beyond's Bed Bath & Beyond product assortment for kitchen, bath and bedroom, which will be co-branded. Through this collaboration, the companies expect to drive increased traffic for The Container Store's core assortment and its high-margin, solution-driven Custom Spaces services business.

Beyond will integrate The Container Store's Custom Spaces offering, including its Elfa and Preston product lines, into its e-commerce platforms as well as

other ventures where Bed Bath & Beyond future licensed stores exist globally.

"This will serve to drive improved revenue, inventory turns, margins and improved customer experience for both companies" Beyond said in a release.

The companies intend for the partnership to position The Container Store to return to profitable store growth over time by utilizing and benefiting from Beyond's intellectual property, customer data, network of brands and affiliate relationships, the release said.

"We are excited about the opportunities this partnership unfolds for us. We believe its benefits will further our strategic initiatives, including deepening our relationship with customers, expanding our reach, and strengthening our capabilities while accelerating our return to positive same-store sales growth and profitability," said Satish Malhotra, CEO of The Container Store. "This agreement will enable us to harness Beyond's data platform and analytics to better identify and target customers at critical points in their purchase journeys and enhance communications with new and existing customers. It will allow us to expand our reach across our combined network and

position us to leverage Beyond's e-commerce expertise to further our own omnichannel tools and capabilities."

"We see tremendous whitespace for The Container Store's best-in-class, solution-based offerings across the entire Beyond portfolio, particularly within its high-margin Custom Spaces offering through the proprietary Elfa and Preston lines," said Marcus Lemonis, executive chairman of Beyond Inc. "We will build a lead management and conversion model coupled with various consumer financial products to gain share and tap into a well-oiled, vertically integrated manufacturing platform that has plenty of untapped capacity. Partnerships like this further support the value of iconic brands leveraging each other's assets and core competencies while improving customer conversion and retention, enhancing margins, and optimizing marketing expenses which are the principal drivers in delivering value creation and profitable growth."

The agreement calls for The Container Store to issue approximately 40,000 shares of a newly created series of the company's preferred stock which Beyond will buy for an aggregate purchase price of \$40 million.

Miller family donates \$25M to SL County for regional arts center in South Jordan

The Larry H. & Gail Miller Family Foundation has announced a \$25 million gift to Salt Lake County to fund the construction of a new regional arts center in South Jordan. Following a public comment period and upon formal approval by the county, the proposed name of the new facility will be the Larry H. & Gail Miller Family Arts Center. The venue will be managed and operated by the Salt Lake County Arts & Culture division.

"We believe that the arts have a profound ability to enrich lives, foster connection and strengthen communities," said Gail Miller, chair of the foundation and co-founder of the Larry H. Miller Co. "This donation is an investment in the future of our community, providing a space where creativity can thrive and where people of all backgrounds can experience the transformative power of the arts. We are honored to work with Salt Lake County to support the creation of this new arts center and look forward to seeing the impact it will have for generations to come."

"We are incredibly fortunate to partner with the Larry H. & Gail Miller Family Foundation to bring this important regional arts center to life," said Salt Lake County Mayor Jenny Wilson. "Their unwavering commitment to the arts in our community is inspiring, and this new venue will be a vital cultural hub for the rapidly growing southwest valley."

The arts center is in the design stage, with plans expected to include an 800-seat

proscenium theater, offering a venue for small to mid-sized performing organizations. It will also feature a visual art gallery and classroom space. Groundbreaking is scheduled for January 2026, with the center expected to open its doors in early 2028.

In addition to the financial contribution, Larry H. Miller Real Estate has donated three acres of land in downtown Daybreak for the center's construction.


EMPLOYMENT

from page 1

ing an estimated 32,100 jobs since September 2023. Utah's current job count stands at 1,769,700, the department said.


"The state's unemployment rate has risen out of the very low levels we have had for the last several years," said Ben Crabb, chief economist with DWS. "While 3.5 percent is not especially high from a historical perspective, it does reflect a labor market that has softened in the last six months. With a little slack in the labor market, employers may find it easier to fill open positions, which remain abundant."

Utah's September private-sector employment recorded a year-over-year expansion of 1.5 percent, or 22,000 jobs. Eight of the 10 major private-sector industry groups posted net year-over-year job gains, led by education and health services (up 11,700 jobs), construction (up 8,600 jobs) and professional and business services (up 3,200 jobs). Trade, transportation and utilities (down 4,700 jobs); and leisure and hospitality (down 500 jobs) experienced year-over-year job losses.




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Educate: The Chamber offers a full suite of business education and professional development courses for businesses of all sizes through our Business Institute.



Advocate: The Chamber is the voice of business for the South Valley. We are committed to monitoring and taking action on local, state and national policies that impact businesses.



Grow: The Chamber offers many tools to help promote your brand and connect with potential customers. We do this by providing exposure through our online member directory, social media, and a variety of sponsorship opportunities.

SOUTH VALLEY CHAMBER

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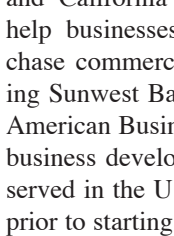
• **Bank of Utah**, based in Ogden, recently marked the completion of the remodel of its branch at 4605 Harrison Blvd., South Ogden. One addition is LED lighting on the building's exterior, which will illuminate in various colors to celebrate community events. The renovations and improvements were completed by **Cameron Construction** and **TJS Architects**. The bank is celebrating the completion of the project with a check presentation to the **Salvation Army**. The organization is one of the charity partners who will be recipients of monetary donations as part of the bank's annual "Warm Bodies, Warm Souls" campaign running through Nov. 15. Bank of Utah



Kathy Bizek

also has named **Kathy Bizek** as branch manager at its Salt Lake City Redwood office at 2309 S. Redwood Road, Salt Lake City. Bizek has over two decades of finance experience, starting as a teller and advancing through many roles to branch manager while working at other banks in her career.

• **Sunwest Bank**, based in Sandy, has named **Omar Morel** as senior vice president and director of government guaranteed lending. He will lead the bank's government guaranteed lending portfolio across multiple states. Morel previously was SBA sales leader for Sunwest Bank, where he approved and funded SBA 7(a), SBA 504



Omar Morel

and California State Guaranty loans to help businesses grow, expand and purchase commercial real estate. Prior joining Sunwest Bank, he spent four years at American Business Bank as a senior SBA business development officer. Morel also served in the U.S. Air Force for six years prior to starting his banking career.

COMMUNICATIONS

• **Wilson Electronics**, a Cottonwood Heights-based company focused on cel-

lular signal connectivity technology, has rebranded to **Wilson Connectivity**. Through wireless connectivity products and services, the company offers indoor and outdoor cellular amplification technology, including for businesses solutions that leverage the 5G spectrum.

CONSTRUCTION

• **Big-D Cos.**, a Salt Lake City-based group of U.S. contractors, has hired **Mike Fratianni** as regional operating officer, overseeing Big-D mission-critical and Big-D Lindon offices. Fratianni has more than 35 years of leadership experience in the construction industry. He has held top executive positions, including president and CEO of Hunt Construction Group, COO of AECOM Hunt, and managing director of construction at Lendlease.



Mike Fratianni

ECONOMIC INDICATORS

• **Utah** is ranked No. 1 on a list of states for **decorating the most for Halloween**, compiled by **Lombardo Homes**, following an analysis of Halloween decoration Google search terms and a survey. The most popular decoration in Utah is a spider. The study indicates that 82 percent of Americans plan to decorate for Halloween this year, with the average household spending \$131 and spending four hours on decorating. The state decorating the least for Halloween is Alabama. Details are at <https://lombardohomes.com/most-popular-halloween-decorations-by-state-2024/>.

• **Thirty-three percent of Utahns** say they have been victims of some form of **financial or economic abuse**, according to a study by **CardRates**. The national average is 43 percent. Examples of financial abuse include someone using a credit card to pay for items without the cardholder's knowledge or having contracts taken out in their name for the perpetrator to use (such as mobile phones, credit cards, mortgages, and loans). Some even make their victims change the beneficiary of their will. The state with the highest percentage is Tennessee, at 71 percent. The states with the lowest percentage, 18 percent, are Delaware and West Virginia. Details are at <https://www.cardrates.com/studies/financial-abuse-common-among-americans/>.

• **Meeting tight deadlines** is the **top work worry** among Utah employees, according to a survey by **Resume.io**. Other common job-related anxieties of Utah employees are (in order) giving presentations, worrying about job security, adjusting to a new role or learning new skills, negotiating salary or asking for a raise, managing relationships with senior leadership, navigating office politics, receiving critical feedback, and asking for flexible work arrangements. Forty-six percent of surveyed Utahns admit they've resorted to taking medication or drinking alcohol to calm their nerves before facing a stressful work situation. And when asked what might make them consider leaving their job, the top reasons were feeling undervalued by management (23 percent) and dealing with toxic work culture or conflicts with coworkers (19 percent). Half say they sometimes dread going into work because of the stress, while over half (54 percent) have taken unofficial time off in the past year because they were too stressed to handle the job. Details are at <https://resume.io/blog/study-work-worries>.

• The **preservation of Utah's national parks** is the top cause that Utahns would support **if they became wealthy**, according to a survey conducted by **LotteryTexts**. Other choices included promoting the preservation of the Great Salt Lake, and supporting outdoor recreation and conservation in the Wasatch Mountains. The results varied by state, with Californians saying they would want to direct their wealth to fund conservation efforts for redwood and sequoia forests, Montanans to preserve traditional Native American languages and customs, New Hampshireers to restore historic buildings and Michiganders to historic lighthouses. Details are at <https://lotterytexts.com/blog/survey-what-philanthropic-causes-would-americans-support-if-they-struck-it-rich/>.

ENERGY

• **Complete Solar Holdings Inc.**, doing business as Complete Solar, a Lehi-based solar technology, services and installation company, has appointed **Dan Myers** as executive vice president. Myers will have financial and general management responsibility for the company's New Homes Division, which supports builders who create new residential communities. Myers has a decade-long track record in the solar industry, having

held leadership positions at companies including Vivint Solar and Sunrun. He is a supply chain expert who has also been a technical consultant to several Fortune 100 solar developers and buyers on more than 10 gigawatts of solar projects. Prior to joining the solar industry, Myers served at U.S. embassies overseas.



Dan Myers

• **Williams**, an energy infrastructure company, has opened an office in Salt Lake City at 650 Main. About 150 employees occupy two floors, consolidating what were previously two separate office locations, with additional space to grow. In 2023, Williams acquired MountainWest natural gas transmission pipeline and storage assets, adding approximately 2,000 miles of pipelines across Utah, Wyoming and Colorado, as well as 56 billion cubic feet of gas storage.

• **Salt Lake County Library's Daybreak branch** in South Jordan has been certified as the first **net zero energy commercial building** in Utah, following two years of tracking energy production and consumption. Net zero buildings generate their own renewable energy and minimize their energy consumption. The Daybreak branch opened in 2022 and features a "create" space, outdoor amphitheater, rooftop garden, and meeting and study rooms, in addition to its collection of books and resources.

EXPANSIONS

• **The Picklr**, a Kaysville-based indoor pickleball franchise company, has expanded into Canada through a master franchise agreement with **TPC Development Corp.** The partnership aims to deliver more indoor pickleball facilities in Canada. The agreement grants TPC exclusive rights to develop, open and operate all of The Picklr clubs in Canada outside of Quebec. TPC plans to open 65 locations across several Canadian provinces and territories. The first will open in Toronto in 2025. The Picklr has sold more than 390 locations in 42 states, with plans to open at least 30 new clubs in 2024 and an additional 70 in 2025.

• **Alsco Uniforms**, a Salt Lake City-based uniform and linen laundry service

see BRIEFS next page

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company, has opened a 74,000-square-foot laundry processing facility in Vista, California. It follows the relocation from the downtown location in San Diego. The new plant will produce hygienically clean uniforms, linens, floor mats, and mops while providing first aid and restroom supplies to customers throughout Southern California. Also Uniforms maintains a fleet of 20 delivery vehicles servicing more than 1,500 customers across the San Diego area. The new facility will process more than 600,000 pounds of laundry per week.



Stacey Bank

Clinic. From 2022 to 2024, she served on the Salt Lake County Board of Health. Bank completed her undergraduate studies at the University of Utah. Bank is taking over the post of executive medical director from **Dr. Michelle Hofmann**, who will continue to work with the department advising correctional health services for the next six months. Hofmann was recently appointed as interim senior associate dean for University of Utah Health's new St. George Regional Medical Campus of the Spencer Fox Eccles School of Medicine. In this role, she will develop relationships with regional health systems, community clinics, and other entities to prepare for an exceptional student experience.

- The **Utah Department of Agriculture and Food** has announced the recipients of the **2024 Utah Food Security Processing Grant**. Created in 2022, this grant program is designed to address critical deficiencies in Utah's food supply chain by increasing processing capacity of locally grown and raised foods. The Legislature initially appropriated \$1 million to UDAF for this program in the 2022 legislative session. The success of this program was continued with additional \$1 million appropriations in the 2023 and 2024 legislative sessions, totaling \$3 million to support the expansion of small meat, poultry, fruit and vegetable processors. The 2024 recipients include **101 Custom Meats**, Virgin; **3 Springs Land and Livestock**, Kamas; **Apple Berry Farm**, Logan; **Argyle Acres**, Liberty; **Best Dough Bread LLC**, Blanding; **Circle V Meat**, Spanish Fork; **Davis Custom Meats**, Ogden; **Eskelsen Orchards**, Brigham City; **Final Cut Meats**, St. George; **Golden Age Naturals LLC**, American Fork; **Granato Foods**, Draper; **Heber Valley Artisan Cheese**, Midway; **Heber Valley Milk**, Midway; **Johnson Farms**, Benson; **Juniper Meat Co.**, Willard; **Payson Fruit Growers**, Payson; **Ranch 25 Family Farms**, Portage; **Rhonda's Fresh Produce**, Morgan; **Roo Crew Farms**, Fielding; **Rowley's South Ridge Farms**, Santaquin; **Salsa Del Diablo**, Salt Lake City; and **Utah Beef Producers**, Richfield.

- The **Federal Emergency Management Agency (FEMA)** has approved more than \$9.3 million in hazard mitigation funding to **improve stormwater drainage and flood diversion infrastructure** along Box Elder Canyon between Mantua and Brigham City. The grant will fund eligible construction costs to upgrade concrete water mains and steel piping that are more than 50 years old. The stormwater piping system diverts floodwater away from public and private structures in Brigham City, which has experienced historic flooding events in the past two decades. Existing piping will

be replaced with higher-quality materials that promote more efficient water flow, and all piping will be buried underground. FEMA is providing 90 percent of the water line upgrade project, a total of more than \$9.3 million. The remaining 10 percent of project costs is the responsibility of the local community.

HEALTH CARE

- The **Layton Weightloss Clinic** has opened at 1785 Legend Hills Drive, No. 140, Clearfield, with a medical doctor and full-time nurse offering medically supported and monitored weight loss programs. The clinic offers 360 BodyScan technology and supports FDA-approved prescription weight loss medications Semaglutide and Tirzepatide. A ribbon-cutting and open house are scheduled for 10 a.m. Nov. 6.

MANUFACTURING

- **PharmaLogic Holdings Corp.**, a Murray-based contract development and manufacturing organization and radiopharmacy solutions provider, has officially opened its radiopharmaceutical production and research facility in Salt Lake City, aimed at delivering life-saving diagnostic and therapeutic radiopharmaceuticals to patients across North America. The new production and laboratory space is designed to support not only the scaling of existing operations but also to foster research and development of novel radiopharmaceuticals.

NONPROFITS

- **Utah Global Diplomacy**, a nonpartisan, nonprofit organization promoting respect and understanding between the people of Utah and other nations through citizen diplomacy and outcome-driven international relations, has appointed six new directors to its board: **Adam Wardel**, integral business counsel, PLLC & Rectify Partners; **Anna Maidon**, World Trade Center Utah; **Dina Sinclair**, international NGO leader; **Ozward Hutton**, professional connector; **Lavinia Taumoepeau-Latu**, Fulbright ambassador; and **Rick Haskell**, Westminster University. Wardel is an attorney with more than 10 years of experience across the legal, technology and banking industries. He has built entire legal departments from the ground up as an in-house attorney and has completed two national and two international acquisitions. His focus areas are global operations, risk management and compliance, growth strategy and corporate governance. Wardel's education includes earning a B.A. in political science and international relations from Brigham Young University. Maidon has worked and lived in many countries and cultures around the globe as a business executive. She has developed and delivered multimillion-dollar projects focused on cultural brand identity in offices in Doha, Dubai, and Sydney. At World Trade Center Utah, she works with Utah businesses, federal



Adam Wardel



Anna Maidon



Dina Sinclair



Ozward Hutton



Lavinia Taumoepeau-Latu



Rick Haskell

agencies and local organizations, raising awareness about the STEP grant program. Sinclair is a nonprofit leader with over 10 years of experience coordinating regional and international nonprofit projects and events in multiple countries. She has overseen a nonprofit at the U.S. Embassy in Kazakhstan, developed and managed grant and charity activities for an international nonprofit in Ukraine, and helped execute Doctors Without Borders' humanitarian aid missions. Hutton served a decade in the Marine Corps and nearly as long in the events management industry. Taumoepeau-Latu is an expert in international emergency and disaster management. Her education includes earning dual Bachelor of Science degrees in political science and international studies from the University of Utah. Haskell is a professor of finance in Westminster University's Bill & Vieve Gore School of Business and also serves as the director of the Westminster Center for Financial Wellness. His research is centered around asset valuation models and methods and the effects of capital intensity on labor markets. He earned master and doctoral degrees in economics at the University of Utah.

PARTNERSHIPS

- **Myriad Genetics Inc.**, a Salt Lake City-based genetic testing and precision medicine company, has announced a collaboration with **Flatiron Health**, a New York-based health technology company. The collaboration allows physicians to order Myriad's MyRisk Hereditary Cancer Test and view the results of the test directly in Flatiron's

see BRIEFS page 10

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EVENTS

- The **One Utah Summit**, which has taken place in the spring in Northern Utah and in autumn in Southern Utah, will take place just once annually in the future. The Northern Utah event will no longer take place, in part because of its cost. Ryan Starks, executive director of the Governor's Office of Economic Opportunity, told the GOEO board at its October meeting that GOEO will continue to partner with the Salt Lake Chamber, World Trade Center Utah and other organizations and help sponsor their events. The 2024 autumn summit in Cedar City had a record 1,500 attendees, 39 main-stage presenters and 65 breakout sessions across two days.

GOVERNMENT

- The **Utah Department of Health and Human Services** has appointed **Dr. Stacey Bank** as executive medical director, effective Nov. 4. Bank is a family physician with over 20 years of experience. She has a strong background in primary care and serving diverse populations. Bank most recently was a physician lead at Sacred Circle Healthcare and before that was the medical director at the University of Utah Intensive Outpatient

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BRIEFS

from page 9

cloud-based Electronic Medical Record platform, OncoEMR. MyRisk is the first hereditary cancer test to be incorporated into OncoEMR. The integration allows 4,200 providers at over 800 community-based cancer care locations

across the U.S. in Flatiron's network to conveniently order, receive and review MyRisk testing results directly through their daily OncoEMR system.

• **American Battery Factory Inc.**, an American Fork-based battery manufacturer, has announced a seven-year partnership with **Tinci Materials Texas LLC** to secure a supply of battery chemical materials. The agreement enables

ABF to advance battery cell production processes alongside the upcoming construction of the company's first gigafactory in Arizona. Materials sourced from and supplied by Tinci will be integrated into assembly of the cells, ensuring each unit is properly fit for use. ABF cells will be produced for households, businesses and utilities to optimize energy storage and enhance the power grid. As part of the partnership, both companies agree to cooperate to source and supply materials and manage logistics, update demand forecasts, develop an LFP battery ecosystem in North America and integrate materials directly into cell production for end-user energy storage products.

PHILANTHROPY

• **Gabb**, a Lehi-based company focused on safe technology for youngsters, and **Carry On**, a nonprofit organization focused on youth mental health and wellness through skateboarding and outdoor activities, recently presented a **"Disconnect to Connect Family Skateboard Night"** at Carry On Skatepark in Provo, aimed at offering Utah families an opportunity to take a break from screens, enjoy skatepark fun, and support youth mental health initiatives while promoting safe technology for families in need. The event included skateboard clinics for children ages 4-12, a taco station, games and crafts, a drawing and donation station to support youth mental health and safe technology access for families, and a "phone check" with disposable and Polaroid cameras to capture moments instead. Proceeds from drawing ticket sales and merchandise will go toward providing safe technology for families in need and supporting youth mental health programs.

• Thirty volunteers from **Tranont**, a Lehi-based healthy lifestyle company, recently spent a weekend building three homes in Tijuana, Mexico, to support **Project Mercy's** mission to build solid and secure houses and improve the qual-

ity of life for impoverished families in Mexico. The volunteer work is part of Tranont's **"Lift Where You Live"** initiative, designed to help people improve their health, create wealth and leave a lasting impact through service projects where employees and associates live. The weekend represented the fourth annual trip made by Tranont employees, during which 11 homes have been constructed.

REAL ESTATE

• **Vesta Realty Partners** and the **Larry H. Miller Co.** recently acquired **3715 S. Tracy Hall Parkway**, Provo, from **STAG Industrial**. It is a newly developed Class A, 171,556-square-foot industrial/manufacturing building. Financial terms were not disclosed. The new owners have already executed its first lease with beverage company **Swig**. The transaction was brokered by **Colliers** and **Woodley Real Estate** on behalf of the buyers, with **CBRE** representing the seller. Eric Woodley of Woodley Real Estate represented Swig in the lease, while Jarrod Hunt of Colliers represented the landlord.

RECOGNITIONS

• **Rocky Mountain Power's Blue Sky** program ranked first in overall green pricing sales in a national study by the U.S. Department of Energy's **National Renewable Energy Laboratory**. NREL recently released its ranking of leading utility green power programs based on 2023 data and recognized the top 10 outstanding green power programs. For the 22nd consecutive year, Rocky Mountain Power's Blue Sky program, which includes voluntary customer participation, is being recognized. Rocky Mountain Power scored first in the top 10 list for green power sales, based on December 2023 data. Blue Sky allows participants to match their energy usage with the purchase of renewable energy credits as a way to support renewable energy in the West.



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Outcomes Registry data was published by Sackeim HA, et al. J Affective Disorders, 2020, 277(12):65-74. The outcomes reported represent the subset of study patients for which the CGI-S data was reported before and after an acute course of NeuroStar TMS. Patients were treated under real-world conditions where patients may have been prescribed concomitant depression treatments including medications. "Measurable relief" was defined as a CGI-S score <=3 and "complete remission" was defined as a CGI-S score <=2 at the end of treatment.

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ARE YOU FORMING A NEW BUSINESS?

Five things to consider when choosing an entity for your startup business

Starting a new business is an exciting journey, especially when your business has been an idea for so long. Taking the proper steps to see your business come to fruition is essential, including choosing the right business entity. When deciding if you should create an LLC, corporation or have a sole proprietorship, there are a few things to consider when bringing your business to life. Deciding on what business entity you choose can significantly impact your legal responsibilities, tax obligations and liability.

When you are forming a business with other partners, these decisions are especially important. Co-owners of a business have a special relationship and having candid discussions with your business partner (or partners) about how that relationship should be structured is essential to avoiding conflict later. The right business entity is the first step to a successful co-owned business.

It's crucial to have an attorney advise you before choosing an entity. In the meantime, here are five factors to consider when selecting the best structure for your new venture.

1. Liability Protection.

When you form a new business, keep your personal assets separate from your business assets. You will also want to protect them, and different business entities offer varying levels of personal liability protection: Sole Proprietorship and Partner-

ship: These structures provide little personal liability protection. Your assets could be at risk if the business incurs debt it cannot repay or encounters legal issues.

Limited Liability Companies (LLCs) and Corporations: These structures offer stronger liability protection, ensuring that (so long as you maintain proper separation of personal and business assets) your personal assets are generally shielded from business liabilities.

2. Tax Implications.

Understanding how different entities are taxed may help optimize your financial strategy when forming your business. Each tax situation is different and electing an alternative tax structure can have unintended consequences. A good attorney will collaborate with your existing tax advisor to structure your business in an appropriate way based on your circumstances. Here are some considerations when choosing an entity:

Sole Proprietorship and Partnership: Profits are taxed directly as personal income, which can simplify tax filing but may result in higher taxes if the business is highly profitable.

LLCs: An LLC offers flexible tax options. By default, LLCs are taxed like a sole proprietorship or partnership. However, you can elect to tax an LLC as an S-corporation or C-corporation to be subject to corporation-style taxation rules. One common reason to consider S- or C-corpora-

tion status is to reduce self-employment taxes.

Corporations: Corporations may be taxed as a C- or S-corporation, depending on your election. Generally, corporations are taxed separately from their owners, which provides for some unique advantages but may lead to 'double taxation' challenges as profits are passed down to the company's owners.

3. Management and Control.

When selecting an entity, you want to consider how you want your business to be managed and the level of control you wish to maintain. Your involvement will depend on the entity you choose, if you have business partners and a few other factors.

Sole Proprietorship: You have complete control, making it easy to manage and make decisions.

Partnership: Control is shared among partners, which requires clear agreements, communication and strong relationships to be successful.

LLC: This entity gives you the power to shape your business as you see fit. You can choose to manage it yourself or appoint managers, giving you the adaptability to respond to changing business needs.

Corporation: Typically, corporations are governed by a board of directors and officers, which can benefit larger businesses but may introduce



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Is AI revolutionizing the law office?

Artificial intelligence is transforming the legal industry in 2024 by automating tasks traditionally handled by interns, paralegals and law clerks

Bailey Chism
The City Journals

The legal industry has long been a sector where complex tasks require intense human involvement. Traditionally, law firms rely heavily on interns, paralegals and law clerks to perform tasks such as legal research, document review, drafting contracts and managing case files. However, artificial intelligence (AI) is radically transforming these roles. From AI-driven document analysis to sophisticated legal research tools, technology is automating many of the repetitive and time-consuming tasks these professionals once handled.

As AI technology advances, many firms are incorporating AI into their everyday operations, making legal processes more efficient and cost-effective. But what does this mean for the human workforce, particularly those in junior legal roles?

AI-Powered Legal Research and Document Review

One of the most significant areas where AI is making an impact is in legal research and document review, tasks traditionally performed by law clerks and interns. In legal firms, these activities often involve searching through volumes of case law, statutes, contracts and legal opinions to find relevant information. Historically, this task could take hours, if not days, depending on the complexity of the case.

With AI-driven platforms like Casetext and ROSS Intelligence, legal research is now faster and more accurate. These platforms use natural language processing (NLP) to interpret complex legal queries and instantly generate relevant case law and statutes. Instead of relying on an intern or clerk to manually sift through legal texts, lawyers can input questions directly into these systems and receive results in seconds. For example, Casetext's CoCounsel, launched in 2023, acts as a legal assistant capable of drafting briefs, conducting legal research and even reviewing contracts.

Additionally, AI-powered document review tools such as Kira Systems and LawGeex allow for the

automated scanning and reviewing of contracts, legal filings and discovery documents. These tools can highlight potential risks, inconsistencies and legally problematic clauses, significantly reducing the time and effort required from paralegals and clerks.

Contract Drafting and Due Diligence

Contract drafting and due diligence are two other areas that have

painstakingly review documents, is now automated, making the process faster and more thorough.

Predictive Analytics and Case Outcome Predictions

Beyond research and document review, AI is also being used to predict case outcomes, a task traditionally reserved for experienced clerks and attorneys. AI-powered platforms



traditionally required significant input from junior staff. Paralegals and clerks were often tasked with drafting and reviewing contracts, checking them for compliance and conducting due diligence for mergers and acquisitions (M&A). These processes are now being handled by AI platforms that can not only draft contracts but also suggest revisions, ensuring compliance with the latest legal standards.

For instance, LawGeex automates contract review by comparing documents against standard legal practices and identifying problematic clauses. This process is significantly faster than manual review and reduces the margin for error. A 2021 study by LawGeex demonstrated that AI outperformed human lawyers in reviewing non-disclosure agreements, with the AI achieving 94 percent accuracy compared to the lawyers' 85 percent.

Similarly, in M&A, AI is streamlining the due diligence process by scanning financial documents, contracts and corporate filings to identify potential legal risks. This task, which once required junior associates to

like Lex Machina and Premonition analyze historical case data, including judges' rulings, the success rates of various arguments and the legal strategies employed. These platforms provide valuable insights that lawyers can use to assess the potential outcome of a case.

By analyzing patterns in past rulings, AI can make more accurate predictions than human clerks who would typically conduct manual case comparisons. This reduces the amount of time legal professionals spend analyzing cases, while providing more robust data-driven predictions. According to a study by Thomson Reuters, AI-assisted predictive analytics improve the efficiency and accuracy of legal predictions, giving firms a competitive edge in their legal strategies.

Automation of Administrative Tasks

Paralegals and clerks often handle a wide range of administrative tasks, including document management, scheduling and case filing. AI-driven workflow platforms like Clio and MyCase have automated many of these routine tasks, allowing law firms to optimize their operations.

These platforms integrate AI to manage scheduling, monitor case deadlines, organize client information and even automate billing.

Clio's AI-powered features can track and prioritize tasks for legal teams, reducing the need for administrative support staff. These tools streamline case management, which was once the responsibility of junior legal professionals, freeing them to focus on higher-value tasks.

Legal Chatbots and Client Interaction

In recent years, AI-powered chatbots have become an essential tool in law firms for handling client interactions. These chatbots can answer routine legal questions, guide clients through legal procedures and even help fill out basic legal forms. This reduces the workload for interns and paralegals who would typically handle these initial client interactions.

Chatbots like DoNotPay and LISA (Legal Intelligence Support Assistant) offer simple legal advice and help users navigate small legal issues, such as disputing parking tickets or drafting wills. Law firms are increasingly relying on these chatbots to provide initial consultations, freeing up human staff to focus on more complex cases. DoNotPay, for instance, has been dubbed "the world's first robot lawyer" and continues to expand its range of legal services.

The Changing Role of Interns, Paralegals and Clerks

While AI is automating many tasks previously handled by interns, paralegals and clerks, it is not entirely replacing these roles. Instead, these professionals are shifting toward higher-level work that requires critical thinking, complex analysis, and human judgment — skills that AI currently lacks. Interns may no longer be required to perform basic research or document review, but they are now more likely to engage in strategic tasks, such as client management or assisting with AI system operations. Paralegals, on the other hand, are transitioning to roles that involve overseeing the implementation of AI tools and ensuring that AI-generated

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LAW FIRMS

Ranked by Number of Utah Attorneys



	Company Name Address	Phone Web	No. of Utah Attorneys	No. National Attorneys	No. of Utah Partners	No. of Utah Paralegals	No. Utah F/T Employees	No. National Locations	Areas of Specialty	Year Est.	Managing Partner(s)
1	Parsons Behle & Latimer 201 S. Main St., Ste. 1800 SLC, UT 84111	801-532-1234 parsonsbehle.com	170	*	84	9	*	11	Full-service corporate law firm	1882	Shawn C. Ferrin CEO
2	Kirton McConkie 50 E. South Temple, Ste. 400 SLC, UT 84111	801-328-3600 kmclaw.com	149	149	90	18	253	4	Alternative dispute resolution; appellate; bankruptcy; construction, surety and design professionals; corporate; cybersecurity and data privacy; family law; First Amendment and religious organizations; immigration; IP; international; labor and employment; litigation; natural resources and energy; real estate; tax and estate planning	1964	Robert D. Walker
3	Ray Quinney & Nebeker PC 36 S. State St., Ste. 1400 SLC, UT 84111	801-532-1500 rqn.com	106	*	65	9	64	2	Banking & finance, bankruptcy & creditors' rights, corporate & business, employment law, environmental law, intellectual property, litigation, real estate, tax, trust & estate planning, white-collar & corporate compliance	1940	Arthur B. Berger Managing Partner Eric Visser COO
4	Kirkland & Ellis LLP 95 S. State St. SLC, UT 84111	801-877-8100 kirkland.com	103	2,718	24	1	36	12	Private equity, M&A & other complex corporate transactions; investment fund formation & alternative asset management; restructurings; high-stakes commercial & intellectual property litigation; government, regulatory & internal investigations	1909	Travis Lee Nelson Partner
5	Dentons Durham Jones Pinegar 111 S. Main St., Ste. 2400 SLC, UT 84111	801-415-3000 dentons.com	97	1,300	56	22	157	160	Complex business & finance law, banking, commercial litigation, intellectual property, bankruptcy, real estate, tax, estate planning, employment, family law, immigration and more	1991	Joshua E. Little President and CEO
6	Strong & Hanni Law Firm 102 S. 200 E., Ste. 800 SLC, UT 84111	801-532-7080 strongandhanni.com	90	90	64	28	160	2	Trial practice in both state and federal courts; broad range of business and transactional legal services, including corporate and commercial disputes, transportation law, medical and professional malpractice, insurance coverage and personal injury, among others.	1888	Michael J. Miller Managing Shareholder
7	Holland & Hart 222 S. Main St., Ste. 2200 SLC, UT 84101	801-799-5800 hollandandhart.com	87	503	43	5	107	13	Commercial litigation; corporate; environmental and natural resources; intellectual property, labor and employment; real estate finance & development, tax & estate planning	1947	Chris Balch Partner & Firm Chair
8	Parr Brown Gee & Loveless 101 S. 200 E., Ste. 700 SLC, UT 84111	801-532-7840 parrbrown.com	85	85	61	6*	103*	1	Business & finance, commercial litigation, bankruptcy workouts & creditors' rights, construction law services, employment law, entertainment, international services, natural resources law, real estate law, tax, technology	1975	Dale Hansen Shareholder
9	Dorsey & Whitney LLP 111 S. Main St., 21st Floor SLC, UT 84111	801-933-7360 dorsey.com	67	618	36	18	134	21	Corporate; emerging companies; M&A; venture capital; securities; private equity; bankruptcy; financial restructuring; litigation; natural resources; environment; intellectual property; food, beverage & agriculture; international; white-collar defense	1912	Bill Stoeri Managing Partner
10	Fabian Vancott 95 S. State St., Ste. 2300 SLC, UT 84111	801-597-8900 fabianvancott.com	65	71	33	2	84	2	Corporate, bankruptcy, education, labor, energy/utilities, environmental, ERISA, government, venture capital, white-collar defense, intellectual property, litigation, product liability, real estate, taxation, estate planning	1874	Bryant W. Jensen President
11	Snell & Wilmer Gateway Tower West 15 W. South Temple, Ste. 1200 SLC, UT 84101	801-257-1900 swlaw.com	60	550	35	4*	101*	16	Bankruptcy; commercial finance; commercial litigation; corporate and securities; environmental, oil, gas and mining; intellectual property; labor and employment; mergers and acquisitions; natural resources; product liability; real estate; tax and estate planning	1938	Brian D. Cunningham Partner Wade R. Budge Partner
12	Workman Nydegger PC 60 E. South Temple, Ste. 1000 SLC, UT 84111	801-533-9800 wnlaw.com	48	48	38	10	61	1	Patents, trademarks, copyright, litigation, e-commerce, trade secrets, licensing and transactional work, post-grant proceedings, IP counseling, international IP	1984	Thomas R. Vuksinick Senior Counsel

*Did not disclose. If a figure is followed by an asterisk, it is from a prior year and current information is not available.

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Ranked by Number of Utah Attorneys

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13	Clyde Snow & Sessions 201 S. Main St., Ste. 2200 SLC, UT 84111	801-322-2516 clydesnow.com	38	2	18	3	52	3	Bankruptcy, business and finance, estate planning and tax, family law, labor and employment, litigation, natural resources and water law, real property, white-collar and regulatory, dispute resolution	1949	Brian A. Lebrecht
14	Spencer Fane (Snow Christensen & Martineau) 10 Exchange Place, Ste. 1100 SLC, UT 84111	801-521-9000 scmlaw.com	38	500+	11	12*	*	27	Corporate and business planning, commercial disputes, commercial real estate, construction, employment, estate planning, family law, health care, insurance, professional liability, taxation, transportation, white-collar criminal defense and more	1886	D. Jason Hawkins President
15	Maschoff Brennan 95 S. State St., Ste. 800 SLC, UT 84111	801-297-1850 mabr.com	25	48	16	7	54	6	Intellectual property and complex litigation	2011	Kirk R. Harris
16	Cohne Kinghorn PC 111 E. Broadway, 11th Floor SLC, UT 84111	801-363-4300 ck.law	22	22	14	1	33	1	Appellate practice; arbitration & mediation; bankruptcy; business formation & planning; commercial and civil litigation; construction law; family law; health care law; insurance; medical malpractice defense; mergers and acquisitions; real estate and real property; transactions & securities law; trial practice; wills, trusts and estate planning	1975	John S. Bradley
17	TraskBritt 230 S. 500 E., Ste. 300 SLC, UT 84102	801-532-1922 traskbritt.com	20	24	12	8	50	1	Intellectual property	1973	J. Jeffrey Gunn
18	Ballard Spahr LLP 201 S. Main St., Ste. 800 SLC, UT 84111	801-531-3000 ballardspahr.com	19	590	5	4	22	15	Real estate, complex litigation, employment, corporate, emerging growth, government relations, consumer financial services	1885	Peter Michaud Chair
19	Smith Hartvigsen 257 E. 200 S., Ste. 500 SLC, UT 84111	801-413-1600 smith hartvigsen.com	17	17	7	2	28	1	Water law, litigation, redevelopment, family law, appeals, government, employment, natural resources, business & corporate law, business & contracts, mediation, estate planning	2002	J. Craig Smith, Partner Jeff R. Gittins, Partner
20	Thorpe North & Western 8180 S. 700 E., Ste. 350 Sandy, UT 84070	801-566-6633 tnw.com	17	22	13	2	24	2	Intellectual property law and intellectual property law litigation	1979	Executive Committee
21	Richards Brandt Miller Nelson 111 E. Broadway, Ste. 400 SLC, UT 84111	801-531-2000 rbmn.com	15	*	9	7	35	1	Litigation, business, construction, family, estate planning and immigration	1978	Mark R. Sumsion
22	Babcock Scott & Babcock 370 E. South Temple, 4th Floor SLC, UT 84111	801-531-7000 babcockscott.com	9	9	7	1*	15	1	Construction law	2000	Robert Babcock Principal Brian Babcock Shareholder Jason Robinson Shareholder & Director
23	Gallian Welker & Associates 965 E. 700 S., Ste. 305 St. George, UT 84790	435-628-1682 stgeorge lawoffice.com	9	11	4	5*	14*	2	Family law, business law, estate planning, VA claims, criminal defense, personal injury	1980	Russ Gallian Mike Welker Matt Ekins Travis Barrick
24	Froerer & Miles 2661 Washington Blvd., Ste. 201 Ogden, UT 84401	801-621-2690 froerer andmiles.com	6	6	4	1	9	1	Family law, estate planning/probate, real estate disputes, small business advising, guardianships, mediation, commercial litigation	1955	Robert Froerer, Partner Kelly Miles, Partner Bryce Froerer, Partner Matt Miles, Partner
25	Stoel Rives 201 S. Main St., Ste. 1100 SLC, UT 84111	801-328-3131 stoel.com	4	354	2	1	11	10	Corporate, finance, business litigation, environmental and natural resources, labor and employment, real estate, technology and intellectual property law	1979	Joshua G. Gigger
26	The Connor Law Firm 20 N. Main St., Ste. 301 St. George, UT 84770	800-679-6709 connorlegal.com	1	1	1	0	2*	2	Exclusively estate planning	1994	Ben E. Connor Founder

*Did not disclose. Please note that some firms chose not to respond, or failed to respond in time to our inquiries. All rights reserved. Copyright 2024 by Salt Lake Business Journal. The Business Journal strives for accuracy in its list publications. If you see errors or omissions in this list, please contact us at lists@slbusinessjournal.com.



New Utah laws in 2024: Transforming business, workforce and sustainability

In 2024, Utah passed key laws targeting workforce improvement, tax relief, sustainability, health care benefits and data privacy, shaping a more competitive and resilient business environment.

Bailey Chism
The City Journals

In 2024, Utah's Legislature enacted a number of laws that are set to have profound implications on the state's business landscape. From workforce reforms and tax policies to environmental sustainability measures, the state's legislative session reflected its commitment to fostering economic growth while addressing social and environmental concerns.

Workforce Development and Labor Laws

One of the key challenges facing businesses in Utah is the labor shortage, especially in tech and skilled trades. In response, lawmakers passed the Utah Workforce Advancement Act (UWAA), a comprehensive reform designed to address skill gaps, enhance training programs and support workforce participation.

Expanded Apprenticeships: The UWAA allocates substantial funding to expand apprenticeship programs, particularly in STEM fields. This initiative provides incentives for businesses to partner with educational institutions to offer apprenticeships, bridging the gap between academic learning and real-world application.

Increased Support for Trade Schools: To meet the demand for skilled trades, Utah's government will provide grants to trade schools and community colleges for upgrading their facilities and developing new curriculums in construction, manufacturing and health care.

Workforce Reentry Programs: Recognizing the importance of bringing individuals back into the workforce, the act includes provisions for reintegrating formerly incarcerated individuals, providing job training and support to reduce recidivism and create a more inclusive labor market.

Impact on Businesses: The UWAA is set to create a more competitive and skilled workforce, which will attract companies looking for top-tier talent, particularly in sectors such as technology, health care and construction. Businesses that invest in apprenticeship programs can benefit from tax incentives and gain access to a pipeline of well-trained employees.

Tax Reforms: Supporting Business Growth and Innovation

Utah's tax landscape has long been a competitive advantage for attracting businesses. In 2024, the Legislature passed significant tax reforms aimed at fostering innovation, supporting small businesses and enhancing economic growth. The Utah Business Tax Modernization Act (UBTMA) stands out as a pivotal reform in this regard.

Reduction in Corporate Income Tax Rates: The corporate income tax rate was lowered from 4.95 percent to 4.5 percent. This reduction is aimed at making Utah even more competitive in attracting new businesses and encouraging existing companies to reinvest in their operations.

R&D Tax Credits: The UBTMA includes expanded tax credits for companies that invest in research and development, particularly in emerging sectors like artificial intelligence, biotechnology and clean energy. These credits are designed to position Utah as a hub for innovation.

Small Business Tax Relief: For small businesses, the act introduces a simplified tax filing process and a new tax relief program that reduces the burden on businesses with annual revenues below \$2 million.

Impact on Businesses: The reduction in corporate tax rates will make Utah a more attractive destination for large corporations, while small businesses will benefit from the streamlined tax filing process and tax relief measures. The expanded R&D credits are particularly beneficial for tech startups and innovative companies that prioritize research-driven growth.

Environmental Sustainability and Renewable Energy Initiatives

Utah has been grappling with air quality concerns, particularly in urban areas like Salt Lake City, where air pollution has affected both public health and the business climate. In response, the state passed the Clean Air and Renewable Energy Act (CARE Act), which focuses on reducing emissions, encouraging renewable energy adoption and promoting sustainability in business practices.

Emission Reduction Targets: The CARE Act sets ambitious goals for reducing statewide emissions by 20 percent by 2030. Businesses in industries like transportation and manufacturing are required to meet stricter emission standards, and those that exceed targets can qualify for incentives.

Renewable Energy Tax Incentives: Companies that invest in renewable energy infrastructure, such as solar or wind power, can benefit from tax incentives. This provision aims to encourage businesses to transition to cleaner energy sources and reduce their carbon footprint.

Green Building Standards: The act mandates that new commercial construction projects meet energy efficiency standards. These include using sustainable materials, optimizing energy use, and reducing waste during construction.

Impact on Businesses: Businesses in industries that rely on heavy manufacturing or transportation may face initial costs in meeting stricter emission standards. However, the tax incentives for renewable energy investments and green building practices will provide significant long-term savings. Additionally, businesses that adopt sustainable practices can enhance their reputation and appeal to environmentally conscious consumers and investors.

Health Care and Employee Benefits

Another significant law passed in 2024 is the Utah Health and Wellness Act (UHWA), which introduces new regulations for employer-provided health benefits, paid family leave, and mental health support. This legislation was designed to address rising health care costs while ensuring that Utah remains an attractive place for both employers and employees.

Mental Health Support: The UHWA requires companies with over

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Lawyer shortage putting pressure on Utah firms

National lawyer shortage is causing increased pressure on the state's law firms, public defenders and the justice system, as growing legal demands outpace the state's supply of attorneys

Bailey Chism
The City Journals

Utah is currently experiencing a significant lawyer shortage that is impacting law firms across the state, exacerbating an already strained legal system. This shortage is particularly severe in Salt Lake County, where District Attorney Sim Gill has struggled to fill over two dozen lawyer vacancies. The issue is not isolated to public-sector offices but extends to private law firms of all sizes, which are finding it increasingly difficult to attract and retain legal talent.

Contributing Factors to the Shortage

Several factors contribute to Utah's lawyer shortage. First, Utah's population has grown rapidly in recent years, particularly in Salt Lake City and surrounding areas. This growth has increased demand for legal services in areas such as real estate, family law and business litigation, but the supply of qualified attorneys has not kept pace. Despite the presence of two law schools — the University of Utah's S.J. Quinney College of Law and Brigham Young University's J. Reuben Clark Law School — many graduates leave Utah for larger markets like California and New York, where salaries are higher.

According to the *American Bar Association Journal*, another significant factor is the "Great Resignation" that has affected various industries across the U.S., including the legal sector. Many lawyers have chosen to retire early or transition to in-house roles, which offer more predictable hours and work-life balance. For Utah, this has meant fewer experienced attorneys available for courtrooms and law firms.

The *ABA Journal* states the increasing costs of living, especially housing in Utah's urban centers, have made it difficult for new lawyers to afford staying in the state unless they secure highly lucrative positions. This is particularly burdensome for public defenders and attorneys working for smaller firms, who cannot offer competitive salaries to match the larger firms or corporations.

Impact on Firms and Legal Services

The shortage has placed enormous pressure on law firms, especially small to midsize firms that rely heavily on local talent. Many firms are finding it difficult to maintain their caseloads, and some have had to turn clients away or refer them to out-of-state counsel. Larger firms have managed better by tapping into national networks or hiring attorneys to work remotely, but even these firms are facing challenges as they compete for the same limited pool of legal talent.

For small and mid-sized firms, the talent shortage also means higher operating costs. The demand for lawyers has driven salaries up, forcing firms to offer more competitive compensation packages. This squeeze on resources is particularly difficult for firms that operate on thinner profit margins. As a result, clients are seeing higher legal fees as firms pass on these costs.

According to the *ABA Journal*, the shortage is also affecting access to justice. In rural parts of Utah, finding a lawyer has become even more challenging, and some counties have very few, if any, full-time lawyers. This makes it harder for residents to access legal services for family law issues, criminal defense, or business matters. Public defend-

ers are especially strained; many are dealing with overwhelming caseloads that limit the amount of time they can devote to individual clients, raising concerns about the quality of legal representation in the state.

Public Sector Struggles

The shortage of lawyers is perhaps most acutely felt in Utah's public sector, particularly in district attorney offices. In Salt Lake County, Gill has repeatedly raised alarms about how the lack of lawyers is impairing the justice system. His office has struggled to fill vacancies due to noncompetitive salaries compared to private-sector opportunities. He was recently able to solve this problem by asking the Salt Lake County Council for \$300,000 to raise salaries.

"Because of salary raises, thanks to the Salt Lake County Council, we have been able to fill the openings at the Salt Lake County District Attorney's Office," said Gill.

Prosecutors are not the only ones affected, though; public defenders in Utah face similar challenges, as their caseloads continue to grow. A recent study found that Utah's public defenders carry some of the highest caseloads in the country, a situation that leads to rushed cases and delayed court proceedings. This puts a strain on the entire judicial system, as delayed court proceedings increase the backlog of cases, prolonging justice for all involved parties.

Law School Graduates

Utah's two law schools consistently produce graduates, many of whom have strong ties to the state. While Utah offers an excellent quality of life, the salary gap between Utah and larger legal markets like California or New York can be hard to overlook.

"The fact that the graduating classes of 2022 and 2023 have been high-watermark years in terms of national employment may suggest that a lawyer shortage has been advantageous for these recent law school graduates in creating demand/jobs for them," said Shannon Grandy Larsen, BYU Law's assis-

tant dean for career development.

Some Utah firms have responded by offering signing bonuses, flexible work arrangements and faster career advancement opportunities.

"The lawyer shortage hasn't affected large and medium-sized law firms in Utah very much," Larsen said. "I still see more of our students willing and wanting to work for those firms that are getting jobs there. Utah has two strong law schools in the state that send out enough graduates each year to satisfy the demand from Utah's large and mid-size firms."

Larsen said the lawyer shortage is more national in scope. It has affected lateral hiring more than entry-level hiring, has affected the public sector more than the private sector and has potentially affected small firms more than large firms.

"Even though I don't perceive a lawyer shortage at play, there are certainly so-called 'talent wars' among Utah firms to compete for the strongest candidates," Larsen said.

Future Solutions

Several efforts are underway to mitigate the effects of the lawyer shortage in Utah. One promising development is Utah's regulatory reforms, which allow non-lawyers to provide certain legal services. By permitting paraprofessionals to assist with less complex legal matters like divorce, child custody and small claims, the state hopes to alleviate some of the pressure on overburdened lawyers.

The *ABA Journal* states some firms are exploring technology solutions, such as legal software and artificial intelligence, to automate routine tasks and reduce the workload on their attorneys. However, these solutions are still in the early stages of adoption and are unlikely to solve the shortage in the short term. Moreover, there is ongoing discus-



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STARTUP

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more complexity. In addition, state law typically imposes more stringent compliance obligations on corporations when compared to LLCs.

When sharing control with business partners, it's important to set out clear responsibilities and to decide how decision-making will occur. Deadlocks among co-owners can be especially problematic, and well-written company management documents can help prevent these issues before they even start — or at least help each owner understand what happens in the event of a deadlock.

4. Fundraising and Investment.

Depending on how you structure your business, you may need to improve your ability to attract investors and secure funding. Determine how you'd like to raise capital before selecting an entity to ensure

your goals align.

Sole Proprietorship and Partnership: Raising capital and receiving investors may be difficult for these entities because they can't issue stock, and it can be hard to properly allocate responsibilities and define control among an investor group.

LLC: This entity offers more flexibility in raising funds, as you can bring in investors by offering membership interests. LLCs are generally considered less effective for complex ownership arrangements, but LLCs are often used even when you are taking investments from others. Whether to take investments through an LLC or a corporation depends on the nature of the investors and the longer-term objectives of your company.

Corporation: This entity is the most traditional structure for investors as it provides several attractive features relating to corporate governance that investors find valuable. In particular, corporations issue stock and can have multiple classes of stock, making it easier to raise capital and attract investors.

5. Regulatory and Administrative Requirements.

Different entities come with varying levels of regulatory compliance and administrative upkeep, which are essential to be aware of when selecting an entity for your business. Failing to comply with these regulatory and administrative burdens can cause unexpected problems — it can even put your "limited liability" protections at risk. In addition, more sophisticated business structures can increase the cost to form the entities in the first place, which can be a major strain on a new business venture.

Sole Proprietorship and Partnership: These entities generally have the fewest regulatory requirements and administrative burdens, making them easy to maintain.

LLC: This entity requires more paperwork than a sole proprietorship but less than a corporation. You'll need to file articles of organization and maintain an operating agreement.

Corporation: This entity involves the most regulatory requirements, including filing articles of incorporation,

creating bylaws, holding regular board meetings and maintaining detailed records.

Most of these business entity types will require you to ensure that you comply with the newly enforced Corporate Transparency Act (CTA), a federal law requiring many companies to disclose the identities of their major owners to the federal government. There is a major deadline coming soon for the CTA. By the end of the year, businesses that are subject to the law which were formed before 2024 are required to have submitted their documentation to the Financial Crimes Enforcement Network (FinCEN), a division of the U.S. Treasury responsible for implementation of the CTA.

Whether you are a new or current business owner, be sure to contact an attorney to help advise you on the appropriate steps to take when it comes to your business.

Landon Troester is an associate attorney at Clyde Snow & Sessions in Salt Lake City. His practice focuses on business transactions, securities, trust and estate planning and bankruptcy matters.

AI

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outputs comply with legal standards. According to a 2023 report by McKinsey, while AI will automate many legal tasks, it will also create opportunities for legal professionals to work on more creative, judgment-intensive

tasks. Legal professionals will need to manage AI systems, interpret AI-generated data and provide the human touch in complex legal matters that require empathy and ethical considerations.

As AI continues to advance, its impact on the legal profession will continue to grow even more profound. While many tasks once performed by

interns, paralegals and law clerks are being automated, AI is also opening new opportunities for these professionals to engage in more strategic and complex work. Law firms must embrace these changes and invest in upskilling their staff to work alongside AI technologies. The future of the legal profession will not be AI replacing lawyers but AI enhancing legal

work by automating routine tasks, allowing human professionals to focus on the high-value, human-centered aspects of law.

By integrating AI into their workflows, law firms can stay competitive in an evolving industry, providing more efficient and cost-effective services while freeing up their human talent to solve complex legal challenges.

NEW LAWS

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50 employees to offer mental health resources and support programs as part of their benefits packages. Employers can partner with third-party providers or offer in-house counseling services.

Paid Family Leave: Under the new law, employees are entitled to 12 weeks of paid family leave for the birth or adoption of a child, or to care for a seriously ill family member. This provision is fully funded by the employer, though businesses can receive tax credits to offset the cost.

Affordable Health Care Plans: The UHWA introduces a state-run marketplace for small businesses to purchase affordable health care plans. This is aimed at reducing health care costs for small-business owners while

ensuring employees have access to quality care.

Impact on Businesses: The UHWA will likely increase operating costs for businesses, particularly those that need to enhance their health-care and benefits packages. However, offering comprehensive mental health support and paid family leave can improve employee retention and productivity. Companies that provide better work-life balance and health benefits are also likely to see improved morale and reduced turnover.

Data Privacy and Cybersecurity Laws

As the digital economy continues to grow, Utah has taken a proactive stance on data privacy and cybersecurity. In 2024, the Legislature passed the Utah Data Protection Act (UDPA), which establishes stricter regulations for businesses that collect, store, or process consumer data.

Consumer Data Rights: The UDPA grants consumers the right to access, correct, or delete their personal information held by businesses. Companies must implement processes to comply with these requests within a specified timeframe.

Data Breach Reporting: Businesses are required to report data breaches to the state within 72 hours of discovery. Failure to do so can result in significant fines and penalties.

Cybersecurity Standards: The law mandates that businesses adopt a minimum level of cybersecurity measures, including encryption and secure data storage protocols.

Impact on Businesses: For businesses that handle large amounts of consumer data, compliance with the UDPA will involve additional investments in cybersecurity infrastructure and data management. While this may lead to higher upfront costs, businesses that prioritize data security can

avoid costly data breaches and maintain consumer trust.

The laws passed in Utah in 2024 reflect the state's dynamic approach to balancing economic growth with workforce development, environmental sustainability, health care, and data privacy. These reforms are designed to make Utah more competitive in attracting businesses, while also addressing the evolving needs of the labor market, consumers, and the environment.

For businesses, the new laws present both challenges and opportunities. Companies that adapt to the new regulations, invest in workforce development, and embrace sustainable practices will likely thrive in this evolving landscape. As Utah continues to grow as an economic powerhouse, the legislative decisions made in 2024 will play a pivotal role in shaping the state's future business environment.

LAWYERS

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sion about how to make the legal profession more appealing to Utah's law graduates. This includes addressing the wage gap, promoting work-life balance, and creating mentorship programs that can help retain younger lawyers.

"For many law students and attorneys, Utah has its own appeal

— mountains [and] outdoor adventure, family ties — that, together with historically lower cost of living, counters higher-paying jobs in other states," Larsen said. "That said, Salt Lake firms have increased their starting salary over the past few years. However, I see that not as a result of a lawyer shortage, but instead due to several national/international firms with higher salaries opening offices in Salt Lake. Previ-

ously, the highest starting salaries in the industry weren't available in the Salt Lake market, but now that they are, Salt Lake firms have increased their pay to stay competitive within their own market."

Public service loan forgiveness programs are also seen as a potential tool to attract attorneys to public defender and district attorney roles, according to the *ABA Journal*.

The lawyer shortage is a multifaceted issue affecting both pri-

vate firms and public-sector offices. While the state's growing population increases the demand for legal services, the limited supply of lawyers creates a significant bottleneck in the justice system. Without sustained efforts to address compensation disparities, improve work conditions and explore new models for delivering legal services, the shortage is likely to persist, with far-reaching consequences for Utah's legal landscape.

Qualtrics research finds top employee experience trends for 2025

Today's employees would like to get back on task. Years of chaotic workplace changes — think hybrid working arrangements and tracking multiple projects across different platforms — have employees yearning for a simpler, productive 9-to-5 arrangement, according to the sixth annual Employee Experience Trends Report from Qualtrics, a Provo-based experience management platform. The report draws on insights from more than 35,000 employees in 23 countries around the world.

According to the report, the five employee experience trends for 2025 are:

- **2025's best employers will make work less chaotic:** The pace of change is putting pressure on employees and they need organizational support to stay engaged and maintain their well-being.

Amid rapid change to the workplace, employees are more engaged when their employer's culture and processes empower them and make it easier to do their jobs. A culture of continuous improvement is the strongest predictor of employee well-being, yet it's trailing

as one of the lowest-rated metrics among global employees.

Nearly 40 percent of employees report feeling pressure to be more productive. The pressure primarily comes from trying to keep up with the pace of change, as well as the overall economic environment and strategic changes to the business. When employees feel pressure, they are less engaged and their well-being suffers.

"Over the past several years, we've seen that engagement and well-being are highest when employees feel proud of their organization's impact on customers and supported in adapting to change," said Benjamin Granger, chief workplace psychologist at Qualtrics. "In general, humans are excellent at adapting to change, as long as they have support. Increased pressure to be productive must be met with increased organizational support and communication if organizations are to uphold their end of the new psychological contract between employee and employer."

- **Young employees are surprisingly optimistic — for now:** Workers un-

der 25 years old are highly engaged and have a positive outlook on the success of their company as well as their own careers. They are bringing highly engaged, optimistic energy to work. They want to drive change and have an overall positive outlook on their company's future, as well as their own. But don't count on them for the long run: The one metric where young workers trail older generations is their intent to stay with a company for three or more years, even when they feel their employer exceeds their expectations.

Some of this could be due to typical demographic patterns. Young people may be more flexible about making major life changes more frequently.

"When leaders accept stereotypes about young employees being lazy, entitled or disengaged, they do their organizations a disservice. Crushing the optimism young workers bring into the workplace is far from productive, especially when it can be easily nurtured, bringing out creativity and new ideas for innovation," according to Granger. "Offering them opportunities to share their ideas and stretch

their skills can win over talented workers early in their careers and create lasting goodwill toward the company, even after they eventually depart."

- **Employee experiences are being ruined by entry and exit:** Employees rank the application and interview process as the worst part of the employee journey, risking company reputations. Employees who have been with their current company for less than six months don't plan to stay long-term. More than half of these new employees (56 percent) plan to leave within three years, compared with just 34 percent of more tenured workers.

Why? Because companies are souring their new employees' morale before they even start by providing poor job candidate experience. In fact, the candidate experience is rated lowest among several significant phases in the employee journey, such as onboarding, changing roles or applying for a promotion.

At the other end of an employee's time with a company, the exit experience was also poor. While departed employees are no longer active with a company, their final impression can become the lens through which they view their entire experience.

- **Prioritizing short-term gains are costing you long-term trust:** While most employees believe in the competence and integrity of their senior leaders, just 56 percent believe they would prioritize employee well-being above short-term gains. Business leaders are challenged by an uneven global economy and declining customer loyalty, but the long-term success of the company is at risk if they overlook the importance of employee trust.

"Trust is the glue that holds people within organizations together, but it is often harder to earn and maintain during times of disruption and uncertainty," said Granger. "Most leaders are comfortable tracking operational metrics, but the ones who earn employee trust go further to monitor how employees feel, and double down on trust-building behavior and communication during challenging times."

- **Your people are outpacing you on AI:** Employees are outpacing their employers on AI adoption, as enablement lags. Nearly half of employees say their organizations don't provide AI enablement and training, and a similar share say their company has no clear AI guidelines, ethics or principles — or they are unaware they exist.

Meanwhile, nearly a third of employees who use AI at work are using tools that they found themselves, as opposed to tools provided by the company, meaning they likely have not been approved by IT or security teams and may not have safeguards to protect company or customer data. Nearly half (45 percent) of employees say they are using AI daily or weekly, and employees who use AI regularly are more positive about its potential for their job than employees who rarely use it.

"There's a growing desire and readiness among workers to leverage AI, even if it isn't explicitly supported by the company," said Granger. "This introduces significant risks to employees, customers and organizations alike. Many workers are already looking for opportunities to use AI to augment their work and it is far better for organizational leaders to lean in and provide approved tools and clear guidance to gain the benefits of these technologies without putting the company or customers at risk."

ANNIVERSARY

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at its start. At the celebration luncheon, 23 companies were listed as joining since then, as were 16 new companies.

The challenge calls on participating businesses and organizations to increase the percentage of women in senior leadership positions; increase the women retention rate at all company levels; increase the number of women on boards of directors and encourage women to serve on community and corporate boards; monitor pay by gender and close identified gaps; establish or enhance leadership development, mentoring and/or sponsorship programs for women; and recruit women to run for public office and provide follow-up support.

Companies will build return on investment, workforce retention and morale by focusing on supporting women and building a pipeline for women leaders, Jones said. That's because men and women think differently and women bring to their jobs different competencies, she said.

"Importantly, these competencies are very skills that companies are seeking: providing improved ROI, employee morale and the ability to attract and retain talent," she said.

Jones said WLI has seen improvements in elevating women in the state of Utah, but "wholesale change is slow and can be frustrating." Improvements are most notable on boards and upper management, Jones said, "as opposed to the C-suite, although that is happening, too, where most of the leadership pipeline is built."

The event featured several executives discussing how ElevateHER changed the cultures at their organizations, with the changes benefiting both men and women:

- The University of Utah School of Dentistry has added women to its leadership group and now has a gender-balanced admissions committee. As recently as 2018-19, more men than women applied for admission, but now men and women enroll at about equal numbers and slightly more women than men are graduating.

Dean Wyatt R. Hume noted that there's more work to do, as 92 percent of Utah dentists are men.

"It turns out that when you give women an equal chance to join us, they become fabulous professionals and very successful in caring for people," Hume said.

- CHG Healthcare has found the ElevateHER Challenge to be "a game-changer for the work we have done in our company," according to Leslie Snavelly, CEO and president. Of the company's 4,200 employees nationally, women represent 62 percent of the total, 54 percent of leaders, and 46 percent of the senior leadership team. The company's retention rate among women employees is 90 percent.

The company has had gender pay parity for seven consecutive years, has instituted programs advancing flexibility for women in the workplace, and has seen parental leave and flexibility policies result in a 93 percent retention rate for postpartum mother employees, she said.

Having a diverse workforce "isn't just the right thing to do," she said, but it also is good for business, the state and families.

- Clyde Cos., in the traditionally male-dominated construction industry, has "fostered opportunities and built a culture where women feel welcomed, valued and empowered to succeed," according to Kathryn Isom, the company's marketing director. While the construction industry has about 8 percent of its workforce being women, Clyde's figure is over 10 percent. In many ways, she said, "women aren't just present, but are leading and shaping the future of the company."

Dani Weiss, the company's assistant accounts payable manager, said that women who participate in WLI's Political Development Series are 50 percent more likely to win their races.

- Law firm Parr Brown Gee & Lovell has a woman president this year and a woman serving as chair of the compensation committee as it strives to be a better place for women, according to shareholder Jonathan Hafen. It also has a women's lawyers group that meets monthly, often with as many men attending as women, if not more.

"I believe my firm's culture and our policies have improved dramatically directly because we accepted the WLI ElevateHER Challenge," Hafen said, describing the challenge as having "an amazing 10 years. We are so excited to see what all of us at WLI can accomplish in the next 10."

- Latinos in Action, which helps prepare young people to become leaders, has 65 percent of its student body being Latinas. Of its 50 employees, 18 are women, according to Dr. Jose Enriques, CEO and founder.

- Franklin Covey has about 1,000 employees, including 750 in North America and 250 in Utah. For a while, its workforce has been a roughly 50/50 split by gender, but now the company is focused on ensuring no gender pay gap, according to CEO Paul Walker. Forty-eight percent of the company's leaders are women, but it will grow to at least 50 percent by year-end, he said.

"There was nothing going on that overtly prevented that from happening, but I hadn't been put in a position to seriously think about that or consider that," Walker said of the time before the ElevateHER Challenge.

In recent years, the company has had "record after record years of revenue growth and profit. ... We're pleased with the results that followed, and I think that there's a direct connection there," Walker said of the challenge.

- The Larry H. Miller Co. now has three women directors on its board, including the lead independent director. The company's chief legal officer, chief corporate affairs officer and chief people officer are among women leaders. Among leaders, over 70 percent are women. Recently acquired Swig has a workforce that is 70 percent female.

Steve Starks, CEO, received the A. Scott Anderson Ally Award. He said he has found women to be more conscientious, very detail-oriented, and compassionate, and lead with heart — "all things that I think every organization wants."

"You need to have diversity of perspectives on your team," Starks said. "I am a true believer that an executive's role is to build world-class teams, and you can't do that if everybody looks the same."

Calendar

Calendar listings are provided as a free service to our readers. Information about upcoming events may be sent to brice.w@thecityjournals.com. The submission deadline is one week before publication.

Oct. 29, 9-10 a.m.

Appreciation Breakfast, a Women's Business Center of Utah event. Location is 201 S. Main St., No. 2300, Salt Lake City. Virtual option is also available. Free. Details are at wbcutah.org.

Oct. 29, 11:30 a.m.-1 p.m.

HR Leaders "Lunch 'n' Learn," part of the Executive Forum Roundtable Series presented by ACG Utah. Location is Parsons Behle & Latimer, 201 S. Main St., Salt Lake City. Details are at <https://www.acg.org/utah/events/utah-2024-fall-hr-leaders-forum>.

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

Business Success Series, a ChamberWest event. Speaker Winthrop "Win" Jeanfreau will discuss "Become the Leader Your Company and Employees Need." Location is Salt Lake Community College's West Valley Center, 3460 S. 5600 W., West Valley City. Cost is \$25 per session. Details are at chamberwest.com.

Oct. 30, noon-1 p.m.

"Startup Funding Lunch & Learn," a Mill Entrepreneurship Center event. Speaker is Bill Kirth, a partner with Rectify Partners and owner/operator of Rectify Capital LLC. Location is The Mill, 9690 S. 300 W., Building 5, Room 333, Sandy. Free. Registration can be completed at Eventbrite.com.

Oct. 30, noon-1:15 p.m.

Lunch Event, presented by the Silicon Slopes Farmington Chapter, in partnership with the Weber State University Entrepreneur Center. Speaker is Ben Roberts, founder of LoanPro. Location is Davis Tech Allied Health Building, Room 201, 435 Simmons Way, Kaysville. Details are at <https://app.siliconslopes.com/events>.

Nov. 1, 8-10 a.m.

"First Fridays Speed Networking," a West Jordan Chamber of Commerce event. Location is Legacy Retirement Center, 1617 W. Temple Lane, South Jordan. Details are at <https://wjc-ut.com/>.

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

2024 Tourism Fall Forum, a Park City Chamber/Bureau event. Speakers include Deirdra Walsh, vice president and COO at Park City Mountain; Susie English, vice president of marketing at Deer Valley; Nathan Rafferty, president and CEO of Ski Utah; Calum Clark, COO at Utah Olympic Legacy Foundation; Gareth Trayner, general manager at Woodward Park City; Catherine Raney-Norman, chair of the Salt Lake City-Utah Committee for the Games; and Haley Batten, Olympic silver medalist and World Cup athlete. Location is Stein Eriksen Lodge Deer Valley, 7700 Stein Way, Park City. Details are at <https://www.parkcitychamber.com/event/2024-tourism-fall-forum/27421/>.

Nov. 1, 6-9 p.m.

"November First Friday: Thanksgiving Dinner," a Utah Black Chamber of Commerce event. Location is Traeger Wood Pellet Grills, 1215 Wilmington Ave., Salt Lake City. Cost is \$10 for members, \$20 for nonmembers. Details are at utahblackchamber.com.

Nov. 5, 2-3:30 p.m.

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

Nov. 6, 11:30 a.m.-1 p.m.

Business Alliance Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free (lunch is available for purchase). No RSVP needed. Details are at davischamberofcommerce.com.

Nov. 6, 11:30 a.m.-1:30 p.m.

Annual Bowling Lunch, a multi-chamber event. Location is Jack & Jill Lanes, 113 S. 600 E., Lehi. Details are at thepointchamber.com.

Nov. 6, 11:30 a.m.-1 p.m.

"Wasatch Back Business University: Financial Planning and Cash Flow Management," presented by the Heber Valley Chamber of Commerce. Location is Utah Valley University's Wasatch Campus, 3111 College Way, Heber City. Free, but registration is required. Details are at <https://www.parkcitychamber.com/events>.

Nov. 6, 11:30 a.m.-1 p.m.

"Lunch and Learn," a South Jordan Chamber of Commerce event. Speaker Boyd Petersen will discuss "From Halloween to Christmas: Making This Year Your Best Holiday Season Ever." Location is Legacy Retirement, 1617 W. Temple Lane, South Jordan. Details are at <https://sj-chamber.org/>.

Nov. 6, noon-1 p.m.

"Walkable Wednesday," a ULI (Urban Land Institute) Utah event featuring The Citizen, a new Class A apartment community in Salt Lake City's Central City neighborhood. Location is The Citizen, 515 S. 400 E., Salt Lake City. Free for members, \$20 for nonmembers. Details are at <https://utah.uli.org/events-2>.

Nov. 6, 6-7:30 p.m.

"Online Marketing Fundamentals," a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

Nov. 7, 8 a.m.-3 p.m.

Growth and Prosperity Summit 2024, a Utah Valley Chamber of Commerce event features several panels that will address Utah County's biggest issues and opportunities. Panels will address topics such as business environment, workforce development, transportation and infrastructure, water, housing, health care, natural resources and education. Location is Utah Valley University, Sorensen Student Center, 800 W. University Parkway, Orem. Details are at thechamber.org.

Nov. 7, 9 a.m.-noon

Workplace Mental Health & Well-Being Summit, a Salt Lake Chamber event. Keynote speaker is Dr. James D. McDonough Jr., vice president for corporate and foundation relations and government grants for the Huntsman Mental Health Foundation. Summit topics include "Mental Wellness in the Workplace and Beyond," "A Snapshot of Mental Health in Utah," "Navigating Mental Wellness Conversations" and "Suicide Prevention." Location is Salt Lake Chamber, 201 S. Main St., Suite 2300, Salt Lake City. Free. Details are at slchamber.com.

Nov. 7, 4-6 p.m.

Artificial Intelligence Regulatory Roundtable, a Utah Tech Leads event. Location is The Shop, 350 E. 400 S., Salt Lake City. Free. Details are at <https://www.ubmeevents.com/event/5c9378f1-1248-4c9c-b99b-c35a3b01448e>.

Nov. 8, 8 a.m.-1 p.m.

"UrbanPlan for Public Officials," a ULI (Urban Land Institute) Utah event for city officials to learn about real estate and land use. Workshop participants experience challenging issues, private- and public-sector roles, complex trade-offs, and fundamental economics in play when proposing realistic land use solutions to vexing growth challenges. Location is Lehi City offices, 153 N. 100 E., Lehi. Registration is available by emailing Brette Pattillo at brette.pattillo@uli.org.

Nov. 8, noon-1 p.m.

Leadership Lunch, a Silicon Slopes event. Speakers Kim, Erin and Jonathan Clark will discuss "Leading Through Activating the Soul, Heart and Mind of Leadership." Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Details are at <https://app.siliconslopes.com/events>.

Nov. 9, 6-10 p.m.

Annual Awards Gala, a Utah Manufacturers Association event that features a social hour at 6 p.m., dinner at 7:15 p.m. and an awards presentation at 8 p.m. Location is Mountain America Exposition Center, 9575 S. State St., Sandy. Cost is \$400 for two, \$1,800 for a table of 10. Registration can be completed at Eventbrite.com.

Nov. 11, noon-1:30 p.m.

Membership Luncheon, a Utah Valley Chamber of Commerce event. Location is Ivy Hall Academy, 4692 N. 300 W., Provo. Details are at thechamber.org.

Nov. 12, 10-11:30 a.m.

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

Nov. 13, 7:15 a.m.-3 p.m.

Fall Conference, a ChamberWest event. Keynote presenters are Boyd Matheson, host of KSL NewsRadio's "Inside Edition" and KSL-TV's "Sunday Edition"; and Robert Spendlove, senior vice president and senior economist at

Zions Bank. Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$99 for members before Nov. 7, \$125 for nonmembers and members thereafter. Details are at chamberwest.com.

Nov. 13, 11 a.m.-1 p.m.

"Let's Do Lunch" Series, including the graduation of the Leadership South Valley program, presented by the South Valley Chamber of Commerce and Leadership South Valley. Speaker Scott Anderson, non-executive chairman of Zions Bank, will discuss "The Heart of Leadership: Why People and Relationships Matter." Location is Zions Bank Technology Center, 7860 S. Bingham Junction, Midvale. Cost is \$20 for members, \$30 for nonmembers. Details are at southvalleychamber.com.

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

Cache Women in Business Luncheon, a Cache Valley Chamber of Commerce event. Location is Logan Country Club, 710 N. 1500 E., Logan. Cost is \$20 for members, \$23 for nonmembers, \$25 at the door. Details are at cachechamber.com.

Nov. 13, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location is BMR Auto Detailing, 2108 S. 1100 W., No. 1, Ogden. Free for chamber members and first-time guests, \$10 for nonmember guests. Details are at ogdenweberchamber.com.

Nov. 13, 6-8 p.m.

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

Nov. 14

Utah Life Sciences Summit, hosted by BioUtah. Theme is "Innovation for Life." Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Cost is \$275 for members and \$375 for nonmembers. Details to be announced.

Nov. 14, 8:30 a.m.-2 p.m.

Annual Women in Business Summit, a Davis Chamber of Commerce event. Speakers are Amanda Covington, chief corporate affairs officer, Larry H. Miller Co.; Julianne Nagle, owner and founder, Garden O'Veaten, consultant and coach; and Becki Wright, founder and CEO, Proximity. Location is Weber State University Davis Campus, Stewart Ballroom, 2750 University Park Blvd., Layton. Cost is \$65 for members, \$85 for nonmembers. Details are at davischamberofcommerce.com.

Nov. 14, 8:30 a.m.-5 p.m.

Employer Tax Workshop, a Small Business Development Center event. Location is Salt Lake SBDC at Salt Lake Community College. Cost is \$25. Details are at <https://clients.utahsbdc.org/events.aspx>.

CALENDAR

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Nov. 14, 11 a.m.-1:30 p.m.

“Downtown Daybreak: Utah’s First Sports-Anchored Mixed-Use Development,” a ULI (Urban Land Institute) Utah event. Panelists from Larry H. Miller Real Estate, South Jordan City and Wasatch Front Regional Council will share insight on the benefits of mixed-use, transit-oriented urban developments and how they enrich the lives of future generations. After the panel discussion, an optional tour of Daybreak Field at America First Square will be available. Location is South Jordan Fire Station No. 64, 5443 W. Lake Ave., South Jordan. Costs range from \$30 to \$50. Details are at <https://utah.uli.org/events-2>.

Nov. 14, 6-8 p.m.

“Business Essentials,” a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

Nov. 15, 8 a.m.-3:30 p.m.

Women & Business Conference and Athena Awards Luncheon, a Salt Lake Chamber event that is the primary fundraiser for the Women’s Business Center of Utah. Theme is “ILLUMINATE.” Opening keynote speaker Nicole Sherman, president and CEO of Riverview Bancorporation and Riverview Bank in Washington state, will discuss “This is Your Now! Daring to Be You.” Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$180 for members and \$250 for nonmembers. Details to be announced at slchamber.com.

Nov. 15, 8:30-10 a.m.

“Friday Connections,” a multi-chamber networking event. Location is Utah Trucking Association, 4181 W. 2100 S., West Valley City. Cost is \$5 for members, \$10 for nonmembers. Details are at chamberwest.com.

Nov. 19, 9-10:30 a.m.

AI Workshop, a Small Business Development Center event. Speaker

Jordan Gibbs will discuss “ChatGPT Hacks for Your Business.” Event takes place online. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

Nov. 19, 11:30 a.m.-1 p.m.

Women in Business, an Ogden-Weber Chamber of Commerce event. Speaker Abby Monroe, WIB chair, will discuss “Give Back.” Location is Jeremiah’s Lodge & Garden, 1329 W. 12th St., Marriott-Slaterville. Cost is \$25 for WIB members and first-time guests, \$35 for nonmembers. Details to be announced at ogdenweberchamber.com.

Nov. 20, 8 a.m.-noon

Import Workshop, presented by The Mill Entrepreneurship Center at Salt Lake Community College and aimed at helping business owners with the process of bringing products into the U.S. Resource panel includes Ann Marie Wallace, state director, Women’s Business Center of Utah; Dengpan Dong, Chinese Association of Science and Technology; Millicent Haizel Dadson, president, African Chamber of Commerce of Utah; and Jay Francis, president and CEO, South Valley Chamber of Commerce. Presenters are Natalie El-Deiry, director of immigration and integration, Governor’s Office of Economic Opportunity; Jon Beutler, director of The Mill, Salt Lake Community College; Doug Bruhnke, founder and CEO, Global Chamber; and Joseph Brubaker, attorney, international business law. Location is SLCC’s Miller Campus, Building 5, 9750 S. 300 W., Sandy. Cost is \$30. Details are at <https://themillslcc.com/event/import-workshop/>.

Nov. 20, 11:30 a.m.-1 p.m.

Business Alliance Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free (lunch is available for purchase). No RSVP needed. Details are at davischamberofcommerce.com.

Nov. 20, noon-1 p.m.

“Solve the Business Puzzle,” a Women’s Business Center of Utah event. Presenter Kim Tolamn will discuss “The Financial Side of Making Your Idea Happen.” Event takes place online. Free. Details are at wbcutah.org.

Nov. 20, 5:30-6:30 p.m.

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

Nov. 20, 6-7 p.m.

“Driving Website Traffic for Free,” a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

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

Chamber Luncheon, a Davis Chamber of Commerce event. Cost is \$25 for members, \$35 for nonmembers. Location and other details to be announced at davischamberofcommerce.com.

Nov. 21, 6-8 p.m.

“How to Start a Business 101,” a Small Business Development Center event. Location is Orem/Provo SBDC at Utah Valley University. Details are at <https://clients.utahsbdc.org/events.aspx>.

Dec. 4, 11:30 a.m.-1 p.m.

Business Alliance Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free (lunch is available for purchase). No RSVP needed. Details are at davischamberofcommerce.com.

Dec. 4, 11:30 a.m.-1 p.m.

“Wasatch Back Business University: Strategic Marketing and Customer Retention,” presented by the Park City Chamber/Bureau. Location is Blair Education Center, Intermountain Park City Hospital, 900 Round Valley Drive, Park City. Free, but registration is required. Details are at <https://www.parkcitychamber.com/events>.

Dec. 5-6

Summit Directors and Officers Conference, organized by IMA Financial Group’s Salt Lake City office and designed for directors, officers, and executives of public, pre-IPO and private companies. Location is Montage Deer Valley Resort. Cost is \$675. Details are at summitconf.org.

PUBLIC NOTICES

CIRCUIT COURT FOR HOWARD, COUNTY, MARYLAND

9250 Judicial Way

Ellicott City, Maryland 21043

Main: 410-313-2111

Civil: 410-313-3844

Criminal: 410-313-3822

Juvenile: 410-313-3827

Land Records: 410-313-5850

Calendar Office: 410-313-4185

Family Law: 410-313-2225

Case Number: C-13-FM-19-001238

Other Reference Number(s):

MICHELLE BEDSAUL VS.

MARSHALL BEDSAUL

WRIT OF SUMMONS - SHOW

CAUSE

STATE OF MARYLAND, HOWARD

COUNTY, TO WIT:

To: Marshall Bedsaul

5693 S 2550 W

Roy, Ut 84067

You are hereby summoned to file a written response by pleading or motion in this Court to the attached

Complaint filed by:

Michelle Bedsaul

6456 Skipton Drive

Hanover, Md, 21076

See attached Show Cause Order.

WITNESS the Honorable Chief Judge

of the Fifth Judicial Circuit of Maryland.

Date issued: 8/28/2024

Wayne A Robey

Clerk of the Circuit Court

Dec. 11, 5-7 p.m.

“Business After Hours,” an Ogden-Weber Chamber of Commerce event. Location is Ogden Mustangs, Weber County Ice Sheet, 4390 Harrison Blvd., Ogden. Free for members and first-time guests, \$10 for nonmember guests. Details are at ogdenweberchamber.com.

Dec. 12, 11:30 a.m.-1 p.m.

2024 Women in Business Holiday Luncheon, a Davis Chamber of

see CALENDAR next page

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Cancer Control Program

CancerUtah.org

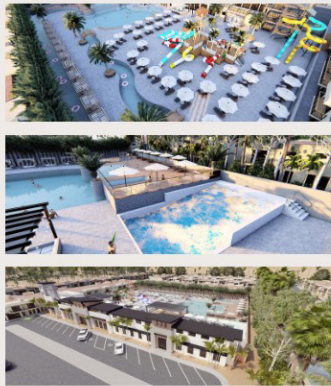
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GEOTHERMAL from page 1

Under the National Environmental Policy Act, CXs typically do not have significant impacts on the human environment. When used appropriately, CXs eliminate the need for an environmental assessment as part of the permitting process. CXs cannot be applied in cases with special circumstances, such as potential impacts to endangered species, in which case an environmental assessment must still be conducted.

Private investor interest in developing geothermal projects on public land was evidenced Oct. 8 when the BLM Nevada state office's geothermal lease sale brought in near-record revenues, marking its most successful sale since 2008 and the second-most ever. The BLM sold 64 parcels covering nearly 218,000 acres, bringing in over \$7.8 million in high bids. In contrast, the previous year's sale of 96,600 acres totaled just over \$1 million.

Geothermal energy, which generates electricity with minimal carbon emis-

sions, can also be used to heat buildings, operate greenhouses and support aquaculture operations. Fifty-one operating power plants produce geothermal energy from BLM-managed public lands.

"Geothermal energy is one of our greatest untapped clean energy resources on public lands," said Steve Feldgus, principal deputy assistant secretary for land and minerals management at the U.S. Department of the Interior. "Today's actions are part of the department's work to deliver on new opportunities, new technologies, and new solutions in geothermal energy that support the Biden-Harris administration's commitment to create jobs, economic growth, and clean carbon-free electricity for communities throughout the West."

"The BLM is committed to supporting the responsible growth of geothermal energy on public lands," said BLM Director Tracy Stone-Manning. "We need all the tools in the toolbox to reach a clean energy future, and this proposed categorical exclusion will be helpful in accelerating the process of locating new geothermal resources."

FAST GRANT from page 3

portunities and offering scholarships to facilitate customer discovery and commercialization.

"Utah is home to a thriving innovation ecosystem, empowering the next generation of creators, innovators and leaders," said Ryan Starks, GOEO's executive director. "We thank the SBA for this funding award, which will offer Utahns more opportunities to lead out in cutting-edge technologies and innovations."

The SBA coordinates the SBIR/STTR programs, known as "America's Seed Fund" across the 11 participating federal agencies. Over \$4 billion in early-stage seed capital is provided annually through over 6,000 awards to more than 4,000 small businesses.

This year, the FAST program increased the maximum funding available

by 60 percent to expand the program's geographic footprint and increase the engagement of underserved geographic and demographic innovators across the country. Awardee organizations will provide support across 48 states and Puerto Rico.

Isabel Casillas Guzman, administrator of the U.S. SBA, noted that FAST funding has doubled under the Biden-Harris administration.

"At a time when we are seeing historic highs in our entrepreneurial activity with a small-business boom, investing in America's innovative startups is a top priority," Guzman said. "America's Seed Fund, powered by the SBA and fueled by 11 federal agencies' SBIR and STTR programs, is the largest source of early-stage funding in the world. With FAST, we have expanded our entrepreneurial ecosystem to nearly every state so that entrepreneurs with great ideas can invent it, commercialize it, and build it with America's Seed Fund in every corner of America."

CALENDAR from previous page

Commerce event. Location is Courtyard by Marriott Layton Hotel, 1803 Woodland Park Drive, Layton. Cost is \$25 for members, \$35 for guests. Registration is required. Details are at davischamberofcommerce.com.

Dec. 17, 8:15-10 a.m.

Women in Business Breakfast and Gift Exchange, an Ogden-Weber

Chamber of Commerce event. Location is Jeremiah's, 1307 W. 12th St., Marriott-Slaterville. Cost is \$25 for members and first-time guests, \$35 for nonmembers. Details are at ogdenweberchamber.com.

Jan. 16-17

Silicon Slopes Summit, a Silicon Slopes event featuring keynote presentations, breakout sessions, entertainment and networking. Location is Delta Center, 301 S. Temple, Salt Lake City. Cost is \$49.95, \$24.95 for students. Details to be announced at <https://www.siliconslopes.com/summit>.

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