

INSIDE

■ UTAH COUNTY

Seattle company buys Universal Business Computing in Lehi. **page 3**

■ CACHE COUNTY

Logan's Edge Excavation/Trucking bought by Sunroc Corp. **page 4**

■ FROM THE COACH

Rich Tyson reviews Nick Saban's leadership style. **page 6**

Industry Briefs
pages 12-13

Business Calendar
page 21

FOCUS



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ULI 'TRENDS' CONFERENCE

Mahedy: Global volatility leaving the Fed more reactive

Brice Wallace
Business Journal

The election is Nov. 5. The way Tim Mahedy sees it, the only thing that will prevail is a volatile economy.

Speaking at the ULI (Urban Land Institute) Utah "Trends" Conference, the CEO and chief economist at Access Macro stressed that global forces — climate change, geopolitical instability and domestic political strife — are reshaping societies and causing an ever-shifting world. They are prompting economic and market volatility that is here to stay, with more economic shocks.

That volatility is leaving the Federal Reserve more reactive, which itself leads to economic volatility and uncertainty. Policymakers are unsure what to do and when to stop, and the markets are reacting to every single economic data point that is released, he said.

"It's more volatile," he said. "You have more ups and downs today in the market than you've ever had before," with the markets trying to figure out what those shocks mean to the economy.

Worse, the Fed has no control over those three forces but nonetheless will try to react accordingly. "They still have to do something. They're a policy institution," Mahedy said.

The overarching question going into the election is whether the economic fundamentals are stronger now than prior to the COVID pandemic. If the answer is yes, the Fed will not need to have interest rates where they were in 2019 but that could lead to a reignition of inflationary pressures. If the answer is no, "then they need to get moving and get moving fast" to lower rates, he said.

"If you go down that [latter] path, you've got to cut and you've got to cut soon, and risk on that side of the decision tree is a recession. The risk is they don't cut fast enough and we end up causing a contraction," he said.

The dilemma for the Fed is "how fast and far do they need to drop interest rates?"

Mahedy said no one should expect the Fed to "go back to zero" rates. He thinks a more likely level is 3.25 percent to 3.5 percent, likely to settle there sometime next summer.

Meanwhile, core inflation is likely to stall out this year at about 2.7 percent "after we've just lived through a four-decade

high in inflationary pressure," he said. Despite beliefs that the worst of inflation is behind us and the economy is fantastic, "we are not at the bottom yet" regarding inflation. "We are hovering at this weird plateau."

"Just keep in mind, over the next couple of months, inflation is probably not going to drop. ... No matter what, we're go-

ing to have high inflation, and then at the start of next year it plummets almost irrespective of how much the economy puts their foot on the gas."

In a rare mention of the presidential race, Mahedy said the Kamala Harris

see TRENDS page 22



As part of the New SLC Redevelopment Program's Phase 3 at the Salt Lake City International Airport, artist Gordon Huether designed "The River Tunnel," an immersive experience designed to create a sense of walking on the floor of a river. The 1,175-foot corridor features special-effects lighting and a playlist of nearly 100 songs that was curated by the artist.

Airport rebuild Phase 3 opens with spectacular art & new concessions

The Salt Lake City Department of Airports has unveiled Phase 3 of The New SLC Redevelopment Program, which includes the Central Tunnel, Concourse B Plaza, 12 concessions and, initially, five Delta Air Lines' gates. In addition, four new art installations are highlighted in Phase 3 that celebrate and recognize Utah's beauty and natural history.

"With today's opening of Phase 3 we have reached an extraordinary milestone in The New SLC Redevelopment Program," said Bill Wyatt, executive director of the Department of Airports. "We have built an airport that is convenient, inspiring, flexible, sustainable and provides our passengers with a first-class experience."

Phase 3 of the project highlights the

Central Tunnel connecting Concourse A and Concourse B in which a large-scale art installation by artist Gordon Huether, titled "The River Tunnel," is featured. The art installation reflects the rivers that flow through the state's mountains and canyons, the artist said. The tunnel art is supported by nearly 33 miles of steel pipe and contains 97,000 pounds of concrete.

As part of The River Tunnel art installation, more than 100 songs have been curated by Huether and feature tunes related to travel and/or Utah. Songs such as "Salt Lake City" by the Beach Boys, "Call of the Champions" by The Taberna-

see AIRPORT page 22

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New Utah school will offer university degrees focused on artificial intelligence

Brice Wallace
Business Journal

An online institute will begin offering associate's and bachelor's degree programs in Utah that are focused on artificial intelligence.

Saras AI Institute says it is the world's first AI-dedicated university degree program. Its first cohort can apply now to start as early as January.

Using its online learning platform, students will participate in projects and internships to gain hands-on, practical experience by developing real-world AI products and solutions emphasizing ethical and responsible use of AI, the company said.

By actively building and solving problems, students will be ready for AI

positions such as AI/ML engineer, data scientist and gen AI engineer that can command top-tier salaries.

"Utah's thriving tech ecosystem makes it the perfect launchpad for our innovative AI education model," said Anil Singh, the institute's founder and president. "Our programs go beyond traditional tech education, offering a transformative experience that prepares students for immediate impact in the AI industry with high-paying salaries."

Saras said its degree program is comprehensive, compared to existing certificate programs and individual courses. "The institute's degrees offer a more in-depth and transformational educational experience than typical AI certificate programs," it said.

"Saras AI Institute nurtures future AI

leaders with the real-world skills needed to solve meaningful problems and improve lives," said Tomas Pfister, head of AI research at Google Cloud and a Saras advisory board member. "The future requires students who are not only highly skilled but also capable of thinking beyond traditional limits, while applying ethical AI practices across organizations of every size. With Saras' AI-focused curriculum and student-centric approach, graduates are equipped to build a better world."

The company's AI curriculum was developed in partnership with certain AI employers and practitioners and with strategic guidance from global industry leaders. The online element ensures flexibility for students balancing work, family and education and is designed for both work-

ing professionals and current university students.

"We believe every student is a leader and has the potential to change the world," Singh said. "Our vision is to be the most student-centric educational institution on the planet, nurturing future AI leaders who are ready to make a positive impact."

The institute offers scholarships and financial aid, and its "success coaches" provide personalized, holistic guidance, helping students not only stay on track toward academic success but also navigate career development.

Saras cited statistics from the World Economic Forum that indicate that AI may displace up to 85 million jobs by 2025 but also create 97 million new roles, many requiring specialized AI knowledge.

Short-term rental home growth accelerates dramatically in Utah

Short-term rental (STR) growth accelerated dramatically across the United States as the COVID-19 pandemic shifted consumer behaviors, thus increasing their market demand. A new report from the Kem C. Gardner Policy Institute at the University of Utah summarizes the recent trends in the growth of STRs across Utah. The purpose of the report is to provide state and local leaders with an account of the size of the STR market and how it relates to the total housing supply.

"The number of short-term rentals in Utah steadily increased over the past decade as Airbnb, Booking.com and VRBO platforms became popular," said Dejan Eskic, senior research fellow at the Gardner Institute. "Overall, STRs account for approximately 1.9 percent of our housing stock in 2023. However, while this number seems relatively low, the rise of short-term rentals in Utah disproportionately impacts the state's tourism areas, affecting housing affordability and accessibility in these communities."

Key findings from the report include the following:

Rapid Growth. The average number of monthly STR listings increased by 39.4 percent from 16,803 in 2021 to 23,428 in 2023. At the state level, STR listings account for approximately 1.9 percent of all residential units. While this figure is relatively low, it continues to rise.

County Focus. Over 60 percent of all STR listings in Utah are in three counties: Summit County, Salt Lake County and Washington County. In 2023, Summit County averaged 6,443 STR listings per month, Salt Lake County 4,869, and Washington County 3,128 listings.

Concentration. Summit County leads the state with STRs as a share of total housing units with approximately 23.8 percent of the total housing listed as STRs. Grand County's STRs account for 18.7 percent of the housing stock, while Salt Lake County STR listings total 1.1 percent of the county's housing units.

Housing Loss. Heavy tourism counties like Summit and Grand are losing existing housing to STRs. Between 2022 and 2023, there was an increase of 14.2 new STR listings in Summit County for every 10 new residential units added. In Grand County, there were 10.3 new STR listings for every 10 new residential units added.

National Parks and Ski Areas. Tourism is a major driver of the growth and concentration of STRs. In 2023, 83.1 percent of STRs were located within 10 miles of a state park, national park or national monument. Additionally, 24.9 percent were located within a quarter-mile of a ski resort and nearly half of all listings were within 10 miles of a ski area.

Neighborhood. At a neighborhood level, STRs tend to be in areas with higher housing prices and household incomes, higher rates of homeownership and a higher number of single-family homes.

The full STR report is accessible through the Gardner Institute website.

UBCC acquired by Pioneer Accounting

Universal Business Computing Co. (UBCC), a Lehi-based provider of high-volume, high-productivity software for accounting and payroll professionals, has been acquired by Pioneer Accounting Group, based in Seattle.

"I had observed the exceptional productivity of UBCC software when I purchased the accounting practice of Vivat Lin, a UBCC client in Seattle," said Arnaven Pogosyan, the founder of Pioneer Accounting Group. "Lin's staff confirmed that UBCC software productivity is 200 percent to 300 percent higher than at other accounting practices. I have never seen efficiencies and flexibility like this before, and that's what led me to pursue the next step."

"I am extremely pleased that Arnaven is taking over UBCC to keep the industry-leading technology moving for-

ward to the next generation," said Ken Garen, UBCC co-founder. "It means a lot to me that clients will continue to be able to depend on UBCC to make payroll and accounting the best and most efficient they can be."

Garen said all current UBCC employees will remain with the combined company. UBCC will continue working on new payroll portal functionality and will remain as a consultant for a few months during the transition.

Pogosyan said that his goal is to move his other firms over to UBCC software to maximize cost savings and personnel. For ongoing clients of UBCC, updates, enhancements, maintenance and support will continue as they have in the past.

Terms of the purchase were not disclosed, and the transaction was finalized Sept. 30.

Pocket acquires Utah Auto Gallery

Pocket Autos, a luxury car rental and sales platform based in Orem, has acquired Utah Auto Gallery (UAG), a Salt Lake City-based exotic car rental company, as part of its continued expansion into the luxury vehicle sales and rental markets. UAG said the acquisition marks a significant milestone for the company as it looks to scale its rental management platform, Pocket Rentals, across a national network of luxury car providers and independent car experts.

Pocket also announced the appointment of Joey Lober, founder of UAG, as its president of sales.

"We're excited to welcome Utah Auto Gallery to Pocket and bring Joey Lober onboard as president of sales," said Jeremy Crane, CEO and founder of Pocket. "Their success using our platform underscores the

potential to scale and innovate in the luxury rental market. This acquisition is a key part of our strategy to continue investing in, and developing, cutting-edge technology for the luxury automotive space."

"I pursued this opportunity to join Pocket after working with their founding team on the implementation of their technology in our business," said Lober. "Their innovative platform was instrumental in scaling Utah Auto Gallery, and I'm excited about the potential we have to bring the same tools to the wider luxury rental market."

Utah Auto Gallery has been a customer of Pocket Rentals, a module designed specifically for luxury car rental management. UAG's fleet features brands like Lamborghini, Ferrari, McLaren and Rolls-Royce.

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Savory Fund sells Mo' Bettahs to pair of out-of-state private equity firms

Mo' Bettahs Hawaiian Style Food, a fast-growing fast-casual restaurant chain, has been acquired by a pair of national private equity firms. Lehi-based Savory Fund sold the 54-location chain to Blue Marlin Partners of Bethesda, Maryland, and Trive

Capital of Dallas. Both Savory Fund and Mo' Bettahs' founding brothers Kimo and Kalani Mack will retain significant minority stakes.

Mo' Bettahs was founded in 2008 in Bountiful by the Hawaii-born Mack

brothers. In 2017, it was acquired by Savory Fund, a private equity firm that invests in emerging restaurant concepts. Since the Savory Fund acquisition, the chain has grown from six stores to 56 restaurants in seven states.

"Mo' Bettahs is — and always will be — one of my favorite investments we've ever made because of the people," said Andrew K. Smith, managing director of Savory Fund. "We love the culture that Kimo and Kalani Mack created 16 years ago, we love the food that they share as if you are in their own backyard in Hawaii, and we couldn't be prouder of the partnership we've formed. Over the past seven years, they've become like brothers to us all, and we're excited to welcome Blue Marlin Partners and Trive Capital into the Mo' Bettahs 'ohana.'"

"Mo' Bettahs has established itself as the leader in the Hawaiian category, as well as one of the most exciting fast-casual brands in the market with its high-quality food and authentic dining experience that harkens back to Kimo and Kalani's days growing up in Hawaii," said Peter Kirsch, founder and managing partner of Blue Marlin. "We are excited to build on the brand's significant momentum and share the 'aloha' with guests across the country."

Chris Zugaro, partner at Trive, said, "Kimo, Kalani and CEO Rob Ertmann have done an incredible job building and expanding the Mo' Bettahs brand and delivering an authentic Hawaiian experi-

ence to their customers. We look forward to partnering with the company to support its next phase of growth."

"I've seen Mo' Bettahs more than double in size during my time here, but thanks to good partners like Savory, the heart of the brand has always remained the same," said Ertmann, who joined the brand in 2021 when it had 22 stores in two states. "I'm confident Blue Marlin and Trive will only add to that synergy, and our team can't wait to get started on bringing authentic Hawaiian cuisine to more neighborhoods, friends and families."

Ertmann said that over the past three years, Mo' Bettahs' revenue has grown 178 percent, and its customer loyalty program Makana's subscriber base has reached nearly 500,000 members.

"We never planned on owning a restaurant — let alone almost 60 of them. We were two city bus drivers from Hawaii who knew how to cook, how to eat and how to work, but the way our lives have unfolded is beyond anything we could have imagined," said Kimo and Kalani Mack in a statement. "We wouldn't be here without our Savory partners, Andrew and Shauna Smith. They have been by our side at every step of growth, all while respecting and honoring our experience and heritage. We are honored to continue the journey with them as we welcome Blue Marlin and Trive to the Mo' Bettahs fold."

Terms of the transaction were not disclosed.

Sunroc acquires Logan company

Edge Excavation and Trucking of Logan has been acquired by Sunroc Corp., a construction services company and subsidiary of Orem-based Clyde Cos. Inc. The company will operate under the Sunroc name as it expands operations in northern Utah, Sunroc said.

"Edge Excavation Trucking is the perfect addition to the Sunroc family," said Mark Elder, president of Sunroc. "This acquisition allows us to enhance our capabilities and provide even greater value to our customers as we widen our footprint in Cache Valley and Northern Utah."

Edge Excavation Trucking does work from Preston, Idaho, to Brigham City, including major projects for many organizations, including The Church of Jesus Christ of Latter-day Saints, Beaver Moun-

tain Resort, Utah State University, Utah Department of Transportation and the City of Logan. The acquisition includes nearly 100 full-time employees.

"We are eager to join forces and become part of such a well-respected, community-centered corporation," said Todd Lundahl of Edge Excavation and Trucking. "This acquisition opens the door to opportunity and we look to the future with confidence."

With over 1,600 employees, Sunroc is a sitework contractor with current projects and operations in Arizona, Idaho, Nevada, Utah and Wyoming. Its services and products include sand and gravel, asphalt, masonry and ready-mix concrete along with earthwork, utility, demolition and paving services.

'Equity-rich' mortgages dropping

The number of mortgaged residential properties in the U.S. that are considered "equity-rich" continued to drop in the third quarter, according to data released by California-based real estate analytics firm ATTOM. The company's third quarter 2024 U.S. Home Equity & Underwater Report found that 48.3 percent of mortgaged homes had loan balances that were no more than half of their estimated market values — thus qualifying them as equity-rich.

That level was down from a recent peak of 49.2 percent hit in the second quarter of 2024. However, it was still up from 47.4 percent a year earlier and remained historically high, reflecting one of the enduring effects of a housing market boom around the nation that has lasted more than a decade.

Much the same pattern emerged during the third quarter for the portion of home mortgages that were seriously "underwater" — with a higher mortgage balance than the home's worth. Just 2.5 percent of mortgaged homes fell into that category, with combined estimated balances of loans secured by properties that are at least 25 percent more than those properties' estimated market values. That was slightly worse than the 2.4 percent recorded in the prior quarter and the same is in the third quarter of 2023.

"Homeowner equity typically mirrors home-price trends, and the third quarter of this year, followed that pattern. Equity remained elevated as the value of residential properties has surged consistently over the years. However, it held steady this quarter, reflecting the cooling of earlier sharp price increases," said Rob Barber, CEO at ATTOM. "Despite the flat pattern, home equity keeps providing a significant boost to the economy in the form of financial leverage that tens of millions of households can use to finance major purchases or investments."

Barber also said that "we can expect to see small movements up or down over the coming months as the housing market moves into its annual slow season."

The latest equity pattern report comes as the market remains strong throughout most of the nation but also faces a mix of forces that could either keep it going upward or flatten it out, Barber said.

Equity-rich levels declined more often in western states, led by Utah (down, year over year, from 56.8 percent to 52.4 percent), Arizona (down from 54.3 percent to 50 percent), Colorado (down from 51.1 percent to 48 percent), Washington (down from 56.7 percent to 54.6 percent) and Oregon (down from 52.7 percent to 50.8 percent).

OED receives energy efficiency funding

Utah's Office of Energy Development (OED) has received a grant through the U.S. Department of Energy's (DOE) Energy Efficiency Conservation Block Grant (EECBG) program designed to support energy efficiency and conservation projects in government buildings across the state, including in rural areas. The \$1,811,730 in grants will be distributed through an application process with state agencies.

The EECBG program offers funding to Utah cities, counties, special districts and municipalities for energy audits and projects designed to cut emissions and reduce energy consumption. Funding can be used for a range of retrofit or conservation projects, such as improved insulation, advanced HVAC systems and LED lighting.

"EECBG brings Utah a double benefit," said OED Acting Director Dusty Monks. "Our schools, libraries, community centers and government buildings are going to be more prudent users of the state's energy resources with this funding, and visitors and employees will enjoy a more comfortable environment through

improved temperature control and lighting. A third benefit is the freeing up of limited state and government budgets. EECBG will lead to savings that can be used for other public priorities and investments, ultimately saving taxpayer dollars."

The DOE estimates that EECBG-funded modernization and infrastructure improvement projects will deliver energy savings of 20 percent to 30 percent or more. Approximately 40 percent of the program's funding will be allocated to traditionally underserved communities, including rural areas of Utah.

"Beyond the immediate benefits of greater comfort and lower utility bills in small- to mid-sized government buildings, EECBG's environmentally friendly upgrades will lower carbon emissions and other pollutants, fostering cleaner, more sustainable communities," said Anna Holmstead, EECBG program manager. "EECBG is perfectly aligned with Utah's focus on protecting human health and quality of life and our long-term commitment to sustainability."

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Stadler plant in SLC contracts to build up to 80 TRAX light rail cars

Stadler, a global designer and manufacturer of passenger trains with U.S. headquarters in Salt Lake City, and Utah Transit Authority (UTA) have signed a contract for up to 80 new light rail vehicles tailored for the UTA's TRAX service in and around Salt Lake City. Stadler is set to build the vehicles at its Salt Lake City manufacturing site. This is Stadler's first large light rail contract in North America and the first serial contract in Utah.

The UTA board of trustees approved the contract as part of the agency's TRAX Modernization project to upgrade and expand service over the next decade. Stadler was selected by UTA through a competitive procurement process.

"After a competitive and comprehensive procurement process, Stadler was selected for UTA's next generation of TRAX vehicles, offering a low-floor, all-accessible boarding that will comfortably carry 14 percent more passengers than our current fleet," said UTA Executive Director Jay Fox. "The location of Stadler's manufacturing facility in Utah provides a unique opportunity for UTA to work directly with our equipment supplier and fast-track adjustments that develop throughout the build process. With a 25-year-old TRAX system and ridership already up 17 percent this year system-wide, these new vehicles will help UTA modernize and expand its light rail system for generations to come."

The initial \$129 million contract is for 20 new Stadler Citylink light rail cars and is funded, in part, by a Federal Transit Administration grant. Pending additional funding, it includes options for 60 additional vehicles, all built in accor-

dance with federal Buy America requirements. The Citylink light rail vehicle can be modified to meet customers' needs and requirements and offers maximum accessibility in part due to its low-floor design. This makes the vehicle Stadler's most innovative, customer-focused and service-proven light rail solution, UTA said. More than 800 units of this low-vibration vehicle type have been sold in various countries across Europe since 2003.

"Building streetcars for Salt Lake City is another milestone for Stadler. The UTA order is the first light rail order in the United States for Stadler and the first large Citylink order outside the European continent. We are convinced that the Citylink will be well-received by customers here," said Stadler CEO Markus Bernsteiner.

"Salt Lake City is our home in the U.S., and the opportunity to build trains for our community is a massive honor," said Martin Ritter, CEO of Stadler US Inc. "Most of our workforce and their families live in and around Salt Lake City and will ride these new trains, so the excitement can be felt throughout our entire facility today. We are thrilled to partner with UTA as they modernize their TRAX network to provide a state-of-the-art public transit system built by Utahns for Utahns."

Stadler established its U.S. headquarters in Salt Lake City in 2016 when the company expanded to North America from Europe. Stadler now employs more than 500 people at its Salt Lake manufacturing facility and the company said employment will continue to grow as Stadler expands to meet market demands across the country.



Utah Transit Authority has contracted with Swiss railway equipment manufacturer Stadler to make up to 80 rail cars for the TRAX light rail line in Salt Lake City. The design of the cars, shown here, features a lower floor for easy access for handi11-11-24capped passengers.

Cincinnati firm buys MarCore Group

Hyperquake, a Cincinnati-based marketing agency with offices in Salt Lake City and New York City, has acquired Salt Lake City-based digital marketplace engineering firm MarCore Group. The two firms established a strategic partnership in 2021 that led to the merger.

Hyperquake's CEO Colin Crotty said that MarCore founder Ari Monkarsh has been named executive director of growth marketing for the combines agencies.

"From the beginning, our investments into MarCore Group were strategically designed to develop growth and performance marketing services for our clientele, with the goal of activating the work of our brand and strategy teams," said Crotty. "Together with Ari and his ultra-talented team of strategists, subject matter experts and digital ex-

ecution specialists, we are now meeting the dynamic needs of our clients seeking comprehensive solutions to build, manage, and grow their brands."

Moving forward, Hyperquake's services will include fractional-growth consulting; paid, earned and owned media consulting; awareness/launch campaign development; affiliate strategy development; and attribution and ROI modeling, Crotty said.

"Our cutting-edge expertise in digital strategy now seamlessly augments Hyperquake's industry-leading brand storytelling and business growth services," said Monkarsh. "With our focus on optimizing for cost of acquiring customers and lifetime value, together, we are here to drive sustainable, long-term growth and help brands truly thrive."



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FROM THE COACH

Seven key roles of transformational leadership

At the end of the 2023 football season, Coach Nick Saban finished his college coaching career with an overall record of 292-71-1, including seven national championships and 11 SEC titles. He is rightfully considered one of the greatest football coaches of all time.

However, if you break down his record from his first coaching job at the University of Toledo in 1990 to his first year at the helm at Alabama in 2007, his overall record was not nearly as stellar as it was from 2008 to his retirement last year. In the first 17 years of his coaching career, he compiled a 67 percent win-loss record — and that even included one national championship year with LSU. In the next 15 years, his Alabama teams won 90 percent of their games — and six national championships. While some observers might attribute the notable improvement to his move from LSU to the Crimson Tide, there was a transition far more important in Coach Saban's mind.

In a recent interview, he was asked what he felt was the key that led to his success during the Alabama years. His answer was succinct: "My success came when I moved from being transactional to being transformational." In other words, he began to see his role as transform-

ing his players, staff and others into the best version of themselves. Earlier in his coaching career, he saw those people as a means to his desired outcome — winning games. When his desired outcome became more about them than winning, a strange thing happened. His teams won even more games.

Nick Saban's success as a football coach has been widely attributed to his leadership style, which aligns with seven key roles that I have observed in other great leaders: Learner, Strategist, Influencer, Multiplier, Problem-Solver, Connector and Facilitator. Here's how each played a role in his coaching philosophy:

1. Learner: Saban is known for his relentless pursuit of knowledge and continuous improvement. He emphasized the importance of learning from both wins and losses. His famous "process" philosophy is rooted in breaking things down into manageable tasks and learning to master each one. Saban's willingness to adapt to changes in college football, such as evolving offenses and recruiting strategies, demonstrated his learner mindset.

2. Strategist: Saban was a master strategist, particularly in game planning and adjustments. He placed a significant focus on preparation, discipline and ex-

ecution. His teams were known for being meticulously prepared for every situation, which allowed them to consistently outperform opponents in high-pressure moments. Saban's strategic thinking was also evident in his long-term team-building approach, focusing not only on recruiting talent but also developing it.

3. Influencer: Saban's leadership extended beyond his immediate team. He was a powerful motivator and shaper of culture, instilling a mindset of accountability and excellence in his players and staff. Many of his former assistant coaches have gone on to head coaching roles, showing his ability to influence and mold future leaders.

4. Multiplier: Saban has an exceptional ability to maximize the potential of those around him. He created an environment where players and coaches can grow and excel. His track record of developing future NFL players and successful coaches is a testament to his ability to multiply talent and leadership within his organization.

5. Problem-Solver: Known for being adaptable, Saban is adept at solving problems, whether they arise on the field or within the program. He made key in-game adjustments that led to significant victories, and off the field, he navigated challenges such as changing rules in college football, media scrutiny, and even

managing a shift in offensive philosophy over the years.

6. Connector: While Saban's personality may seem intense, he was effective at connecting with his players on a personal level, understanding their motivations and helping them buy into the team's goals. He focused personal attention on building strong, trusting relationships, which became a cornerstone of his success in recruiting and developing talent.

7. Facilitator: Saban has often spoken about creating an environment where his team can focus on the process, not the outcome. He facilitated a culture of continuous improvement, ensuring that everyone has the tools and mindset to succeed. His ability to empower his coaching staff and players to take ownership of their roles reflected his effectiveness as a facilitator.

These traits have been instrumental in Saban's sustained success, contributing to his status as one of the greatest college football coaches of all time. While the field of play is different for most of us, I have found that these seven key transformational roles are important for each of us we strive to lead effectively.

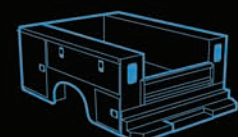
Richard Tyson is the founder, principal owner and president of CEObuilder, which provides forums for consulting and coaching to executives in small businesses.



RICH TYSON



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CREDIT UNION



Unique initiative merges technology and soccer for Utah youth



Youth from nonprofit organizations enjoy an interactive experience at Real Salt Lake's America First Field, learning how technology is used in sports. (Photo courtesy of Comcast)

Peri Kinder
The City Journals

A collaboration between Real Salt Lake, Utah Royals and Comcast NBC-Universal + Xfinity provided an interactive experience for youth involved in Comcast's nonprofit partner organizations in the state, including the International Rescue Committee, YMCA of Northern Utah and the PROG Development Center.

America First Field in Sandy hosted the "Game On: Tech Meets Soccer" event on Oct. 1 to provide youth with an understanding of technology's impact on professional soccer while inspiring students to envision careers in the fields of science, technology, engineering, arts and math. The intention was to create an experience that would raise an interest in technology and sports.

"This unique gathering offers our youth an unparalleled opportunity to witness firsthand how technology is continually revolutionizing the sports industry," said RSL Club President John Kimball. "This event is not just a glimpse into what the future offers; we hope it serves as a catalyst for inspiration, opening young minds to innovative career paths and sparking the curiosity and ambition of the next generation."

Youth at the event got a rare, behind-the-scenes glimpse into the world of sports technology, exploring how cutting-edge innovations can revolutionize the game. Students toured the facility, listened to a panel discussion, visited the control room and learned how technology controls all lighting and interactive signage during the games, as well as keeping the grass on the field suitable for games.

RSL athletes helped the youth understand how science helps the players manage their health, recover from injury and maintain their diets. Each student had the opportunity to get a photo and autograph with the athletes.

"The 'Game On: Tech Meets Soccer' event is a game-changer for our young people, giving them a firsthand look at how technology and sports intersect," said Rhonda Clark, Salt Lake regional director for YMCA of Northern Utah. "It opens up new possibilities for their futures, sparking curiosity in career paths they may not have considered before."

Comcast is committed to being a forward-thinking corporate partner, Clark said. By exposing Utah's youth to tech careers within the sports field, Comcast aims to future-proof the state's tech landscape, offering a unique value proposition that resonates with participants and partners alike.

"At Comcast, we are dedicated to harnessing the power of technology to create meaningful change in our communities," said Deneiva Knight, external affairs director for Comcast's Mountain West Region. "The 'Game On: Tech Meets Soccer' event is a testament to our commitment to digital opportunity and innovation, inspiring the next generation to explore exciting career opportunities in sports technology."

Jesse Sheets, director of development and strategic initiatives at the International Rescue Committee in Salt Lake City, said the "Game On: Tech Meets Soccer" event created a gateway for refugee youth to explore the intersection of technology and sports.

"It ignites their imagination and introduces them to potential career paths they may have never thought of, which can fuel their curiosity and drive," Sheets said.

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SPONSORED CONTENT



Luxury your way

Black Desert Resort: The ultimate Southern Utah destination for corporate travel and events

In the world of business travel, finding the perfect balance among productivity, luxury and inspiration is essential. For group travelers and individual corporate visitors alike, this balance can be elusive in large, bustling cities where distractions abound.

Enter Black Desert Resort — an unparalleled luxury resort located in the heart of Southern Utah that offers a refreshing alternative. Whether you're planning a large corporate retreat, an intimate team gathering or seeking personal space for focused work, Black Desert Resort presents itself as the ideal destination for business travelers looking for a modern, luxurious environment set against the breathtaking beauty of the Utah desert.

A New Standard in Corporate Hospitality

Nestled among three distinct ecosystems, Black Desert Resort is a seamless fusion of natural beauty and modern luxury. Its sprawling 200 acres of preserved land showcase the dramatic landscapes of Southern Utah, including stunning red rock cliffs, flowing black lava beds and unique desert flora and fauna. This convergence of the Colorado Plateau, Mojave Desert and Great Basin provides a breathtaking backdrop, setting the resort apart as a truly unique destination for corporate travelers.

For companies planning retreats, meetings or client events, the resort offers over 45,000 square feet of adaptable indoor and outdoor meeting and conference space, equipped with state-of-the-art audiovisual systems and supported by a dedicated events team. Whether it's an intimate gathering for key stakeholders or a large-scale corporate event, Black Desert Resort has the capability to host a variety of functions with sophistication and ease.

Elevating Business Travel

Black Desert Resort understands the needs of corporate travelers who want more than just a meeting space — they want to feel inspired and rejuvenated. That's why the resort offers luxurious accommodations that ensure guests feel pampered and well-rested. With 791 beautifully designed guest rooms, suites and residences, every visitor will experience comfort and luxury, including plush Italian linens, a curated pillow menu, cutting-edge in-room technology and premium bath and shower amenities. For those staying longer or looking for extra space, the resort's residence rooms come with fully equipped kitchens featuring Wolf and Sub-Zero appliances, spacious floor plans and even pre-arrival grocery services for ultimate convenience.

This attention to detail extends to those traveling solo. Whether you're an individual business traveler working remotely or attending meetings in the area, the resort offers a sanctuary for productive, uninterrupted work. With modern Wi-Fi technology and ample space to work, you can focus on your tasks during the day and enjoy luxurious relaxation in the evening.

Gourmet Dining with a View

No corporate retreat or business trip is complete without indulgent dining experiences, and Black Desert Resort delivers on all fronts. For those looking to impress clients or host a memorable business dinner, the Basalt steakhouse offers an exquisite menu that merges modern luxury and mountain and golf course views with Utah's charm and hospitality. Located at the highest point of the resort, Basalt serves up an array of culinary delights, including prime rib, sustainably sourced seafood and specialty cocktails. The dishes are artfully prepared, promising to expand your palate and leave you and your guests truly impressed.

For an unforgettable business dinner with colleagues, Basalt provides the perfect setting to network and connect in a relaxed, upscale environment. And with its stunning views of the surrounding desert, it's an experience that engages all the senses.

Activities to Recharge and Inspire

Beyond the boardroom and meeting spaces, Black Desert Resort offers a wide variety of activities designed to help you and your team recharge and reconnect with nature. Southern Utah is renowned for its outdoor experiences, and guests of Black Desert Resort are perfectly positioned to take advantage of the area's incredible scenery and recreation.

Among of the resort's stand-out features is its championship golf course, designed by legendary golfer and golf course designer Tom Weiskopf. The 19-hole course is surrounded by black lava rock beds and stretches across 7,500 yards, providing golfers with an unforgettable experience. It's a great way to unwind after a long day of meetings, and for golf enthusiasts, it's an added bonus to know that the course hosts both PGA and LPGA events.

If golf isn't your thing, the resort also boasts a heated outdoor pool, where you can enjoy sweeping views of the golf course's 19th hole. Private cabanas, complete with Wi-Fi, TVs and food and beverage service, offer a more exclusive way to relax poolside.

For those looking for adventure beyond the resort, Black Desert is just a stone's throw away from some of Utah's most iconic national parks, including Zion National Park, Bryce Canyon and Snow Canyon State Park. Whether it's hiking, mountain biking or even horseback riding, the region's diverse terrain offers no shortage of ways to reconnect with nature. With over six miles of hiking trails available right on the resort's grounds, guests

can explore at their own pace and marvel at the breathtaking vistas that make this area so unique.

Staying Connected While Escaping

One of the most valuable assets of Black Desert Resort is its advanced digital infrastructure. While the resort is embedded in nature, it ensures that corporate travelers remain connected to their professional world. The high-speed Wi-Fi and top-notch connectivity throughout the resort allow guests to work seamlessly, attend virtual meetings or handle business calls with ease. Whether you're poolside, in your luxurious room or out on the golf course, the ability to remain connected ensures that no business need is compromised during your stay.

Black Desert Resort: A Corporate Haven in Southern Utah

As a first-of-its-kind resort in Southern Utah, Black Desert Resort redefines corporate travel and event hosting by merging modern luxury with breathtaking natural beauty. Its proximity to major cities like Salt Lake City makes it a convenient regional meeting point, while its luxurious accommodations, top-tier meeting spaces and endless recreational opportunities make it an inspiring destination for both group events and individual business travelers. Whether you're hosting a corporate retreat, organizing client meetings or simply looking for a productive escape, Black Desert Resort offers everything you need to work, relax, and connect in style.

When it comes to Southern Utah, Black Desert Resort sets a new standard for luxury and inspiration, providing corporate travelers with an unmatched experience that leaves both professional and personal needs fulfilled. If you're seeking the ultimate combination of luxury, productivity and nature, Black Desert Resort is the place to be.

Work DAZE

Bad day at work? You can make it worse.

Is that a dark cloud of gloom hanging over your workspace?

I knew it!

Why else would you stop what you're doing to find out what this idiot has to say?

And what this idiot says is that you need to read "4 Ways to Turn Around a Bad Day," Jancee Dunn's hopeful column in *The New York Times*.

The turnaround starts with clinical psychologist Susan Albers, who believes "your day may start off badly, whether than means a rough morning meeting, unwelcome news or a stranger being rude, but you often have the ability to create a different ending."

Of course, if the rude stranger is your manager, and the rough morning meeting will be repeated at lunch time and after-hours, too, creating a different ending may be difficult. Luckily for you, I have used Dunn's expert analysis of expert advice to create four of my own strategies for bringing a little sunshine into your gloomy day.

Come on, grumpy puss. Let's get happy!

No. 1: Put the incident into context. Did your bad day start with a "salty conversation"?

"Respond, rather than react" is the advice of professor of communication Michael Lee.

Good advice. As a mature, accomplished adult, your natural reaction would be a major sulk, which would

only expand when none of your closest work friends realized you were sulking.

Instead of reacting, respond by interrogating yourself with questions such as "Is this really about me, or is it about them?" and "How much weight do I give their words?"



BOB GOLDMAN

If the person giving you a hard time is from the IT department, every word should weigh 500 pounds. An IT person can flip a switch and you'll never again spend another productive afternoon making sky castles in Minecraft. If the person is your manager, those salty words should be as light as a feather.

Remember — managers do not feel their work is done unless all their direct reports are miserable. By showing your manager they are able to ruin your day without a whole lot of effort, you're exactly the kind of person they'll want to keep around.

No. 2: Switch things up.

When a dark day descends, Dunn recommends a "sensory change."

"Take a hot shower," she suggests, "or light a scented candle." (Note to self: Don't light a scented candle in the shower — it just doesn't work.)

By activating mood-enhancing chemicals in your brain, exercise is another way to turn that frown upside-down. This is especially true if the exercise you choose is walking out the door and starting a new job.

A half-hour of jumping jacks at your desk can also boost the heck out

of your mood-enhancing chemicals. Encourage your depressed co-workers to start doing jumping jacks, as well.

The sight of your entire office jumping and clapping in perfect synchronicity should give upper management a scare that will make their day even more miserable than yours.

No. 3: Give yourself little rewards.

Princeton Neuroscience Institute assistant professor Annegret Falkner reports that "giving yourself little intermittent rewards during a difficult experience can make it less stressful than a large reward after." So, instead of suffering through a miserable day at work until you can go home and do something positive and life-affirming, like kicking the refrigerator, intersperse your bad day with little treats, like going out for ice cream, or turning on the office sprinkler system or taking a trip to the zoo (or if there's no zoo handy, a trip to the marketing department will work).

The mini-rewards concept works well with me, though some may feel uncomfortable knowing that Falkner's ideas come from "studying stress and resilience in mice."

I see this as a plus.

Consider your management team. No one rises higher, faster, than a resilient mouse.

No. 4: Set up an emotional first-aid kit for next time.

Prepare a file that you can turn to when your day turns sour.

Fill it with all the positive reviews you've received from managers praising your work. Don't have any? Well, at least you've got a file ready if you ever do.

You could also start a scrapbook with pictures of the cars, clothes and vacation trips you can't afford. Add copies of your busted budgets and past-due credit card bills.

This won't improve your bad day, but it will remind you why you're working in first place. If that doesn't make you feel better, take two jumping jacks and call me in the morning.

Bob Goldman was an advertising executive at a Fortune 500 company. He offers a virtual shoulder to cry on at bob@bgplanning.com.

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ASSOCIATIONS

• The **Economic Development Corporation of Utah**'s joining with the **Salt Lake Chamber** is official, following a vote by the EDCUtah Board of Trustees to adopt new governing bylaws. The boards of both organizations in July agreed to move forward with a framework and process for the combination. For nearly 40 years, EDCUtah has operated as a private nonprofit organization that supports businesses with the resources they need to relocate or expand their operations in Utah. In the combination, EDCUtah will maintain its name and brand, and EDCUtah and the Salt Lake Chamber will remain distinct organizations with defined missions, unique services and separate financial accounts. EDCUtah's Board of Trustees will continue to operate as the organization's governing body.

BANKING

• **U.S. Bank** has opened a branch at 13383 S. Rock Wren Lane, Riverton. It is the company's 39th branch in Utah. During the grand opening event, the bank donated \$5,000 to **Warrior Rising**, a nonprofit organization dedicated to transforming veterans into successful entrepreneurs.

• **TAB Bank**, based in Ogden, has closed a \$4 million working capital facility with a metal manufacturer serving the aerospace, defense, medical, marine and renewable energy industries. The facility will help the unidentified manufacturer consolidate two newly acquired machine shops and expand its operations to meet increased demand. It had \$18 million in sales in 2023 and has projections of \$24 million for 2024.

ECONOMIC INDICATORS

• **Utah** is the 11th-best state to visit this fall on a list compiled by **LawnStarter**. It compared the 48 contiguous U.S. states based on four categories, considering the projected length of fall foliage and peak foliage, scenic drives, and pumpkin patches. Utah is No. 1 for the projected number of days of

peak fall foliage, No. 8 for total acreage of state and national parks, and No. 22 for cideries per 100,000 residents. The top-ranked state overall is California. The bottom-ranked state is Louisiana. Details are at <https://www.lawnstarter.com/blog/studies/best-worst-states-to-visit-in-fall/>.

• **Eighty-one percent** of public employees are concerned they won't have enough money to last throughout their retirement years, according to a survey by **MissionSquare Research Institute**, in collaboration with **Greenwald Research**. Seventy-eight percent say they won't have enough money to live comfortably in retirement, and only 9 percent say the benefits provided through their employer are "very sufficient" to meet their retirement needs.

• **Interstate 15 in Ogden** is "Utah's Scariest Road," according to a survey of drivers conducted by **Gunther Volkswagen Delray Beach** to discover which roads they mostly would avoid after dark. It is the 58th-most-feared road nationally, followed by No. 65 **Big Cottonwood Canyon Road** and No. 118 **Emigration Canyon Road**. The highest-ranked road in the U.S. is Route 9 in Sleepy Hollow, New York. Details are at <https://gunthervwdelray.com/spooky-streets.htm>.

• **Three Utah locations** are on a list of the "most zen zones in America," compiled by **Mission Connection** following a study analyzing Google review scores to reveal the cities across America that embody a true "zen" experience through Google review scores of wellness businesses across the country. They are No. 28 **Park City**, No. 29 **Moab** and No. 114 **Springdale**. The highest-ranked zen city in the U.S. is Sedona, Arizona. Details are at <https://missionconnection-healthcare.com/blog/zen-zone/>.

• **Utah** has an "untapped pool" of over 400,000 singles, according to a survey and a study of census data by **TexasDivorceLaws.org** to determine how many people are sitting out the dating scene altogether. The percentage in Utah is 33 percent, equating to 402,693 singles. The top pool is in California, at 9 million singles (65 percent). The highest percentage is in Arkansas, at 85 percent. Details are at [dating-in-2024/.](https://texasdivorcelaws.org/survey-78-million-u-s-singles-quit-</p>
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• **Forty-three percent** of **Utah gamers** consider their online communities as **potential dating pools**, according to a survey by gaming gadget company **GravaStar**. The survey asked Utah gamers if they had ever developed romantic feelings for someone they met online, and 43 percent said they had. Seventy-nine percent of gamers said they believe that relationships formed through gaming are just as valid as those cultivated in person or on dating apps. The highest percentage overall is in Delaware, at 75 percent. The lowest is in New Mexico, at 17 percent. Details are at <https://www.gravastar.com/blogs/learn/pixel-passions>.

• **Utah parents** believe 16 should be the **minimum age for social media accounts**, according to a survey by online education company **Test Prep Insight**. The national average is age 14.

EDUCATION/TRAINING

• **Fervo Energy**, a developer of geothermal energy, along with **Southern Utah University** and **Elemental Impact**, a nonprofit investing platform, have launched a geothermal apprenticeship program to help oil and gas workers and Southwest Utah residents join the geothermal industry. The program, administered by SUU and funded in part by Elemental, will provide those seeking new skill sets with the opportunity to learn geothermal directional drilling and well completions, while combining on-the-job training with college-level coursework on geology and energy systems. The approach offers pathways for traditional college students as well as adult and working learners interested in careers in the geothermal energy industry. Twenty-two people working with 10 oilfield service providers operating in the area have registered for the program. By the end of 2024, the program aims to enroll at least 40 apprentices, providing them with an opportunity to fill an immediate workforce need upon completion of the apprenticeship. Funding from Elemental Impact, a nonprofit investor in climate technology and community focused initiatives, enabled Fervo to offer this workforce training program.

GOVERNMENT

• **Gov. Spencer Cox** has appointed

Emy Faulkner Lesofski as his new energy advisor and director of the **Office of Energy Development** within the Department of Natural Resources. Lesofski joins the Office of Energy Development from the U.S. Senate Committee on Appropriations, Subcommittee on the Interior, Environment, and Related Agencies. She has served as a staff director and policy advisor in both houses of Congress. Lesofski studied political science at Brigham Young University.



Emy Faulkner Lesofski

• The **U.S. Department of Agriculture** has announced \$1.5 billion for 92 partner-driven conservation projects through the **Regional Conservation Partnership Program**, a partner-driven approach to conservation that funds solutions to natural resource challenges on agricultural land. Partners will provide \$968 million in contributions to amplify the impact of the federal investment. Selected RCPP projects will help farmers, ranchers, and forest landowners adopt and expand voluntary, locally led conservation strategies to enhance natural resources. The funding includes nearly \$16.6 million for the **Northfields Protection Initiative** in the Heber Valley, focusing on conservation easements to ensure permanent land protection of the Northfields and is critical to the continued success of the U.S. Bureau of Reclamation, Utah Reclamation Mitigation Conservation Commission's 1,500-acre Provo River Restoration Project.

• The **U.S. Environmental Protection Agency** has announced nearly \$21.9 million in new funding for Utah under the Bipartisan Infrastructure Law to **upgrade water infrastructure and keep communities safe**. The funding for Utah is part of \$3.6 billion EPA is distributing nationally. The Bipartisan Infrastructure Law funds will flow through the Clean Water and Drinking Water State Revolving Funds, a long-standing federal-state water investment partnership. The investment will fund

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state-run, low-interest loan programs that address key challenges in financing water infrastructure. The announcement includes allotments for Bipartisan Infrastructure Law Clean Water General Supplemental funds for Utah of \$13.1 million; Emerging Contaminant funds, \$1.1 million; and \$7.6 million under the Drinking Water Emerging Contaminant Fund.

HOSPITALITY

- The **Grand Hyatt Deer Valley** is scheduled to open Nov. 20 at the Deer Valley East Village. It will offer accommodations, dining and amenities, including an artisanal high chocolate experience, an underground bar, weekly nighttime entertainment, and more.

INSURANCE

- **PCF Insurance Services**, a Lindon-based insurance brokerage, has rebranded to **Trucordia**. The company said the name combines the words “trust” and “accord,” reflecting the integrity, harmony and collaboration that are the cornerstones of the business. Trucordia has more than 5,000 employees in the U.S.

INVESTMENTS

- **Vanilla**, a Salt Lake City-based estate planning software company, has closed a \$35 million fundraising round, led by returning investor **Insight Partners**, in addition to contributions from **Venrock**, **Vanguard** and other previous investors. Vanilla also added new strategic investors **Edward Jones Ventures**, **Nationwide** and **Allianz**, and new investor **Alumni Ventures**. Vanilla said the funds will support its growth and customer adoption as well as expand its platform, which allows investment advisors, broker-dealers and other financial services providers to cultivate deeper, more valuable client relationships.

- **Data Quality Co-op**, a Salt Lake City-based clearinghouse for data quality measurement, has received its first funding round of \$1.25 million. The funding was led by **Kickstart Fund**, joined by **SaaS Venture Capital** and **Service Provider Capital**, along with several individual investors. The company was established earlier this year. The company said it will use the funding to accelerate platform development and pursue its goal of helping people realize the transformative potential of its data.

LAW

- **Dentons Durham Jones Pinegar** has elected three new shareholders:



Tyler Cahoon

Tyler R. Cahoon and **Cole P. Crowther** in the firm’s Real Estate practice and **David B. Nielson** in the Commercial Litigation and Family Law practice. All are located in Lehi. Cahoon represents clients in transactions and litigations involving state and federal environmental laws. His practice also includes water, land use, zoning, oil and gas, mining, wetlands, real estate and product labeling.

Crowther focuses his practice on commercial litigation, real estate and environmental litigation, and related trans-

actions. His practice also encompasses land use, environmental law, zoning, oil and gas, mining, and USDA compliance. Nielson assists clients with commercial litigation matters, as well as domestic related disputes, including divorce, post-decree modifications, contempt, terminations, guardianships, conservatorships, protective orders and prenuptial and post-nuptial agreements. All three graduated from the S.J. Quinney College of Law at the University of Utah, while Nielson also earned a B.S. from Brigham Young University.



David Nielson

NONPROFITS

- **Promethean Spark International** recently had a masquerade ball at The Wild Oak Venue in Lindon, with proceeds to benefit the nonprofit organization’s efforts to teach essential life skills to impoverished youth around the globe through the performing arts.

PHILANTHROPY

- **Maverik** and **Kum & Go** have launched their fourth annual **“Round Up Your Change”** campaign in support of **Feeding America**. Through Dec. 4, customers are invited to round up their in-store cash and credit transactions to the nearest dollar, or contribute even more. Donations will support the movement to end hunger in the local communities across the brands’ 20-state footprint. Ninety percent of donations raised will stay local to the community where the donation was made, with the remaining funds supporting the activities of the Feeding America national organization. Maverik recently began this year’s giving Feeding America a \$1 million donation. In 2023, Maverik donated more than \$573,000 to Feeding America, equivalent to 5.7 million meals. Maverik has also been expanding its **Food Rescue Donation Program**, rescuing surplus food and redistributing it to local Feeding America partner food banks. Since this program was established in 2021, Maverik has donated more than 3.2 million pounds of surplus food, the equivalent of nearly 2.7 million meals. The program is active in over 370 stores in 16 states.

- **Industrial Supply Co.**, based in Salt Lake City, raised \$45,000 for the **Utah Food Bank** at its annual charity golf tournament in August. The contribution will directly benefit Utah Food Bank’s mission to fight hunger statewide. An active supporter of the Utah Food Bank since 2007, Industrial Supply has donated a total of \$290,706 and 6,019 pounds of food, which is equivalent to over 1 million meals (enough to feed 239 families of four for a year).

REAL ESTATE

- **Millrock Capital** and **Woodbury Corp.** have officially opened **The Grandeur at Holladay Hills** at 1920 E. Rodeo Walk Drive. The Grandeur offers studios, apartments and penthouse condos for ownership. It is the first phase of the 58-acre master-planned community within Holladay Hills.

- **Linden Hill Apartments**, a residential community in Magna, has opened for leasing. It has a variety of floor plans, including one-, two- and three-bedroom apartments, plus on-site amenities. Adjacent to Linden Hill, two new retail pads will feature a Chipotle restaurant and Swig Drinks, expected to open soon.

RECOGNITIONS

- The **University of Utah** has announced the recipients of the sec-

ond annual **Innovation Awards**, which recognize the efforts UofU students, staff, faculty and startups have made to pursue impactful research and contribute to the university’s culture of innovation. The recipients are **Morgan Doane, Excellence in Innovation Undergraduate Student Award; Michael Adkins, Excellence in Innovation Graduate Student Award; Justin English, Investigator on the Rise; Roger Altizer, Innovator of the Year; Utah Bionic Leg, Breakthrough of the Year; Jan Kubanek, Founder of the Year; 3Helix, Startup of the Year; and Carl Wittwer, Lifetime Achievement**. Details are at <https://technologylicensing.utah.edu/news-events/university-of-utah-announces-2024-innovation-awards-recipients>.

- The **Executive MBA** program at the **University of Utah’s** David Eccles School of Business is ranked No. 94 on a list of the world’s best such programs, compiled by the *Financial Times*. The program ranked No. 3 in the West and No. 19 nationally. It is the only school in Utah to be ranked. The *Financial Times* bases its rankings on two primary sources: 55 percent of the score is based on surveys of EMBA alumni three years post-graduation, and 45 percent of the score is calculated from 16 criteria in three areas, including alumni career progression, school diversity, international focus, and idea generation and research productivity of the faculty. Members of the class of 2021 who participated in this year’s survey reported an average salary increase of 51 percent in the three years post-graduation, translating to an average salary of \$195,299 today. The Eccles School also ranked among the top 20 in the U.S. for the percentage of students who stated that their aims in pursuing an Executive MBA were achieved, and No. 30 globally for the success of its researchers, as measured by publications in the *Financial Times*-designated top international, academic and business journals.

RETAIL

- **Elase Medical Spas** has opened a location at 13351 S. Rock Wren Lane, Riverton, in the Mountain View Village Mall. It is the brand’s fifth location in

the Salt Lake City area. Elase has more than 15 spas in Florida, Idaho and Utah.

SERVICES

- **Make It Market Ready**, a Pleasant Grove-based service designed to help homeowners and real estate agents get their properties ready for sale, is now available in Utah and Salt Lake counties. In its pay-at-close model, the company provides full home renovations and staging with no upfront costs, and clients pay the company when the home sells.

TECHNOLOGY

- **DigiCert**, a Lehi-based provider of a platform for digital trust, has appointed **Lakshmi Hanspal** as chief trust officer. Hanspal will be based in Sunnyvale, California, and will oversee efforts to strengthen trust strategies, including digital identity, public key infrastructure and secure communications. Hanspal most recently served as global chief information security officer for Amazon Devices and Services. Prior to that, she served as chief security officer at Box and SAP Ariba and in security leadership roles at the Bank of America and PayPal. Hanspal also has served as a strategic advisor and board member for several organizations, helping shape security standards and governance frameworks that prioritize trust.



Lakshmi Hanspal

TRANSPORTATION

- **Avelo Airlines** has begun offering nonstop service between **Salt Lake City International Airport** and the **Charles M. Schulz Sonoma County Airport** in the California Bay Area. It will operate the route twice weekly on Thursdays and Sundays, using Boeing 737 aircraft. The flights create the 100th nonstop destination and the 14th airline serving the Salt Lake City airport. Since taking flight in April 2021, Avelo has flown over 5.7 million customers on over 44,000 flights. It serves 49 destinations spanning 23 states, Puerto Rico, Jamaica and Mexico.

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Applied Medical Engineering Lab pushing the limits of life-saving care

Becky Ginos
The Davis Journal

Imagine living in a rural area, hiking in a remote place or taking a family trip away from a city, to places where there are no life-saving medical services and needing that help to survive. The University of Utah has just launched a new laboratory called the Applied Medical Engineering (AME) Lab to create cutting-edge medical technology designed to deliver that life-saving care at any location and for any patient with any injury.

“Just being 10 miles from a facility where you don’t have access can make the difference to slow down a heart attack or if you need blood,” said Dr. Jake Jensen, associate vice president for research at the University of Utah. “For example, there are some freezer system treatments that main-

tain medication that an EMT or field medic doesn’t have access to.”

There is some promising research going on at the UofU for more portable freezers, he said. “It’s smaller than a mini fridge. It’s more the size of a Rubik’s Cube that is ultra-frozen that medics can carry in their pack that can stop hemorrhaging more quickly. Or it can be sidestepped completely with freeze-drying to maintain efficiency.”

One of the first things being researched through the AME platform is to work on these problems, said Jensen.

“Another huge one is lightweight robotics. There are so many applications.”

If an EMT or field medic is triaging patients in the field, there’s usually only one field medic or just one or two EMTs, he said. “If they’re treating multiple patients, they have to spread out life-saving measures that require



A concept photo shows how a robotic arm can be used by medics in the field. The arm is just one of many cutting-edge medical technologies being developed by the AME Lab. Courtesy AI image.

more than one medic. The EMT has to make the choice whether to continue applying pressure to stop blood flow or get bandages from his pack. A light-

weight robotic arm with controlled voice (AI) command could apply pressure, etc. A single provider then becomes more than one.”

The UofU has been a leader in robotics for a long time, Jensen said. “We have already developed robotic legs, arms, etc., that are high-functioning mostly for prosthetics. It’s amazing technology but we decided to branch out and ask, ‘where else could this be useful? What problems can we solve?’”

Who hasn’t been in a situation where they couldn’t use three hands? he said. “Take movers. A lightweight robotic arm would allow them to move safer and faster. The functionality for multiple people is incredibly exciting.”

Another area of AME application is mental health. “It’s an issue from many people,” said Jensen. “But there are noticeable disparities in rural counties. Rural communities have more signs of mental health issues such as suicide than urban areas. This is designed to help mental health. That is huge. People can receive counseling wherever they are and there is a tele-health component.”

Jensen said the area he’s most excited about is women’s health.

“The AME lab is developing technology to assist in maternal and infant survival. There’s been work in this for over 100 years, but there’s been little progress in infant and maternal mortality. You’d think we’d be further along.”

Think about a baby and mom that don’t have access to medical facilities, he said. “They live too far away from treatment that could have saved their life. Ten miles could be the difference between if a mother or infant dies. If treatment is available we need to use it.”

The AME lab showcased its groundbreaking work at the 47G Zero Gravity Summit held on recently in Salt Lake City.

47G promotes and advocates for companies in Utah that are developing the next generation of aerospace, defense and cyber technologies, said Aaron Starks, 47G president and CEO. “Our partnership with the University of Utah’s AME Lab reflects our commitment to collaborate on applied research that will directly benefit Americans serving around the world and right here at home.”

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BUSINESS JOURNAL FOCUS

Page 15

November 4, 2024

Trucking & Logistics

IN FOCUS

Trucking & Logistics Lists:

Trucking Companies
Page 16

Logistics Companies
Page 18

Issue Sponsor:



A BETTER WAY TO MOVE GOODS

Utah Inland Port Authority is creating a system to revolutionize state's logistical infrastructure by taking trucks off the road and putting the rail system to better use

The Utah Inland Port Authority was created in 2018, but the past couple of years have seen a whirlwind of changes. While the organization's board has been reorganized, policies have been added or adjusted, and a new executive director and other staffers have been brought on board, the most prominent move has been spreading out.

As recently as early 2023, the port system consisted of one area, the Northwest Quadrant of Salt Lake City, a 16,000-acre site near the Salt Lake City International Airport. Now there are a dozen project areas, mostly near Utah's north-south Interstate 15 spine.

The near future might hold a couple of more additions, but the authority remains in its relative infancy of creating a network of port project areas aimed at ultimately growing the economy throughout the state and creating a smoother, more efficient and less expensive way to move goods in and out of Utah.

Ben Hart, the authority's executive director, recently acknowledged that there have been "some pivots and ebbs and flows along the way."

"But right now, with what we're doing, we've got the project areas across the state, we see good things happening in all of those project areas," he said at a breakout session of the Manufacturing Conference, presented by the Utah Manufacturers Association. "We see good coordination, people working together. We're also seeing really good logistic projects. We hope for you as shippers that what you see from the port's efforts is that your rates get lower and lower. We still have some really high [shipping] rates here in the state of Utah."

Among the organization's goals are to work with local communities to boost their economies, including through the use of tax increment financing, which uses a portion of property taxes to reinvest to help stir economic growth. It also is working to build a logistics infrastructure to better move companies' products into and out of Utah and into the global marketplace, primarily by improving their access to

the rail network. "The first goal we have as an organization is to take trucks off the road," Hart said. He described trucks

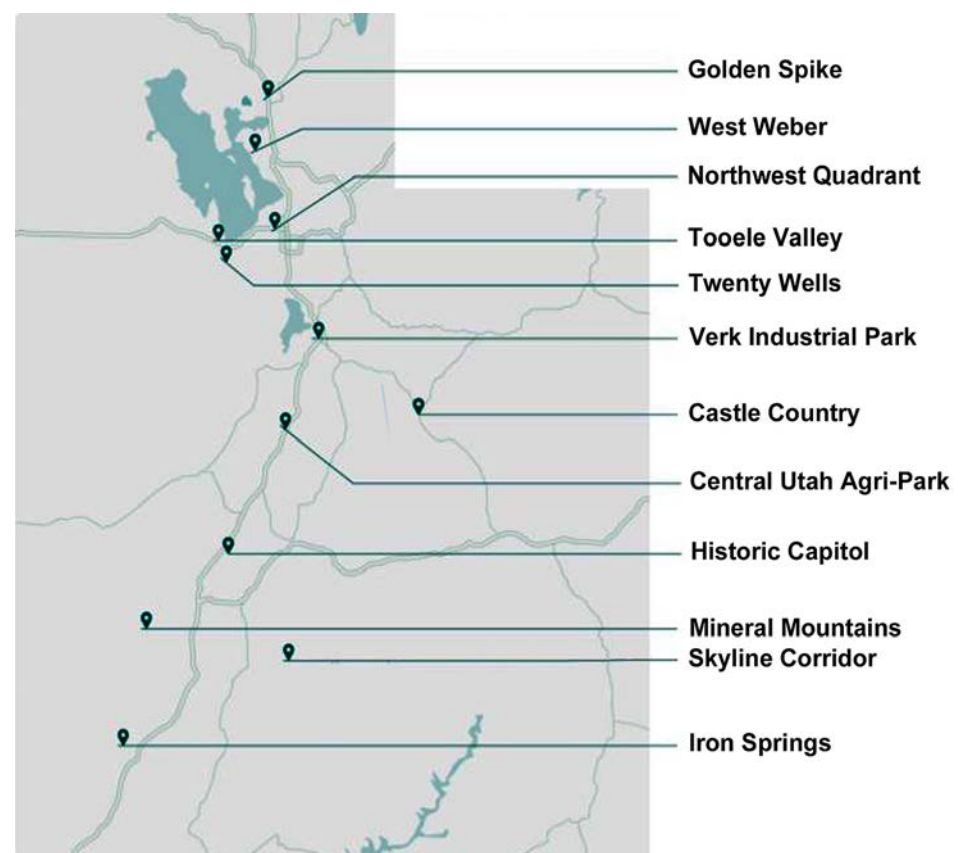
as the most "air quality-negative mode of transportation," and both traffic congestion and air quality issues could improve if more goods were switched to rail.

"We have a great rail network here in the state of Utah. It's total underutilized," he said. "We're putting everything on trucks while there's a lot of opportunity to put more on rail."

Use of rail could create efficiencies as Utah manufacturers and other companies "get our commodities and goods out to the global marketplace



see **INLAND PORT** page 18



A Utah state maps shows the dozen sites that have been approved by the Utah Inland Port Authority for inclusion in the statewide inland port system originally created by the Utah Legislature in 2018. Business Journal graphic based on UIPA information.

TRUCKING COMPANIES

Ranked by Number Of Power Units 2023

BUSINESS JOURNAL **List**

	Company Name Address	Phone Web	No. Power Units 2023	Gross Utah Sales 2023	Number of Flatbeds	Number of Refrigerated Vans	Number of Tank Trailers	Number of Dry Vans	Full-Load Carrier?	Less-Than- Truckload Carrier?	2023 Miles	No. of Utah Employees	Top Local Executive
1	C.R. England Inc. 4701 W. 2100 S. SLC, UT 84120	800-453-8826 crengland.com	4,254	\$2B	273	5,600	1,498 Intermodal Containers	1,986*	Y	Y	352M	Office— 1,100 Drivers— 4,900	Dan England Chairman Chad England CEO
2	Pride Transport Inc. 5499 W. 2455 S. SLC, UT 84120	801-972-8890 pridetransport.com	526	\$127M	0	700*	0	100*	Y	Y	52.9M*	631*	Jay England President Ian Peterson CEO
3	Sharp Transportation Inc. 390 N. 900 E. Wellsville, UT 84339	435-245-6053 sharptrucking.com	180	\$30.1M	0	140*	0	380*	Y	N	18M	170	Zan Sharp President
4	Godfrey Trucking Inc. 6173 W. 2110 S. West Valley City, UT 84128	801-972-0660 godfreytrucking.com	123	\$20.1M	5	0	0	400*	Y	Y	11M	150*	Scott Godfrey CEO
5	Parke Cox Trucking Co. Inc. 4250 S. River Road St. George, UT 84790	435-628-0886 coxtrucking.com	76	\$22.9M	22*	0	0	292*	Y	Y	9.1M*	115*	Donald L. Cox CEO
6	James H. Clark & Son Inc. 4100 S. 663 W. SLC, UT 84123	801-266-9322 jameshclark.com	75	*	*	*	*	*	Y	N	7.5M	*	Kyle Packer President
7	L.W. Miller Cos. 1050 W. 200 N. Logan, UT 84321	435-753-8350 lwmillier.com	55	\$68.2M	0	165*	80	0	Y	N	16.13M*	300*	Rex L. Miller VP Business Development
8	Double D Distribution Inc. 1550 S. Distribution Drive SLC, UT 84104	801-364-6565 doubled distribution.com	44	\$6.3M	2*	1	69	12	Y	N	2.78M*	35	Mark Droubay Founder/Owner
9	GEodyne Transport 1235 S. 3200 W. SLC, UT 84104	801-575-1110 geodyne.net	22	\$5.3M	0	12	87	0	Y	N	1.1M	25	Jaden Kemp President
10	Bakston Freight Systems Inc. 1522 E. Commerce Drive St. George, UT 84790	435-673-7971 bakston.com	18	\$3.9M	0	0	0	58	Y	Y	472K	29	Jed S. Johnston President
11	New Prime Inc. 3720 W. 800 S. SLC, UT 84104	417-866-0001 primeinc.com	*	\$162M*	1,273*	9,612*	486*	0*	Y	N	836M	1,694*	Robert Low CEO

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LOGISTICS COMPANIES

Ranked by Number of Full-Time Utah Employees

BUSINESS JOURNAL **List**

Company Name Address	Phone Web	Number of Utah Employees	2023 Revenue	Services Offered	Industries Served	Notable Clients	Year Est.	Top Local Executive
1 England Logistics 1325 S. 4700 W. SLC, UT 84104	801-656-4500 englandlogistics.com	425	\$462.9M	Non-asset-based transportation solutions	Full truckload, less- than-truckload, supply chain management, temp-controlled less-than-truckload, intermodal, parcel	*	1997	Jason Beardall CEO
2 Godfrey Trucking 6173 W. 2100 S. West Valley City, UT 84123	801-972-0660 godfreytrucking .com	150*	*	Full logistics & transportation of goods	All industries needing logistics or shipping	R.C. Willey, Post	1965	Scott Godfrey CEO
3 Data2Logistics LLC 7090 Union Park Ave. Midvale, UT 84047	801-287-8400 data2logistics.com	101*	\$22M*	Freight audit & payment, business intelligence, transportation data analytics, advisory services.	Data2Logistics provides services for clients in all industries, globally	Cisco Systems, Navistar, General Dynamics, 3M, Michael Kors	1962	Scott Aslund CEO
4 DST Distributors Inc. 444 W. Spring Creek Place Springville, UT 84663	800-567-2463 www.dstdelivers.com	46*	\$10M*	Trucking, warehouse & storage	Packaging, bottling, warehouse solutions	*	1986	D. Scott Tollestrup CEO
5 Arrow Moving & Storage Co. of Utah 3960 S. 300 W. SLC, UT 84107	801-263-5342 arrowmoving.net	43*	\$38.7M	Moving, relocation, warehousing, logistics, first/last mile	Residential, commercial, hospitality, logistics	U.S. Dept. of Justice, University of Utah, Hill AFB	2000	Lance Allan General Manager
6 Sharp Logistics Inc. 390 N. 900 E. Wellsville, UT 84339	435-245-6053 sharptrucking.com	32	\$33.9M*	Logistics	Food, beverage, packaging, sporting goods	Industrial Container, Quality Container, Price Container, Little Dutch Boy, Aaron Packaging, Marco Polo	2000	Zan Sharp President
7 DMC Logistics LLC 4980 W. Amelia Earhart Drive SLC, UT 84116	801-355-8991 dmc-logistics.com	5	\$21.4M	Same/next day, scheduled on-demand, conjunctive, dedicated, distribution, line hauls, 3PL partnering	National retail, wholesale pharmaceuticals, payroll, finance and medical lab specimen industries	*	1986	Mike Adams Site Operations Manager
8 New Prime Inc. 3720 W. 800 S. SLC, UT 84104	800-321-4552 primeinc.com	*	\$517.6M*	Transportation	Reefer, flatbed, tanker, intermodal	*	1970	Robert E. Low CEO

UTAH BUSINESS JOURNAL

*Did not disclose. Please note that some firms chose not to respond, or failed to respond in time to our inquiries. If a number is followed by an asterisk, the information is from the previous year and not currently available. All rights reserved. Copyright 2024 by 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@sbusinessjournal.com.

INLAND PORT

from page 15

through our coastal ports” in Long Beach and Los Angeles, he said.

Looking beyond just truck and rail, the authority also wants to tap into the underutilized air cargo space, not just at the Salt Lake airport but also those throughout the state. “We only use about 6 percent of our cargo capacity on planes that are leaving the market, which is just insane to me,” Hart said.

The current setup features “really high costs” for shippers, and more air options could bring those costs down, he said. “We see this air cargo as a really, really key opportunity. ... Interestingly enough, we’re seeing more and more reliance on air cargo, and it seems like the trajectory is only headed up. We feel like this is a really key vertical for our organization.”

As for economic development,

the Northwest Quadrant remains a centerpiece of possibilities. Jerry Stevenson, a UIPA board member and state senator, is among the people who have warned that without guidance, the area could become “a massive warehouse district,” with lots of buildings but relatively few new jobs.

At the “Crossroads of the West,” the Northwest Quadrant “really is optimized and ready for significant development,” Hart said. “We really want to target this area towards more manufacture-related growth.

“As we’re looking to optimize the economic side of this, this is the sweet spot that I think those who created the inland port really wanted to see, was that nexus between rail and manufacturing ... really helping that go vertical.”

Steel company BZI wanted better rail access at the Iron Springs project area and now has its input steel “brought to their front door,” Hart

said. It’s an example of how the right type of public financing can lead to a company hiring more employees and accessing more efficient transportation in and out of an area, he said.

“We feel like these types of projects are exactly what we’re trying to accomplish at the port: harnessing the power of infrastructure to really help build regional economies,” he said. “We see this, we see the Northwest Quadrant, these are areas of pure economic strength. They’re places where we have good economic multipliers that can really ripple throughout the entire community.”

The creation of project areas has also helped Garland capture a 1 million-square-foot project involving Lakeshore Learning and the Northwest Quadrant land a Northrop Grumman expansion project.

The port authority has stressed that it is not controlling the type of economic development that will occur in project areas but instead is col-

laborating with local communities to help them grow their economies in the way they want. Local government officials, meanwhile, have expressed gratitude and hope that expected job creation in those project areas will lead to young people there remaining in their home areas, if they so choose, because they will have more job opportunities there in the future.

The expansion in the number of project areas accelerated starting in the spring of 2023 with its first area in a rural part of the state. By year-end, the state had eight project areas. The number currently stands at 12. Hart has said perhaps two more will be added in the coming months.

“We feel like 12 project areas is a pretty good mass for us,” he said at a recent authority board meeting.

see INLAND PORT next page

INLAND PORT

from previous page

“We’re probably not going to be creating six or seven project areas every year like we have in the past,” Hart said, predicting that two to three per year is more likely going forward and added that “where they make sense, we’ll continue to move forward.”

Current project areas are the Northwest Quadrant in Salt

Lake County; the Iron Springs Inland Port near Cedar City; the Verk Industrial Park Project Area in Spanish Fork; the Golden Spike Project Area in Box Elder County; the Central Utah Agri-Park in Juab County; the Mineral Mountains Project Area in Beaver County; the Historic Capitol Project Area in Millard County; the Tooele Valley Project Area and Twenty Wells Project Area, both in Tooele County; the West Weber Project Area in Weber County; the Castle Country Project Area in Carbon and

Emery counties; and the Skyline Corridor Project Area in parts of Sanpete, Sevier and Wayne counties.

But geographic growth is not the only port authority constant. So too has been criticism, primarily from people expressing concerns about project area development potentially harming the environment, including the Great Salt Lake.

Hart said the authority has gone to great lengths to protect the environment in the project areas.

“There is a reality that a lot of

the rail that historically has been built here in the state of Utah, they just pushed it up against the lake. I think a lot of people thought, ‘Oh, we’re never going to use that. It’s not important. We’re just going to push it to the lake.’ So, we find now that as we work around rail across the state, we do end up in a lot of places where there are sensitive land areas,” he said.

“The concept around development is usually going to be just a little bit controversial, especially in a fast-growing state like Utah.”



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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.

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CALENDAR

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

Nov. 5, 7:15-9 a.m.

Breakfast Speaker Series, an ACG (Association for Corporate Growth) Utah event celebrating the rivalry between the University of Utah Utes and the BYU Cougars. Event includes speakers Chad Lewis of BYU and Frank Dolce of the UofU, plus an opportunity to look into the economic impact of each school's football team. Location is Zions Bank Building, 1 S. Main St., 18th floor, Salt Lake City. Free for members, \$40 for nonmembers. Details are at <https://www.acg.org/utah/events/utah-november-2024-breakfast-speaker-series>.

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

"Rivalry Week: Well-Being vs. Dysfunctionality," a Silicon Slopes event. Location is 2600 W. Executive Parkway, No. 140, Lehi. Free. Details are at <https://app.siliconslopes.com/events>.

Nov. 6, 11:45 a.m.-1:15 p.m.

"International Arbitration," a World Trade Center Utah event focusing on dispute resolution and arbitration under the International Chamber of Commerce Rules of Arbitration. Location is Canyonlands Conference Room, World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Cost is \$10 for Utah State Bar International Law Section

members, \$15 for all others. Nonmembers may register at cle@utahbar.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, noon-1 p.m.

"Lunch and Learn," with the theme "Cut Costs Like a Billionaire," a Utah Tech Leads event focusing on how direct-to-primary care can reduce the expenses of benefits. Location is The Shop, 350 E. 400 S., Salt Lake City. Details are at <https://www.ubmeevents.com/event/8c687cf6-d2b6-4b1a-8859-a97c4600f636>.

Nov. 6, 6-9 p.m.

Titan Awards, a South Valley Chamber of Commerce event. Award recipients are Keith B. McMullin, former CEO and president of Deseret Management Corp.; James Clarke, a founder, investor and operator of private and public companies and CEO of Clearlink; and Sandi Hendry, owner and founder of Minky Couture. Reception begins at 6 p.m., followed by dinner, entertainment and program at 7 p.m. Location is Grand America Hotel, 555 S. Main St., Salt Lake City.

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. 7, 6-8 p.m.

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

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 featuring 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.

"Wind Down Wednesday Mixer," hosted by Encircle House Heber, in partnership with the Utah LGBTQ+, Heber Valley and Park City chambers of commerce. Location is Encircle Heber, 81 E. Center St., Heber. Details are at <https://www.parkcitychamber.com/events>.

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>.

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

"Downtown Daybreak: Utah's First Sports-Anchored Mixed-Use

CALENDAR

from page 21

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. 15, 10 a.m.-1:30 p.m.

Fourth Annual Veteran Unite Conference, hosted by the Utah SBA, in partnership with the Utah Department of Veteran and Military Affairs, the Utah Veteran Business Resource Center and the Big Sky Veteran Business Outreach Center. Event aims to celebrate the entre-

preneurial journeys of veteran- and military spouse-owned businesses. Keynote speaker is retired Lt. Col. Carl Churchill, owner of Alpha Coffee. Other speakers are SBA Regional Administrator Aikta Marcoulier and a panel featuring local veteran entrepreneurs. Location is Zions Bank in downtown St. George. Conference is free. Veteran entrepreneur networking dinner and event at 5 p.m. costs \$20. Details are at https://bit.ly/UNITE_2024.

Starting Nov. 18

2024 Grant Workshop Tour, a Utah Division of Outdoor Recreation series highlighting the upcoming year’s grant opportunities, including those for the Utah Outdoor Recreation Grant, Recreation Restoration Infrastructure Grant, Utah Children’s Outdoor Recreation and Education Grant, OHV Recreation Grant, Recreation Trails Program, Boating Access Grant, Clean Vessel Act Grant and the Land and Water Conservation Fund. Events are Nov. 18, 9-11 a.m., Uintah Conference Center, 313 E 200 S., Vernal; Nov. 18, 3-5 p.m., Helper Auditorium, 19 S. Main St., Helper; Nov. 19, 9-11 a.m., John Wesley Powell History Museum, 1765 E. Main St., Green River; Nov. 19, 3-5 p.m., City Council Chamber, 50 W. 100 S., Blanding; Nov. 20, noon-2 p.m., Teasdale Culture Center, 73 Main St., Teasdale; Nov. 21, 9-11 a.m., Washington County Building, 197 E. Tabernacle St., St. George; Nov. 21, 3-5 p.m.; Commission County Building, 105 E. Center St., Beaver; Dec. 9, 10 a.m.-noon, Snow College, 150 College Ave. E., Ephraim; Dec. 9, 2-4 p.m., City Council Chambers, 439 W. Utah Ave., Payson; Dec. 10, 10 a.m.-noon, Heber City Police Department, 301 S. Main St., Heber City; Dec. 11, 10 a.m.-noon, Nibley City Hall, 455 W. 3200 S., Nibley; and Dec. 12, 10 a.m.-noon, Utah DNR, 1594 W. North Temple, Salt Lake City. Free, but registration is required. Details are available at 801-538-4700.

Nov. 18, 6:30-7:30 p.m.

“How to Talk to AI: Entry-Level AI Workshop,” a Small Business Development Center event. Location is the Orem/Provo SBDC at Utah Valley University. Details are at <https://clients.utahsbdc.org/events.aspx>.

TRENDS

from page 1

economic plan would add \$1.1 trillion to the national deficit over the next decade, while Donald Trump’s would add \$4.1 trillion. Neither will tackle the structural issues with U.S. fiscal policy, and fiscal policy is “wildly different in both proposals and unclear in both proposals,” he added.

The U.S. has avoided a recession because the number of new business formations “exploded” after the COVID pandemic, he said.

“Why does that matter? It’s because small businesses have to innovate. They’re breaking into a new market, [or] they’re defining a new market. And either way, you have to work with fewer resources. They’re very innovative. So, small-business growth means more economic productivity,” he said. “This is likely the reason, or a big part of the reason, we have not even hit a recession.”

As for Utah, business formations have, relatively speaking, occurred outside Salt Lake City, with growth occurring in the southwestern part of the state and the Ogden area. The office sector of commercial real estate is in troubled times in the capital city but could rebound as

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

“Strictly Networking Lunch,” a West Jordan Chamber of Commerce event. Location is All-Star Bowling and Entertainment, 1776 W. 7800 S., West

companies desire to have more employees work in the office.

“This should be encouraging, in some sense,” Mahedy said. “It may not feel like it right now, but this should be encouraging for the economy, for everybody in this room who’s looking at commercial real estate.”

So, in a world marked by volatility, what are business owners to do? Among his bits of advice are for companies to focus on the right statistics when conducting their forecasts. Looking at traditional numbers may leave business owners feeling “whipsawed,” he said. Worse, artificial intelligence may base projections on bad numbers. Business owners would be better served focusing on macro data, he said.

But rather than rely on stats, business owners should become storytellers. A company’s story is more important than statistical forecasts, and owners should consider “where in your story can things go wrong?”

He also encouraged owners to “nurture a growth mindset.”

“If you’re a storyteller and if you focus on the right stats,” Mahedy said, “that should give you some insight into where you may be able to play, where somebody else is getting a little indigestion over. ... There will be a place to grow. There will be an opportunity.”

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

Jordan. Details are at <https://wjc-ut.com/events>.

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. Speakers are Abigail Palmer Cox, Utah first lady; and Mike Moon, associate director at UServeUtah, discussing “Why Stepping Up for Your Community Is More Important Than Ever.” Location is Davis Technical College, Allied Health Building, 435 S. Simmons Way, Kaysville. Cost is \$25 for members, \$35 for nonmembers. Details are at davischamberofcommerce.com.

Nov. 21, 5-6 p.m.

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

see CALENDAR next page

AIRPORT

from page 1

cle Choir at Temple Square and “In My Own Little Corner of the World” by Marie Osmond are all featured on the playlist passengers traveling through the corridor will hear.

Also located in Concourse B Plaza is the world map that was originally installed in the floor of Terminal 1 in 1960. The map was created by Dallas stoneworker Julius Bartoli based on drawings by Ashton, Evans & Brazier. Initially, airport engineers did not think it was possible to remove the map without damaging the pieces; however, further examination determined it was possible. It was dismantled and placed in storage until it was relocated to Concourse B this past summer.

Passengers will also experience a dozen new concessions as part of Phase 3. The concessions include Bambuza Vietnam Kitchen, Freddy’s Frozen Custard and Steakhouses, Maggiano’s Little Italy, Sunday’s Best, The Coffee Bean, Tea Leaf, Thirst, Cotopaxi, iStore Express, Relay, Travel Right, The Canyon and Weller Book Works.

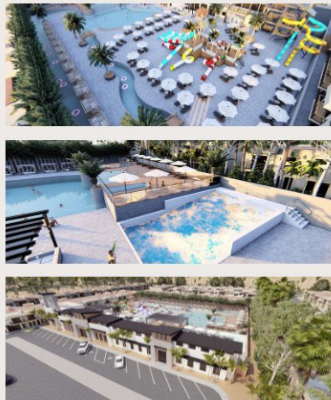
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CALENDAR

from previous page

Dec. 2, 6:30-7:30 p.m.

“How to Talk to AI: Entry-Level AI Workshop,” a Small Business Development Center event. Location is the 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](https://clients.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.

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 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.

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

“Strictly Networking Lunch,” a West Jordan Chamber of Commerce event. Location is All-Star Bowling and Entertainment, 1776 W. 7800 S., West Jordan. Details are at <https://wjc-ut.com/events>.

Dec. 19, noon-1 p.m.

Ambassadors’ and Women in Business December Luncheon, a Box Elder Chamber of Commerce event. Location is Academy Conference Center, 58 N. Main St., Brigham City. Details are at boxelderchamber.com.

Dec. 20, 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.

Jan. 10, 7:30 a.m.-noon

Economic Outlook & Public Policy Summit, presented by the Salt Lake Chamber and Kem C. Gardner Policy Institute and featuring insights on the future of Utah’s economy and the business community’s policy priorities for the upcoming legislative session. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$110 for members and \$140 for nonmembers before Dec. 13; \$125 for members and \$155 for nonmembers Dec. 14-Jan. 2; \$150 for members and \$200 for



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nonmembers after Jan. 3. Details are at slchamber.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. Free, with VIP tickets costing \$95. Details to be announced

at <https://www.siliconslopes.com/summit>.

Jan. 28, 11:30 a.m.-1 p.m.

2025 Athena Leadership Award Ceremony and Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Timbermine, 1701 Park Blvd., Ogden. Cost is \$35. Registration deadline is Jan. 21 at noon. Details are at ogdenweberchamber.com.

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