

Focus



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Webinar: Remote work, Ukraine war contribute to cyberattacks

Brice Wallace
The Enterprise

Cyberattacks have been the subject of a lot of chatter for years, but problems since the beginning of the COVID-19 pandemic have ballooned.

Speakers at a recent cybersecurity webinar said more employees working from home and using their own devices, plus the Russian war in Ukraine, are among factors leading to growing problems for companies and individuals.

"It spans everybody, from the tiniest

companies up to the biggest ones," Chris Sykes, IT manager at Strong Connexions, said at the webinar, presented by the Salt Lake Chamber, The Buckner Co., Nexus IT Consultants and Strong Connexions. "They all seem to have similar concerns, and it's a good opportunity to look at it and reassess."

"We are seeing a significant uptick in activity, even of businesses right here in Utah or here in the U.S. getting caught in the crosshairs of geopolitical conflict, and we're seeing hacks at levels that we

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Ground broken, Utah hydrogen plant gets \$500M DOJ financing

The Advanced Clean Energy Storage project near Delta, expected to be the world's largest industrial hydrogen production and storage facility, has received a commitment for over \$500 million in debt financing from the U.S. Department of Energy. The agency's Loan Programs Office announced that it has issued the conditional commitment to Advanced Clean Energy Storage I LLC, Mitsubishi Power Americas Inc., Magnum Development LLC and Haddington Ventures LLC, developing partners in the venture. The project broke ground last month.

The Millard County hydrogen hub was announced in May 2019 and is in the final stages of debt and equity closing. Currently, the hub has secured all major contracts including offtake, engineering, procurement and construction contractors; major equipment suppliers; and operations and maintenance providers. Haddington Ventures, the financial advisor for the hub and equity sponsor of Magnum Development, is securing \$650 million through its equity syndication program.

"We are unbelievably excited to reach this important milestone, not just for our hub, but for the hydrogen industry as a whole," said Michael Ducker, senior vice president of hydrogen infrastructure for Mitsubishi Power Americas and president of Advanced Clean Energy Storage I. "Equally rewarding is having spent the past year partnering and working with such a forward-thinking and incredibly talented team from the Intermountain Power Agency to trailblaze this market-leading facility. We are honored to be sharing this industry moment with them along with all of our world-class partners joining this effort."

The hub will initially be designed to convert renewable energy through 220 megawatts of electrolyzers to produce up to 100 metric tons per day of green hydro-



The David Eccles School of Business at the University of Utah will build its new Impact and Prosperity Epicenter beginning this summer. The facility will be the home of the Center for Business, Health and Prosperity and Sorenson Impact Center, as well as housing for 775 students.

Eccles School of Business to build new Impact and Prosperity Epicenter

The David Eccles School of Business at the University of Utah has announced that it will break ground this summer on its new Impact and Prosperity Epicenter. The facility is envisioned as a multidisciplinary hub for innovation, impact and prosperity, which will provide student housing and office space for the Center for Business, Health and Prosperity and Sorenson Impact Center, the organization said. The \$114 million project is made possible by the support of anchor donations from Jim Sorenson and

Robert and Lynette Gay.

The six-story building will include a dedicated gathering space on the first floor, known as The Forum, which will serve as the heart of the building. This space will bring together users from the different programmatic areas and from all over campus in an open, collaborative space. The Center for Business, Health and Prosperity

see **EPICENTER** page 4

see **HYDROGEN** page 4



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Ingenovis Health acquires Vista Staffing

Vista Staffing Solutions of Cottonwood Heights has been acquired by Cincinnati-based Ingenovis Health Inc., a healthcare workforce solutions company backed by private investment firms Cornell Capital and Trilantic North America. Vista was previously owned by Envision Physician Services and is a healthcare staffing company with an extensive network of physicians and advanced practitioners nationwide serving hospitals, clinics, medical practices and government agencies.

Formed in early 2021 by the combination of Trustaff, Fastaff Travel Nursing, U.S. Nursing Corp. and CardioSolution, Ingenovis Health uses a holistic approach that combines shared service capabilities with enhanced technology to staff critical talent shortages within healthcare facilities and systems nationwide. The acquisition of Vista further diversifies Ingenovis' service offerings and extends the company's ability to solve complex staffing challenges in the physician and advanced practitioner category, the company said.

"One of the most critical nationwide challenges we will face in the coming years will be the shortage of experienced healthcare providers, and we are doing everything we can to be part of the solution," said Bart Valdez, CEO of Ingenovis Health. "By adding Vista to the Ingenovis Health family, we expand our ability to offer comprehensive solutions and provide critical-

ly needed physicians and advanced practitioners to a broader market of clients nationwide. We are excited to collaborate with Vista's talented management team and benefit from their deep network of talented providers."

The VISTA brand will become part of the Ingenovis Physician Services division, led by President Sean Ebner.

"Adding on the industry-leading locum tenens expertise of the Vista brand significantly increases our capabilities to serve our customers' physician and advanced practitioner talent needs," said Ebner. "The Vista team brings extensive expertise to recruit and deploy highly qualified providers to virtually all types of clinical environments."

"Against the backdrop of a turbulent healthcare market, the healthcare systems are in strong need of locum tenens solutions," said Andrea Nelson, chief operating officer of Vista. "We are excited to join Ingenovis as we work to meet this growing demand, ensure continuity of care, and provide the support and resources necessary to reduce burnout among healthcare workers. Ingenovis, with the unwavering support of Cornell Capital and Trilantic North America, has an industry-leading management team, and we look forward to partnering with them to add new capabilities, expand geographic reach, and deliver additional services while ensuring high-quality patient care."

ELearning Bros. buys CoreAxis

American Fork-based eLearning Brothers has announced its third acquisition of 2022. The learning services and technology company has acquired CoreAxis, a creative training design, development and on-demand learning resource provider of Southborough, Massachusetts.

CoreAxis provides corporate training services and staff augmentation solutions, including custom blended learning and leadership development experiences and scalable, mobile custom content development.

"Since our founding, CoreAxis has been focused on creating impactful learning experiences for our clients through the custom creation of content and our on-demand learning experts," said Mark Zides, founder and CEO of CoreAxis. "This acquisition provides a tremendous opportunity for our customers and talented associates to be part of the most exciting growth story in our industry. Adding global resources and a robust learning platform will position our combination for immediate success and long-term growth. My team is energized to embark on this exciting next chapter."

In January, eLearning Brothers acquired Rehearsal, a video-

based coaching and practice platform, and Origin Learning, an India-based company that provides learning design, development and technology solutions.


"We are on a mission to be the one-stop for companies that want to create better learning experiences," said Andrew Scivally, CEO of eLearning Brothers. "We are uniquely positioned in the learning industry with creation tools, emerging technology and learning services, all under one roof. By bringing CoreAxis, a world-class, award-winning custom content provider with scalable staff augmentation services, into the fold, we can provide an exciting expanded new capability to our array of learning offerings. CoreAxis works with some of the world's top brands and manages 2,500-plus contract instructional designers and developers dedicated to helping clients achieve their goals."

RLG Capital & Trinity Investors continues back eLearning Brothers' vision of a one-stop integrated online platform for the corporate world, the company said. As part of that future vision, eLearning Brothers announced it will be rebranding to ELB Learning.

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Allegiant announces aircraft base in Provo

Allegiant Travel Co., the parent company of Allegiant Air, has announced plans to establish an aircraft base at Provo Airport (PVU). The Las Vegas-based company said it will invest approximately \$95 million to establish the new base of operations, creating at least 157 new, high-wage jobs.

Allegiant, which currently operates eight non-stop routes out of Provo, focuses on linking travelers in small-to-medium cities to leisure destinations, plans to begin its base operations in Provo on Nov. 16.

"We're delighted to grow alongside Provo, a market with phenomenal growth and convenient access to some of Utah's most treasured destinations," said Keith Hansen, Allegiant's vice president of government affairs. "Allegiant understands the value of Provo Airport. Building on the success of eight existing routes at PVU, our investment means having locally based aircraft and crews, opening the door for future new destination

opportunities for residents."

Allegiant began operating at PVU in 2013 and operates routes to Austin and Houston, Texas; St. Petersburg-Clearwater, Florida; Phoenix and Mesa, Arizona; and Palm Springs, Los Angeles and Orange County, California. To date, Allegiant has flown more than 700,000 passengers through Provo, the company said.

"Allegiant Air has found a following with their unique brand of travel focused on low-cost, nonstop flights to popular destinations without the hassle of layovers and connections," said Brian Torgersen, interim Provo Airport manager. "We are pleased to launch a new era of travel at the Provo Airport, with Allegiant's base operations expansion being key to our future success."

Allegiant, which employs more than 4,300 across the U.S., plans to immediately begin hiring pilots, flight attendants, mechanics and ground personnel to support the operations.

Breeze names Doxey president

Breeze Airways, a Salt Lake City-based airline that began operation in May 2021, has announced that airline veteran Tom Doxey has been named president. The announcement was made by Breeze founder and CEO David Neeleman.

Neeleman also said that Natalie Atwood has been named chief people officer.

Doxey joins Breeze from United Airlines where he most recently served as senior vice president of technical operations, overseeing the airline's technical operations functions and a team of more than 13,000 employees, including the line and base maintenance functions, aircraft reliability and regulatory compliance, engineering, engines and components and supply chain.

Doxey previously served as United's chief financial officer of operations and also oversaw fleet planning and transactions. Prior to joining United in 2016, he was vice president of fleet and corporate finance at Allegiant Airways. His aviation career began in the finance department at US Airways.

"We are so happy that Tom is coming aboard to steer Breeze to new heights," said Neeleman. "His stellar background and experience running such a large airline operation will bring a very positive impact."

"It's such an exciting time to be joining Breeze, the country's

youngest airline, from one of the oldest and most established carriers," said Doxey. "I can't wait to get out into our operation and meet our team members. The airline has achieved so much in a short time and I am humbled and thrilled to be part of it."

Doxey holds a bachelor's degree from Brigham Young University, where he was a collegiate baseball player, and an MBA from Arizona State University.

Atwood joins Breeze from HealthEquity, a Salt Lake City-based administrator of health savings accounts, where she served as executive vice president of people and oversaw all human resources functions. Prior to that role, she was responsible for employee functions at HealthEquity's member services center. She previously worked for American Express, leading a corporate training team and overseeing the service center workforce.

"Natalie has tremendous experience in nurturing and developing corporate cultures," said Neeleman.

Gardner Cos. announce leadership changes

The Gardner Cos., a Salt Lake City real estate development company, has announced changes in its leadership. The company announced that founder Kem C. Gardner will transition into a new position as chairman emeritus, while his son Christian Gardner will remain as CEO and become chairman of the board. Brady Southwick, who most recently was executive vice president at Vivint, will replace and report directly to Christian Gardner as president of the Gardner Cos., running day-to-day operations.

"I'm humbled and excited to move into this new role with the Gardner Cos. and to build on the incredible legacy that my father has built," said Christian Gardner. "While I am poised to focus on the strategic direction and growth of our companies, my father will remain a key voice as chairman emeritus as we continue to create space and invest in ideas for the greater good of our communities."

As president and CEO of the Gardner Cos., a position he has held since 2004, Christian Gardner has overseen the rapid growth of the business' full-service real estate arm, which specializes in the development and management of office, retail, industrial, medical and residential properties.

With partner Luigi Resta, Christian Gardner also started a diversified renewable energy company, rPlus Energies, that is focused on delivering utility-scale, clean power generation and storage. The company is currently working on 31 projects across 15 states, representing approximately 12 gigawatts of new generation and storage capacity.

Christian Gardner is in-

involved in many community and charitable causes. He chairs the board of trustees for the University of Utah and sits on the boards of directors for The Children's Center Utah, Utah Sports Commission, and Economic Development Corporation of Utah. He received a master's degree from the Massachusetts Institute of Technology and a bachelor of science from the University of Utah.

Prior to his position at Vivint, Southwick led multiple organizations for Cummins Inc., a Fortune 500 company. Notably, he led the company's Africa, North East and

South East Asia and the Rocky Mountain regions. He also was responsible for strategy and business development in China. He currently serves as chairman of the board of trustees for Salt Lake Community College and on the board of directors for Melaleuca.

"It feels incredible to be coming full circle in my career," Southwick said. "Like many others, I have long admired the work that Gardner does, and I am grateful and elated to take a position where I can help continue to build on an incredible reputation of creating community."

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CYBERSECURITY

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haven't seen in 24 years of business, we're seeing ransomware attacks, we're seeing all sorts of phishing and spamming attempts and just a significant escalation in activity," said Earl Foote, founder and CEO at Nexus IT.

Christian Deputy, chief sales officer at The Buckner Co., described the environment as "an exciting time in the cyber landscape — maybe not in a good way, but it's an exciting time."

Speakers said the trickier times have shifted the insurance landscape. A few years ago, underwriters provides lots of insurance under easy terms after cursory looks at applications. Now they pore over the answers on complicated questionnaires, wanting to be sure that companies have prevention and management safeguards in place, and typically charge more for tougher-to-get policies.

"You don't have to look very far or read very far to understand that the losses that insurance companies have experienced over the last few years have grown significantly," Deputy said. "And what's driving most of this is ransomware attacks. There are a number of different attacks, but it appears that the bad actors have found a way to make meaningful money by putting together a ransomware attack on your system."

Shutting down data systems for money has become fruitful for attackers and sometimes disastrous for victimized companies. Deputy cited stats showing that in 2021, the average downtime for victimized companies was 21 days, and it was typically 287 days before the companies were back to full pre-attack capacity. In 2020, the average payout to a successful attacker was \$312,493.

"That's what we're seeing,

is that change in the landscape is causing organizations to look at this just a different way than they ever have, and probably for a good reason because the data is showing it's becoming more impactful," he said.

Foote said one cybercrime ring leader nabbed before the pandemic was making \$1.5 million a day from ransomware attacks. "People often ask, 'Why does this happen?' Really, it comes down to, yes, there are malicious people who want to do malicious things, but more than anything, it's a business opportunity for them," Foote said. "There's a lot of money."

Brandon Robertson, vice president of the healthcare practice at The Buckner Co., said insurance carriers want to know details about applicant companies' "risk culture" and cyber risk management. In order to get coverage, companies often need to have in place multifactor authentication, endpoint detection and response, backup strategy response, email filtering tools, data encryption and remote desktop protocol.

"If you don't have those six things, there's a good chance you won't get cyber insurance and won't even have that option to transfer some of that risk from your company to the insurance carriers," he said.

Foote said many of those elements are neither difficult to implement nor outrageously expensive, although Robertson said that, to some companies, "it seems daunting."

"I find that a lot of them are pleasantly surprised that the things they need to implement are not that hard or not that expensive, and they're not necessarily disruptive, either," Sykes added.

However, doing nothing is not a proper response, speakers said.

"One thing I think organiza-

tions ought to be thinking about: If you haven't been attacked, you probably will be," Deputy said. "Someone will probably figure out how to get partially through the door."

If one company's safeguards and systems are robust enough, the attacker likely will just "move on to the next guy," he said.

"You'll hear guys like us who will talk about 'it's not if, but when,'" Foote said. "And that isn't a scare tactic. It's an education tactic of helping business leaders and organizations understand that everybody is a target and in reality in today's world, nobody is impervious, including governments, and the likelihood that at some point you will fall into the crosshairs is extremely high."

Having good "cyber hygiene" can even be a competitive advantage for some companies, allowing them to tell partner companies, clients, customers and others "why we can be more trusted with your data than our counterparts," Foote said.

Businesses should bolster their cybersecurity, with the first step being conducting a vulnerability/risk assessment and following up with an action plan to remediate any gaps, as well as creating incident response plans and business continuity plans — and, speakers said, constantly updating each of them.

"It's an alive, changing, always-evolving process," Deputy said.

"The way that this whole landscape is evolving," Foote said, "it forces business leaders to begin to really think much deeper about data governance — where you touch your data, how you touch your data, who has access, why they have access, how they get access — and forces you to rethink this whole thing and create process and procedure around it."

EPICENTER

from page 1

and Sorenson Impact Center will occupy space directly above The Forum. The 284,808-square-foot building will also provide 775 resident beds for students.

"The Epicenter is a living-learning space that will provide an unparalleled opportunity to equip the next generation of leaders with social purpose and sharpen the world's understanding of impact investing and approaches to sustainable economic development," said Sorenson. "We believe the outcome of the Epicenter will be two-fold: creating the highest learning and solutions in impact investing and preparing students to be powerful global citizens and community leaders."

"We are excited to be a partner with the university and Jim Sorenson in building this new Impact and Prosperity Epicenter," said the Gays in a statement. "Through the center we expect to lay a new innovative foundation within the university that builds and enhances the lives of

not only the university's students but countless others, especially in Africa where we have labored for many years. Building on a mission of unifying the resources of business and public health, we believe the Epicenter will become a cutting-edge deliverer led by students of growth, hope and prosperity to today's global community. We are grateful to part of this new venture."

"Demand for on-campus housing is growing, but we want to ensure our students have more than just a place to live," said UofU President Taylor Randall, who oversaw the planning of the Epicenter during his time as dean at the Eccles School. "We want to create a living-learning community where students can engage with the transformational work of these centers, gain valuable experience and use that experience to change the world around them. The Epicenter incorporates all elements of our vision to inspire, innovate and impact."

Construction of the building is expected to begin in June, with a completion date of August 2024.

HYDROGEN

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gen, which will then be stored in two massive salt caverns, each capable of storing 150 gigawatt-hours of energy. Financed with support from the DOE loan guarantee, this facility will supply hydrogen feedstock to the Intermountain Power Agency's (IPA) IPP Renewed project — an 840 megawatt hydrogen-capable gas turbine power plant — that will initially run on a blend of 30 percent green hydrogen and 70 percent natural gas starting in 2025 and will increase to 100 percent by 2045. IPP Renewed is a rebuild of IPA's coal-fired power plant at the site.

"The IPP Renewed project is committed to helping the region meet its carbon targets by

utilizing green hydrogen as a tool to integrate affordably and reliably with the significant build-out of renewables. The scale, experience and collaboration offered by the Advanced Clean Energy Storage hydrogen hub made their team the ideal partner for us to work with as we realize our vision towards 100 percent green hydrogen at the site," said Greg Huynh, operating agent for IPA.

"The Advanced Clean Energy Storage Project is well on its way to achieving its goal in the creation of a world-class green hydrogen hub," said Craig Broussard, CEO of the joint venture. "Through our network of partners, we have the potential to provide low-cost green hydrogen to verticals in addition to power, including refineries, heavy industries and the transportation sector."

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Your most important leadership responsibility: Succession planning

Of all the dimensions of leadership, perhaps the most important (and often overlooked) aspect of leading is the development of a successor.

“Leadership is not defined by the exercise of power but by the capacity to increase the sense of power among those led. The most essential work of a leader is to create more leaders.”

These words were spoken by organizational behavior pioneer Mary Parker Follett in the early 20th century, and they are as true today as they were then.



RICH TYSON

Too often, this challenge is overlooked — most commonly in small-to-medium sized organizations — as the next generation of leaders assumes key roles. Among the reasons leaders give for this is their lack of bandwidth; they simply don't have time for developing their successor.

Others naively suggest that their closest associates will develop on their own by simply being exposed tangentially to the issues and opportunities of leadership. I call this “leadership de-

velopment by osmosis.” In other words, they'll transform into strong leaders simply by paying attention to the boss. Unfortunately, this is most often an excuse for failing to explicitly create and act upon development plans for future leaders.

While there have been many articles written about succession planning, most are focused heavily on the financial aspects of transition rather than the performance and behavioral expectations for the successor.

Those often-overlooked aspects are encompassed in what authors Chris Zook and James Allen call the *Founder's Mentality* in their book by that title.

They emphasize the importance of a clear mission and purpose, an unambiguous owner mindset and a relentless obsession with the front-line operations where the business interacts with the customer.

The five-component template I use with my clients to develop this type of founder's mentality uses the proprietary acronym PACER:

P: Performance assessed against the potential of prospective successors. Performance is a function of two key elements: 1. Each candidate's record of personal contribution to the mission, purpose and outcomes (financial, customer, operations, etc.) of the enterprise, and 2. His/her leadership behaviors.

The first element of performance, their contribution to enterprise outcomes, is generally measurable and comparatively easy to assess. The second, leadership behaviors, is not. For this reason, the remainder of the PACER model is focused on key leadership behaviors:

A: Agency. This deals with how each candidate makes decisions. Is she prone to quick shoot-from-the-hip decisions (what I call “ready-fire-aim”) or more likely to over-deliberate, to suffer from “analysis paralysis”? Does she engage with other key stakeholders in decision-making and daily operations? Does she seek input from the front line, from your customers and the people who most directly interact with them?

C: Communication. How does the candidate communicate and evangelize the mission, purpose and strategies of the enterprise? Does he inspire, build engagement and facilitate problem-solving? Is he able to articulate in verbal, written and non-verbal ways?

E: Emotional Intelligence. Does the candidate exude humble confidence, awareness of others and herself, sincere empathy and kindness and optimism?

R: Responsibility. Does he readily take ownership for the challenges of leadership?

Is he adept at sharing his load without dumping it on others? Does he learn from his mistakes and the mistakes of others without resorting to blaming? Does he recognize that “the buck stops with him”? Does he have a clear sense of the challenges he will face in the top job?

It is important that the current leader, CEO, owner or founder assess not only each candidate's performance to date but also their potential to grow into leadership. Failure to evaluate both performance and potential may result in the elimination of viable candidates.

A frank and honest assessment of each candidate against the PACER template will provide a baseline for consideration of each successor to lead your enterprise *to* — and *through* — transition. The use of this model is best pursued in a careful and deliberate manner, often with the facilitation of an objective coach from outside your company.

Ultimately, as you zero in on both performance and potential, your assessment should be shared with each viable candidate. This will provide the basis for a plan to bridge any gaps between potential and performance. That plan should then be vigorously implemented.

Ideally, the process of developing one's successor should not be left as a last-minute process. You should start early, allowing at least two to three years, if possible.

Finally, avoid what I call the “heir apparent” syndrome. Strive to get more than one prospective candidate into your successor pipeline. This competitive aspect tends to make each candidate more focused on bridging the gap between their potential and performance, and it reduces the risk should your only candidate be unable to fill the position.

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



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ASSOCIATIONS

• The **South Valley Chamber of Commerce** has named **Don Willie** as chief operating officer and vice president of marketing.



Don Willie

He begins his work in the new role on June 6. Willie most recently served as president and CEO of the St George Area Chamber of Commerce. In addition to his chamber experience, he was the founding executive director of Atwood Innovation Plaza at Dixie State University and prior to that worked as the managing director of the World Trade Center of Utah. He also served as the national service program manager and Americorps director from 2013-15 and as the policy analyst for the Office of Governor of Utah from 2011-13. Willie graduated from the University of Utah with a BA and a master's in public administration. With members across Salt Lake County, the South Valley Chamber of Commerce primarily represents member businesses and organizations in Sandy, Draper, Riverton and South Jordan.

• **Tai Christensen**, director of government affairs and diversity, equity and inclusion officer at Cedar City-based CBC Mortgage Agency, has been named chair of the **American Mortgage Diversity Council**, which promotes diversity and inclusion throughout the mortgage industry.



Tai Christensen

Christensen has two decades of real estate finance experience and has been with CBCMA since January 2018. She joined the council's advisory board in April 2021. She was installed as chair during the Five Star 2022 Diversity & Inclusion Symposium in Washington, D.C.

BANKING

• **Asa**, a Provo-based company connecting financial institutions with vetted fintechs, has hired **Lisa Gold Schier** as chief strategy officer. Gold Schier previously worked as an American Bankers Association executive and, before that, served as a vice president and retail market manager at U.S. Bank.

COMMUNICATIONS

• **Sorenson**, a Salt Lake City-based provider of inclusive communication services for deaf and hard-of-hearing people, has announced an expansion of its Spanish language and American Sign Language services. The company plans to hire at least 100 signed and spoken interpreters who will be based in Puerto Rico, working from home or from an interpreting center the company plans to open later this year. Support staff will be added as Sorenson's presence grows. Sorenson also announced a strategic alliance with **Claro Puerto Rico** to provide connectivity services to their employees, offices and remote work locations. Through its sign language services and Internet Protocol Captioned Telephone Service (IP CTS) for people with hearing loss, Sorenson processes more than 140 million conversations annually in the U.S., United Kingdom and Canada.

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DIVIDENDS

• The board of directors of **Zions Bancorporation NA**, Salt Lake City, has declared a regular quarterly dividend of 38 cents per common share. The dividend is payable May 26 to shareholders of record May 19. The board also declared regular quarterly cash dividends on the company's various perpetual preferred shares. The dividend for series A, G and I are payable June 15 to shareholders of record June 1. The dividend on Series J shares is payable Sept. 15 to shareholders of record Sept. 1. The board also has authorized a share repurchase for the second quarter of 2022 of up to \$50 million.

• The board of directors of **Medallion Bank**, Salt Lake City, has declared a quarterly cash dividend of 50 cents per share on the bank's fixed-to-floating-rate non-cumulative perpetual preferred stock, Series F. The dividend is payable July 1 to holders of record June 15. Medallion Bank specializes in providing consumer loans for the purchase of recreational

vehicles, boats and home improvements, and offering loan origination services to fintech partners.

• The board of directors of **Clarus Corp.**, Salt Lake City, has confirmed the company's regular quarterly cash dividend of 2.5 cents per share. The dividend will be paid May 20 stockholders of record May 9. Clarus designs, develops, manufactures and distributes outdoor equipment and lifestyle products.

ECONOMIC INDICATORS

• **Utah** saw the number of **dining-out visits** rise 1.74 percent from 2021 to 22, the 40th-lowest figure among states, according to a study by analytics agency **TOP Agency**. The most-visited casual dining restaurant in the state was Olive Garden, with Utah being the only state where that was the case, followed by Chili's Grill & Bar, Texas Roadhouse, Denny's and Applebee's. TOP Agency analyzed the spending habits of 12 million Americans to see how states bounced back from COVID-related dips in dine-out spending. Nationally, restaurants saw an average 8.4 percent increase in traffic from 2021 to 2022. Maine led, at 34.4 percent, while Alabama was down 1.3 percent. Details are at <https://topagency.com/report/best-chain-restaurants/>.

• **Daggett County** leads Utah counties in receiving the **largest annual Social Security payments**, according to **SmartAsset**. Daggett County was followed, in order, by Rich, Summit, Morgan, Washington, Emery, Utah, Wasatch, Iron and Davis counties. The SmartAsset study also includes data on cost of living and tax expenses for each county. Details are at <https://smartasset.com/retirement/social-security-calculator/#Utah/annualSocialSecurity-2>.

• Sixty-four percent of **Utah landlords** want a federal law protecting them from surprise regulations that could cost thousands in maintenance fees, according to a survey by **DeckandBalconyInspections.com**. Nationally, 78 percent say they could not afford a surprise bill of over \$20,000. Nationally, 30 percent of landlords said they've personally been hit by substantial surprise costs for a property that they own. Details are at <https://deckandbalconyinspections.com/no-home-surprises-act/>.

ENERGY

• A **power transmission project** from central Utah and east-central Nevada is among three projects advanced by the Biden administration to connect more clean energy to the grid. The

Cross-Tie 500-kV Transmission Project is a proposed approximately 214-mile, 1,500-megawatt, 500 kV high-voltage alternating current transmission project. It is one of three projects that, if approved, have the potential to unlock 10,000 megawatts of clean, affordable and reliable energy across the West. The U.S. Bureau of Land Management is initiating environmental reviews for two of the projects. The Cross-Tie project would be built, to the maximum extent possible, within federally designated utility corridors or parallel to existing transmission facilities. The proposed project would cross BLM, private, state and National Forest System land, and the U.S. Department of Agriculture Forest Service will be a cooperating agency to concurrently review the potential environmental impacts.

HEALTHCARE

• **Jordan Valley Medical Center's** West Valley Campus is now offering medical detoxification services to help people overcome withdrawal symptoms from drug and alcohol addictions through the **New Vision** withdrawal management service. The service treats adults with a medically supervised hospital stay for inpatient stabilization, which usually lasts three days. New Vision at the campus will provide treatment for substances including opioids (heroin, OxyContin); alcohol; benzodiazepines (Valium, Xanax); methamphetamine; cocaine; and combined substances. Details are at <https://www.jordanwestvalley.org/services-directory/substance-use>.

• **Momentous**, a Park City-based supplement and sports nutrition company, has announced a multi-year partnership with the "Huberman Lab Podcast" and **Andrew Huberman** as a member of the company's Scientific Advisory Board. Momentous and Huberman will collaborate to develop products and protocols designed to optimize mental health, physical health and performance in all aspects of life. Huberman's most recent studies and clinical trials focus on neural regeneration and visual restoration in diseases that cause blindness.

• **Nextaff**, a staffing franchise company, has opened a healthcare staffing agency location at 2825 E. Cottonwood Parkway, Suite 563, Cottonwood Heights. The office is owned by **Jim Bohn** and will serve Salt Lake City and the surrounding area. The office will

focus on caregiver and nurse staffing for long-term care and other healthcare facilities. It is Nextaff's first location in Utah.

HOSPITALITY

• **Lodging Dynamics Hospitality Group**, a Provo-based hotel management company, has appointed **Eric May** as vice president of finance. May has 30 years of hospitality experience in operations, finance and accounting. In his most recent role, he directed the transition to a new accounting system for a portfolio of luxury resorts and wineries.



Eric May

INVESTMENTS

• **Strider Technologies Inc.**, a Salt Lake City-based provider of strategic intelligence, has closed \$45 million in Series B funding. The round was led by **Valor Equity Partners**, with participation from existing investors **DataTribe**, **Koch Disruptive Technologies** and **One9 Ventures**. Strider provides data and software enabling organizations to identify, manage and respond to nation-state-directed activities targeting their personnel, intellectual property and supply chains.



Costa Saab

Strider said the investment will allow it to enhance existing products, introduce new capabilities, and expand its team and geographic presence to support demand across industry and government markets. **Costa Saab**, chief technology officer at Valor Equity Partners and former senior executive at the Central Intelligence Agency, will join Strider's board of directors.

• **Xima Software**, South Jordan, has received a majority investment from **Bow River Capital's** Software Growth Equity (SGE) team to partner for operational and technical expertise on a global scale. The amount was not disclosed. The investment seeks to accelerate the software com-



Steven Joanis



Colin Haas

see BRIEFS next page

Industry Briefs

from previous page

pany's mission to significantly enhance the agent and customer journey experiences, fuel global growth, and improve operational efficiency across the business.

Founded in 2007, Xima offers Chronically, a contact center software platform. As part of Bow River's investment, **Steven Joanis**, a managing director of the SGE team;



John Raeder

Colin Haas, senior associate; and **John Raeder**, a managing director of the SGE team, will join Xima's board of directors.

• **Skill Struck**, an American Fork-based computer science student education platform, has received \$2.8 million in new investment to help K-12 schools adopt equitable and engaging computer science education. The funding round was led by **Orchard Ventures**, with participation from individuals including **Aaron Skonnard**, **Davis Smith** and **Sterling Snow**. Skill Struck provides school districts with educational computer science software and curriculum. The company said the funding will help it increase equity and access to computer science by helping build more software and

curriculum, and expand its reach to more educators and communities in the U.S.

LAW

• **Parr Brown Gee & Loveless**, Salt Lake City, has announced that **Marty Banks**, **Rick Rose** and **Chaunceton Bird** have joined the firm. Banks joins as a shareholder and



Marty Banks



Rick Rose



Chaunceton Bird

is a member of the firm's Environmental Law practice group and Litigation practice group. His environmental practice includes counseling clients in cost-effective regulatory compliance and permitting strategies. His business litigation practice includes environmental and natural resource matters, real estate and land use issues (including public land use), construction disputes and OSHA matters. Banks previously was a partner at Stoel Rives, a trial attorney at the U.S. Department of Justice,

and an associate at White & Case. Rose joins Parr Brown as an associate and is a member of the firm's commercial litigation team with a particular emphasis on complex commercial litigation in state and federal court. He has experience in a broad range of commercial disputes, including contract, securities, intellectual property, cybersecurity and business tort issues. He previously was an associate with Stoel Rives. Bird joins Parr Brown as an associate and is a member of the firm's litigation team with a particular emphasis on complex commercial litigation in both state and federal courts. He has experience litigating a broad range of commercial disputes and specializes in defending clients against product liability and mass torts claims and represents manufacturers of worker safety equipment (particularly regarding masks and respirators), consumer goods, and component parts.

NONPROFITS

• **YCC Family Crisis Center**, Ogden, has launched a \$5.5 million capital campaign to raise funds to establish transitional housing units for survivors of domestic violence to help end homelessness and significantly reduce the number of victims that return to their abusers. Currently, no transitional housing units exist in these areas. YCC already has secured \$2.55 million toward the \$5.5 million costs for the building and initial services. This new housing project will be built on YCC's campus and will include 14 apartments with space for up to 50 individuals. Details are at <https://yccogden.org/>.

• **Bridge21ParkCity**, a nonprofit organization, has formalized its five-year plan, which includes housing goals and the development of an inclusive neurodiverse community in Park City. Bridge21ParkCity aims to be the "bridge" between neurodiverse adults age 21 and older by creating a housing community within Park City and Summit County. While the organization is keenly focused on the needs of autistic residents and those on the spectrum, it also encompasses those with Intellectual Developmental Disabilities, also referred to as IDD. Bridge21ParkCity recently hired **Deb Hartley** as executive director. A Park City resident for over 33 years, Hartley has extensive experience related to nonprofits and fundraising. As a local real estate professional, she is the

co-founder of the annual Park City Turkey Drive, which she led for 20 years before stepping down at the end of 2021. Hartley



Deb Hartley

also sits on the board of directors of radio station KPCW and is a hospice worker at Intermountain Hospital. She has served on the board of directors for many years for the Park City Board of Realtors.



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PHILANTHROPY

• The **Larry H. & Gail Miller Family Foundation** has created a \$3 million endowed gift to create a perpetual directorship at the **Utah Valley University Center for Constitutional Studies**. Organized in 2011, the center is a nonpartisan academic institute that promotes the instruction, study and research of constitutionalism. The directorship will allow the center to continue to pursue its mission to increase nonpartisan constitutional literacy in Utah and around the world. The directorship also will oversee the ongoing Quill Project, an online platform that builds interactive visual and textual models of state and national constitutional conventions and congressional debates.

• **Nursa**, a Salt Lake City-based technology startup focused on healthcare staffing, recently hosted a party in Salt Lake City to honor and celebrate area healthcare workers, with every area RN, LPN and CNA invited. The event included comments of appreciation, food, prize giveaways and other activities.

REAL ESTATE

• **RealSource Properties**

Inc., a Salt Lake City-based real estate investment and management firm, has launched its real estate investment trust (REIT). For the first time since establishing its investment and management platform two decades ago, the company is extending an opportunity to accredited investors to join with RealSource in a portfolio of multifamily assets. The \$390-million RealSource Properties REIT targets multifamily properties, with 10 properties already owned with more in the pipeline. The 10 properties include 2,897 apartment units in Ohio, Texas, North Carolina and Colorado.

• **Dynamic City Capital**, a Provo-based real estate investment firm focused on premium-branded hotel investments, has announced the completion of construction and opening of the **Element by Westin Milpitas San Jose** hotel. The action follows DCC's Bay Area acquisition of the Hyatt Place San Francisco Downtown and the AC by Marriott Fort Lauderdale in Florida earlier this year. The Element San Jose is the ninth premium-brand hotel the company has acquired or opened over the past 14 months.

RECOGNITIONS

• Several **B. More Awards** were presented at the recent "Transform" **Consumer Summit** at the Slopes Events Center in Draper. Those recognized are individuals and organizations "that have created and accelerated enormous transformations within their respective industries, that inspire others to be more and to do more by giving back to their employees, their communities and the planet." Award recipients are **Transformational Trailblazer Award, Todd Pedersen; Market Transformation Award, Built; Influencer Transformation Award, Tristen Ikaika; Product Transformation Award, Dree; Customer Transformation Award, Mixers; Communication Transformation Award, Gabb Wireless; Experience Transformation Award, Crumbl Cookies; Category Transformation Award, Savory Fund; Web3 Transformation Award, Giddy; and Impact Transformation Award, Malouf.**

• **Forbes Travel Guide**, a global rating system for luxury hotels, restaurants and spas, has

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Calendar

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

May 9-11

“Fly Utah” Utah Aeronautics Conference 2022, presented by the Utah Aeronautics Division. Event is expected to attract 500 aviation professionals, state and local officials, mechanics, engineers, planners and industry leaders to improve safety networks, share best practices and foster collaboration. Keynote speaker is Dave Sparks. Location is Utah Valley Convention Center, 220 W. Center St., Provo. Details are at <https://utahaero.com/>.

May 10

One Utah Summit 2022, a biannual “super-summit” hosted by Gov. Spencer Cox that is a combination of the Economic Summit, Global Forum, Energy Summit and Rural Summit. Discussion topics include entrepreneurship, supporting refugees, the new state flag initiative, creating a more equitable and inclusive Utah, and what a future Olympic and Paralympic Games would mean for Utah. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$399. Details are at oneutahsummit.com.

May 10, 7:15-9 a.m.

ACG Utah Speaker Series, an Association for Corporate Growth Utah event. Speaker is John Walbrecht, president of Clarus Corp. and Black Diamond Equipment. Location is Marriott City Center, 220 S. State St., Salt Lake City. Free for ACG Utah members, \$30 nonmember discount for the first two breakfast meeting attendances, \$45 nonmember price after attending two meetings at the discounted rate. Details are at <https://www.acg.org/utah/events/may-10-breakfast-meeting-john-walbrecht>.

May 10, 9-11 a.m.

“Pay the IRS Less Without Going to Jail,” a Small Business Development Center (SBDC) event that takes place online. Cost is \$10. Details are at <https://clients.utahsbdc.org/events.aspx>.

May 11, 11 a.m.-7 p.m.

WBCUtah Spring Kick-Off Pop-Up Shop, a Women’s Business Center of Utah event. Location is Folin Event Center, 1098 Utah 151, Unit 104, South Jordan. Free. Details are at wbcutah.org.

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

“Let’s Do Lunch,” a South Valley Chamber event in partnership with the U.S. Small Business Administration. Theme is “Days of ’47 Rodeo.” Location is Bastian Agricultural Center, 2100 W. 11400 S., South Jordan. Cost is \$15 for members, \$20 for nonmembers. Details are at southvalleychamber.com.

May 11, 11:55 a.m.-12:55 p.m.

Women in Business Luncheon, a Cache Valley Chamber of Commerce event. Location to be determined. Cost is \$14 for WIB members, \$16 for nonmembers. Details are at cachechamber.com.

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

Membership Luncheon, a Utah Valley Chamber event. Speaker is author and trainer Kristen Cox, who will discuss how to apply the Theory of Constraints to governments and nonprofits. Location is Young Living Holdings, 1538 W. Sandalwood Drive, Lehi. Cost is \$25 for members, \$30 for nonmembers. Details are at thechamber.org.

May 11, 5-6 p.m.

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

May 12, 7:30-9 a.m.

“Customer Service on a Skeleton Crew,” a Box Elder Chamber of Commerce event. Speaker is Troy Lamb of the Utah Department of Workforce Services. Location is Bridgerland Technical College, 365 W. 1100 S., Brigham City. Cost is \$7. Details are at boxelderchamber.com.

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

“Breaking Bread,” a ULI (Urban Land Institute) Utah event that will feature a lunch and discussion about the future of the ULI Utah’s Women’s Leadership Initiative. Location is Snell & Wilmer, 15 W. South Temple, Salt Lake City. Cost varies from \$25 to \$40. Details are at <https://utah.uli.org/events-2/>.

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

Women in Business Luncheon, a Davis Chamber of Commerce event. Keynote speaker is Starla Stanley, U.S. Army veteran, mother, business owner and Mrs. World 2000. Location is Creekside Senior Living, 430 W. 400 N., Bountiful. Cost is \$25 for members, \$35 for guests. Details are at davischamberofcommerce.com.

May 12, 2-3:30 p.m.

“Effective Succession and Contingency Planning,” a Women’s Business Center of Utah event. Presenter is Diane Hartz Warsoff, CEO/owner of Transworld Business Advisors of Utah County. Event takes place online (available statewide). Free. Details are at wbcutah.org.

May 12, 6-8 p.m.

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

May 12, 6:30-9:30 p.m.

“Power of Your Purse,” a Women United event. Reception and silent auction starts at 6:30 p.m., with dinner and program starting at 8 p.m. Keynote speaker is Cherie Wood, South Salt Lake mayor. Location is Natural History Museum of Utah, 301 Wakara Way, Salt Lake City. Cost is \$150. Details are at <https://uw.org/power-of-your-purse/>.

May 13, 8:30-9:30 a.m.

“Business Before Hours,” presented by the American Fork and Point of the Mountain chambers of commerce. Location is Tru by Hilton, 1776 Ashton Blvd., Lehi. Details are at thepointchamber.com.

May 13, 8:30 a.m.

“Blockchain, Crypto and NFTs: Web3 Developments from Utah to the World,” presented by World Trade Center Utah and Harris Bricken. Speakers are Darcy Van Orden, CEO, Estate Chain; Tron Black, founder/head developer, Ravencoin; Jonathan Bench of Harris Bricken; and Peter Given of World Trade Center Utah. Location is World Trade Center Utah Lobby Training Room, 60 E. South Temple, Suite 300, Salt Lake City. Cost is \$15. Details are at <https://wtcutah.formstack.com/forms/cryptoweb3>.

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

“Lunch \$ Learn” Workshop, a Murray Area Chamber of Commerce event. Location is Home 2, 4927 S. State St., Murray. Cost is \$25 (\$15 for Ambassadors). Details are at murrayareachamber.com.

May 14, 10 a.m.-3 p.m.

Utah Teen Entrepreneur Expo 2022, hosted by business classes at Westlake, Lehi, American Fork, Cedar Valley and Mountain View high schools. Location is Outlets at Traverse Mountain, 3700 N. Cabelas

Blvd., Lehi. Details are at calvinbarnum@alpinedistrict.org.

May 17, 8 a.m.-1:30 p.m.

Wasatch Back Economic Summit, presented in partnership with the Park City Chamber of Commerce & Visitors Bureau, the Heber Valley Chamber of Commerce, Wasatch County, Summit County and Park City Municipal. Summit will feature informational presentations, breakout sessions, updates from industry leaders and networking opportunities. Location is Zermatt Resort, 784 W. Resort Drive, Midway. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

May 17, 11 a.m.-1 p.m.

“Business Women’s Forum 2022: Becoming a Change-maker,” featuring a look at the Utah System of Higher Education’s Equity Lens Framework. Speaker is Laís Martinez, assistant commissioner for equity, diversity and inclusion, Utah System of Higher Education. Location is Hilton Garden Inn Salt Lake City Downtown, 250 W. 600 S., Salt Lake City. Cost is \$30 for members, \$40 for nonmembers. Details are at slchamber.com.

May 17, 11:25 a.m.-1 p.m.

Leadership Luncheon, a Cache Valley Chamber of Commerce event. Location is The Riverwoods Conference Center, 615 Riverwoods Parkway, Logan. Cost is \$16 for members and \$17 for nonmembers preregistered, \$20 for members and \$22 for nonmembers not preregistered. Details are at cachechamber.com.

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

Professional Development Series, a ChamberWest event. Speaker Jason Perry, director of the Hinckley Institute of Politics and host of “The Hinckley Report,” will discuss “Politics: The Only Sport.” Location is Embassy Suites Hotel, 3524 S. Market St., West Valley City. Cost is \$25 for members by May 11, \$35 for members after May 11 and for nonmembers. Details are at chamberwest.com or (801) 977-8755.

May 17, noon-1 p.m.

Local First Collab, a Utah Black Chamber of Commerce event. Location is The Shop, 350 E. 400 S., Salt Lake City. Details are at utahblackchamber.com.

May 17, 6-9 p.m.

“Pillar of the Valley” Gala, a Utah Valley Chamber event honoring Carine Clark and Steve Densley (posthu-

mously). Location is Utah Valley Convention Center, 220 W. Center St., Provo. Details to be announced at thechamber.org.

May 17, 6:30-8:30 p.m.

“How to Make Your Website Sell, So You Don’t Have To,” a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

May 18, 6:30 a.m.

UMA Annual Golf Tournament, a Utah Manufacturers Association event. Check-in is at 6:30 a.m., followed by shotgun start at 8 a.m. Location is Stonebridge Golf Course, 4415 Links Drive, West Valley City. Cost is \$800 per foursome. Details are at <https://umaweb.org/events/>.

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

“Applying Leadership Principles,” part of the Salt Lake Community College Frontline Leader Workshop Series and focusing on negotiating employee discipline, setting clear expectations and using measuring tools in a legal and effective manner to maximize team performance. Location is SLCC’s Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

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

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

May 18, 5:30-6:30 p.m.

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

May 18, 6 p.m.

Burn Boot Camp, part of the Summit Meet Up Series presented by the Utah Office of Outdoor Recreation and Salt Lake County Parks and Recreation. Event will be a 45-minute strength and conditioning workout (all fitness levels welcome) to tune up fitness for summer recreation season. Location is Wheeler Farm, 6351 S. 900 E., Murray. Free. Registration can be completed at Eventbrite.com.

Succeeding in Your Business

Does your startup really need a business plan?

"I am new to this country and am taking a class in the evenings on how to start my own business. I understand that you need a tax ID number and that it's a good idea to form a corporation or limited liability company (LLC) to protect myself from lawsuits. At what point in the process, though, should I prepare the business plan? Do I have to file that document anywhere?"



Please don't laugh at this person. Go to the "small business" section of any major bookstore and you will see dozens, if not hundreds, of different books on how to prepare a business plan. You can't blame anyone — especially recent immigrants — for thinking that a business plan is a legal requirement in this country and that you shouldn't even consider starting a business without first preparing a 100-page treatise with numbered sections, index tabs and the whole shebang.

Of course, business plans are not a legal requirement, and they don't have to be filed with any

government agency. There are two kinds: an "operating" business plan and a "financial" business plan. The operating business plan is a very informal document; it doesn't even have to be in writing. Although, I suggest that writing it down is good discipline and forces you to think about things you otherwise would overlook.

Basically, the operating business plan has four parts:

- A marketing plan that answers the questions: Who are my customers? What fears, passions and other emotions motivate them to buy anything? How do my products or services key into those fears, passions and other emotions? (In other words, to use an MBA phrase, "what is the value proposition?") How do I get the message across to my customers? This part always comes first because, without customers, you don't have a business. You have a hobby.

- A competitive strategy plan that answers the questions: Who (or what) are my competitors? How are my products or services

better, faster, cheaper, more convenient than theirs? In other words, where am I stronger than they are? If you can't beat the competition, your only choice is to join them, or quit.

- A financial plan that answers the questions: What are the costs of running this business, and how many sales at what prices must I make in order to cover those costs and make a profit? What must I need to take out of the business in order to survive in the style to which I have become accustomed and how long will it take me to get there? Will I have to borrow money to grow this business, and if so, when and how much?

- Finally, a risk assessment plan that answers the questions: What are the risks of this business? Can I cover them with insurance? Will I need to form a legal entity to protect myself against my creditors? What legal documents will I need to use in this business to make sure people don't try to cheat me?

The time to prepare an operating business plan is after you get the idea for the business, and well before you launch the busi-

ness. You should keep it to yourself (and your business partners, if you have any) because the stuff in here can do you real damage if it gets into the wrong hands.

Unlike the operating business plan, the financial business plan is a formal document that must be in writing. This is the business plan you will show to prospective investors, banks and other people when you are out looking for money to grow your business. This is the business plan all of the "business plan" books in your local bookstore are about. And make no mistake: It has to look a certain way, or else these people will not take you or your business seriously.

Here's a tip: If you are thinking about taking out a business loan from a local bank and need to write a financial business plan, don't buy a book and try to figure it out yourself. Instead, visit your local chapter of the Service Corps of Retired Executives. (Check out www.score.org to find the chapter nearest you.) This is a volunteer organization of retired businesspeople who provide free advice to local small businesses.

In my experience, just about

every SCORE chapter has a few retired bankers who will be only too happy to help you prepare the financial business plan your local banks will want to see, walking you step by step through the process, and may even introduce you to some of their old buddies at the bank who specialize in business loans. Did I mention this is free?

One final point about business plans: Writing them can be an awful lot of fun, but you have to be prepared to cast them aside if a really good opportunity comes along that wasn't "in the plan." The problem with business plans is that they narrow your field of vision. Sometimes the best business opportunities are not straight ahead in your path but appear out the corner of your eye in a vague and hazy way at an oblique angle to what you are currently doing. Sticking too closely to a business plan can be just as bad as not having a business plan at all.

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

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CALENDAR

from page 11

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

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

May 19, 8:30-11 a.m.

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

May 19, 9-10 a.m.

Morning Speaker Series, an Ogden-Weber Chamber of Commerce event taking place online via Zoom. Free. Details are at ogdenweberchamber.com.

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

"Ready, Set, IPO: Compensation Strategy and Design at High-Growth Companies," a Silicon Slopes event. Speakers are Robert James and Ryan Houriham, managing directors, Pearl Meyer. Location is Silicon Slopes, 2600

Executive Parkway, No. 140, Lehi. Details are at siliconslopes.com.

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

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

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

Chamber Luncheon, a Davis Chamber of Commerce event. Speaker is leadership expert Lorin Jeppsen, founder of Live Lead Love Group and owner of American Fit LLC. Location is Business Resource Center, Davis Technical College, 450 S. Simmons Way, Kaysville. Cost is \$25 for chamber members, \$35 for guests. Details are at davischamberofcommerce.com.

May 19, 6-9 p.m.

"Giant in Our City 2022," a Salt Lake Chamber black-tie event honoring Ray Pickup, CEO of WCF Insurance. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$250. Sponsorships are available. Details are at slchamber.com.

May 20, 11:15 a.m.-5:15 p.m.

Veteran-Owned Business Partnership Conference, presented by the South Valley Chamber of Commerce and The Mill Entrepreneurship Center at Salt Lake Community College. Special speaker is U.S. Rep. Chris Stewart. Keynote speaker Colby Jenkins, CEO of School Pulse, will discuss "Helping to Build Your A-Team." Keynote speaker Misty Stutsman Fox, director of the entrepreneurship and small-business portfolio at Syracuse University's Institute for Veteran & Military Families, will discuss "Common Myths: Veteran Ownership." Breakout session topics include government contracts, social media marketing, crowdfunding and patent resources. Location is SLCC's Miller Campus, The Mill Conference Center, 9750 S. 300 W., Sandy. Cost is \$30. Registration can be completed at Eventbrite.com.

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

"Speed Networking for Marketers," a Silicon Slopes event. Location is Kiln HQ, 2701 N. Thanksgiving Way, No. 100, Lehi. Free. Details are at siliconslopes.com.

May 24

Corporate Tour, a Utah Black Chamber of Commerce event. Location is Weave, 2000 Ashton Blvd., Suite 100, Lehi. Details are at utahblackchamber.com.

May 24, 11:15 a.m.-3 p.m.

Golf Clinic, a ChamberWest Women in Business event. Location is The Ridge Golf Club, 5055 W. Ridge Blvd., West Valley City. Cost is \$90 for members by May 18, \$120 for members after May 18 and for nonmembers. Details are at chamberwest.com.

May 24, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a South Valley Chamber event. Speaker is Elisa Garn, CEO, LevelNext. Location is All-Star Bowling & Entertainment, 12101 S. State St., Draper. Cost is \$15 for members, \$20 for nonmembers. Registration can be completed at Eventbrite.com.

May 24, 11:30 a.m.-1 p.m.

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

nonmembers. Details are at ogdenweberchamber.com.

May 24, 1-2:30 p.m.

"How to Use Instagram to Market Your Business," a Women's Business Center of Utah event. Presenter is Skye Clayton, owner of Seedling to Stars. Event takes place online via Zoom. Free. Details are at wbcutah.org.

May 24, 4-5:30 p.m.

"Business Before 5," a West Jordan Chamber of Commerce event. Location is Good Spirits Bar & Grill, 7078 S. Redwood Road, West Jordan. Free (pay for food and drinks). Details are at westjordanchamber.com.

May 25, 8 a.m.-noon

"Lean Pit Crew Challenge," a Salt Lake Community College Employee Development Workshop focusing on strengthening a team and learning how to eliminate wasteful processes while physically active in a racing pit stop simulation. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt

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BRIEFS

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announced rankings for several Utah properties. Among hotels receiving five-star designation are **The Lodge at Blue Sky**, **Auberge Resorts Collection**; **Montage Deer Valley**; and **Stein Eriksen Lodge Deer Valley**. All are in Park City. Four-star hotels are **Amangiri**, Canyon Point; **The Chateau Deer Valley**, Park City; **Grand America Hotel**, Salt Lake City; **The St. Regis Deer Valley**, Park City; and **Waldorf Astoria Park City**. “Recommended” hotels are **The Cliff Lodge**, Salt Lake City; **Snowpine Lodge**, Salt Lake City; **Sorrel River Ranch Resort & Spa**, Moab; **Sundance Mountain Resort**, Park City; **Washington School House Hotel**, Park City; and **Westgate Park City Resort & Spa**. Spas receiving a five-star designation are **Edge Spa**, Park City; **Grand Spa at Grand America Hotel**, Salt Lake City; and **The Spa at Stein Eriksen Lodge**, Park City. Four-star spas are **Remede Spa at The St. Regis Deer Valley** and **Spa Montage Deer Valley**, both in Park City. Four-star restaurants are **Glitend Restaurants**, **Riverhorse on Main**, **Tree Room** and **Yuta**. All are in Park City. “Recommended” restaurants are **Edge Steakhouse**, and **Powder**, both in Park City.

- The **University of Utah** ranks No. 11 overall (No. 5 among public schools) in the latest MBA rankings for **entrepreneurship** released by *US News and World Report*. **Brigham Young University** is ranked No. 36 and the University of Utah is ranked No. 40 on a list of **best business schools**. The rankings are for the year 2023.

- **Heritage Store**, a Nutraceutical Corp. brand has earned a **Natural Choice Skincare award** from *Wholefoods* magazine. It spotlighted the Rosewater Facial Mist.

RECREATION

- **Topgolf Entertainment Group**, a Texas-based sports and golf entertainment company, has announced that development is underway for a new Topgolf venue in Vineyard. The two-story venue will be west of I-15 at the intersection of Mill and 400 East. Set to open early next year, it will include 72 outdoor hitting bays and will be equipped with Topgolf’s proprietary Toptracer technology. The venue also will feature a mini-golf attraction, outdoor patio, and meeting and event space. It will be Topgolf’s second

entertainment venue in Utah and have nearly 300 full- and part-time employees. Topgolf has 76 venues in six countries.

RETAIL

- **Sportsman’s Warehouse Holdings Inc.**, based in West Jordan, will open stores in Saratoga Springs and Stansbury Park. The new stores offer a combined 40,658 square feet of space. With the two new stores, the company will have 125 stores across the U.S., including 12 in Utah.

- **Harmons** has opened a store at 4727 W. South Jordan Parkway, West Valley City, in Daybreak. This newest Harmons Neighborhood Grocer is the 20th location in Utah. It features Just Burgers, Harmons’ custom burger bar. At 39,517 square feet, the store offers a full-service pharmacy, kitchen department with chef-prepared cold and hot food items, bakery, meat service counter, fresh-cut produce, café and more.

SCHOLARSHIPS

- **Havenpark Communities**, an Orem-based operator and developer of manufactured home communities, has awarded academic scholarships to 19 residents from its communities across the country. Winners were awarded up to \$10,000 annually to cover post-secondary expenses for colleges, universities, trade and vocational schools. Recipients represent 13 Havenpark Communities spanning 12 states. The scholarships are part of Havenpark’s Education Success program, which offers financial support, mentoring and other education initiatives to increase education access and opportunity for residents.

TECHNOLOGY

- **DataBank**, a Texas-based provider of enterprise-class colocation, connectivity and managed services, has announced that its sixth Salt Lake Region data center will open in October. The center will be at DataBank’s Granite Point North Campus in Bluffdale. Ground was broken last year for the “SLC6” expansion, a 171,000-square-foot data center with 100,000 square feet of raised flooring, half of which will be available the first day. The expansion project establishes two new data halls, expected to open in October of this year, and will add 11 megawatts of power, bringing the total critical IT load to 22 megawatts.



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CALENDAR

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Lake City. Cost is \$325. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

May 26, 8:30 a.m.-4:30 p.m.

“Cryptopia.” Event features speakers, breakout sessions and workshops. Location is Slopes Evnts Center, 14216 Bangerter Parkway, Draper. Cost is \$275 for general session and VIP networking party, \$199 for general session only (in-person), \$125 for general session (virtual). Details are at <https://cryptopiaslc.xyz/>.

May 26, noon-1 p.m.

Women in Business Meeting, a Box Elder Chamber of Commerce event. Contact the chamber office for meeting location. Cost is \$10. Details are at boxelderchamber.com.

May 26, noon-1:15 p.m.

“Building Emotional Res-

ilience in Girls and Young Women,” a Utah Women & Leadership Project workshop. Keynote speakers are Jennifer Doty, University of Florida assistant professor, and Jessica Peterson, University of St. Thomas adjunct professor. Event takes place online. Free. Details are at <https://www.usu.edu/uwlp/calendar/?id=79932>.

May 26, 5-6 p.m.

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

May 26, 6-7 p.m.

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

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

Business Alliance Network-

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

June 2, 9-10 a.m.

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

June 2, 6-8 p.m.

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

June 3

2022 Spring Nubiz Symposium: “Customer Service.” Details to be announced at ogdenweberchamber.com.

June 3, 8 a.m.-2 p.m.

Chamber of Commerce Golf Tournament, a Box Elder Chamber of Commerce event. Location is Eagle Mountain Golf Course, 960 E. 700 S., Brigham City. Cost is \$300 for a foursome. Details are at boxelderchamber.com.

June 3, 5-7 p.m.

“First Friday,” a Utah Black Chamber of Commerce event. Location is The Leonardo, 209 E. 500 S., Salt Lake City. Cost is \$10 for members, \$20 for nonmembers. Details are at utahblackchamber.com.

June 6, 8 a.m.-2 p.m.

Small Business Golf Tournament 2022, a Utah Valley Chamber event. Location is Timpanogos Golf Course, 1860 S. East Bay Blvd., Provo. Details to be announced at thechamber.org.

June 7, 6:30-8 p.m.

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

June 8, 11:55 a.m.-12:55 p.m.

Women in Business Luncheon, a Cache Valley Chamber of Commerce event. Location to be determined. Cost is \$14 for WIB members, \$16 for nonmembers. Details are at cachechamber.com.

June 8, 4-5 p.m.

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

June 8, 5-7 p.m.

“Business After Hours,” an Ogden Weber Chamber of Commerce event. Details to be announced at ogdenweberchamber.com.

June 8, 6-7 p.m.

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

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

Women in Business Luncheon, a Davis Chamber of Commerce event. Cost is \$25 for members, \$35 for guests. Details to be announced at davischamberofcommerce.com.

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

Networking Lunch, a Box Elder Chamber of Commerce event. Location is Bear River Bird Refuge, 2155 W. Forest

St., Brigham City. Cost is \$10. Details are at boxelderchamber.com.

June 10, 5-7 p.m.

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

June 13, 7:30 a.m.-3 p.m.

June 2022 Golf Tournament, a Davis Chamber of Commerce event. Registration and breakfast start at 6:30 a.m. Lunch takes place after golf. Location is Valley View Golf Course, 2501 E. Gentile St., Layton. Details are at davischamberofcommerce.com.

June 14, 11 a.m.-1 p.m.

Business Women’s Forum 2022: “We Can Be Allies: Finding Common Ground Through Education and Action.” Presenters Mindy Young, managing director, and Olivia Jaramillo, director of public outreach at Equality Utah, will discuss the importance of inclusion, techniques to become better allies to LGBTQ colleagues and ways to better support them in the workplace. Location is Hilton Garden Inn Salt Lake City Downtown, 250 W. 600 S., Salt Lake City. Cost is \$30 for members, \$40 for nonmembers. Details are at slchamber.com.

June 15, 7 a.m.-3 p.m.

Annual Chamber West Golf Classic. Location is Stonebridge Golf Club, 4415 Links Drive, West Valley City. Details to be announced at chamberwest.com.

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

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

June 16-17

Utah Trails Forum Second Annual Conference. Theme is “Trails Connect Everyone.” Event includes breakout sessions, field workshops, educational site visits and social events. Location is Southern Utah University, Cedar City. Early-bird cost is \$99. Tickets can be purchased at https://purchase.growtix.com/e/2022_Utah_Trails.

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CALENDAR

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

34th Annual Employment Law Seminar, a Parsons Behle & Latimer event. Location is Marriott City Center Hotel, 220 S. State St., Salt Lake City. Details to be announced.

June 16, 11:30 a.m.-1 p.m.

Chamber Luncheon, a Davis Chamber of Commerce event. Details to be announced at davischamberofcommerce.com.

June 16, 11:45 a.m.-1 p.m.

Connect 4 Lunch, a Point of the Mountain Chamber of Commerce event. Location is Texas Roadhouse, 1402 E. Main St., Lehi. Details are at thepointchamber.com.

June 21, 11:25 a.m.-1 p.m.

Leadership Luncheon, a Cache Valley Chamber of Commerce event. Location is The Riverwoods Conference Center, 615 Riverwoods Parkway, Logan. Cost is \$16 for members and \$17 for nonmembers preregistered, \$20 for members and \$22 for nonmembers not preregistered. Details are at cachechamber.com.

June 21, 5-6 p.m.

Corporate Tour, a Utah Black Chamber of Commerce event. Location is Comcast,

9602 S. 300 W., Sandy. Details are at utahblackchamber.com.

June 22

"Night at the Aviary," a Utah Black Chamber of Commerce event. Location is Tracy Aviary and Jordan River Nature Center, 589 E. 1300 S., Salt Lake City. Details are at utahblackchamber.com.

June 23, noon-1 p.m.

Women in Business Meeting, a Box Elder Chamber of Commerce event. Contact the chamber office for meeting location. Cost is \$10. Details are at boxelderchamber.com.

June 24, 11 a.m.-2 p.m.

StartFest, an event celebrating Utah's startups and featuring the StartMadness pitch competition, the Slopes Serves+Hyperquake Creative Sprint, company culture-building, entertainment, networking opportunities, food trucks and more. Location is Thanksgiving Park Pavilion, Lehi. Free. Details are at <https://startfestival.siliconslopes.com/>.

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

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

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

"What's Up, Up North?" a ULI (Urban Land Institute) Utah event. Location is The Monarch, 425 25th St., Ogden. Cost varies from \$25 to \$40. Details are at <https://utah.uli.org/events-2>.

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

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

July 13, 11:55 a.m.-1 p.m.

Women in Business, a Cache Valley Chamber of Commerce event. Speaker is Liz Butcher, owner of Butcher's Bunches. Location is Cache County Event Center, 490 S. 500 W., Logan. Cost is \$15 for WIB members, \$18 for nonmembers, \$20 at the door. Details are at cachechamber.com.

July 13, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Details to be announced at ogdenweberchamber.com.

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

July 2022 Golf Tournament, a Davis Chamber of Commerce event. Registration and breakfast start at 6:30 a.m. Lunch takes place after golf. Location is Valley View Golf Course, 2501 E. Gentile St., Layton. Details



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are at davischamberofcommerce.com.

July 19, 11:25 a.m.-1 p.m.

Leadership Luncheon, a Cache Valley Chamber of Commerce event. Location is The Riverwoods Conference Center, 615 Riverwoods Parkway, Logan. Cost is \$16 for members and \$17 for nonmembers preregistered, \$20 for members and \$22 for nonmembers not preregistered. Details are at cachechamber.com.

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

Women in Business

Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Jeremiah's Restaurant, 1302 W. 12th St., Marriott-Slaterville. Cost is \$20 for members and first-time guests, \$30 for nonmembers. Details are at ogdenweberchamber.com.

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

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



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