

OF NOTE



We must be staying home

Spending by American consumers is slowing — not on goods, but on services. For example, spending on air fare is down 34 percent and hotel spending is off 31 percent from a year ago. Both are deemed services and not goods, so they don't count in the Census Bureau's new retail sales report — out in late May — that shows that the nation is barely slowing its intake of products, despite ubiquitous inflation.

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UEOC builds groups to address state's issues

Brice Wallace
The Enterprise

The Utah Economic Opportunity Commission is prepping to write a few new verses but with mostly the same lyricists as its first two years.

The commission met recently to create working groups and affirm three legislatively required subcommittees that will work throughout the summer and fall to address some of the state's biggest issues, with the ultimate goal of pushing bills for the 2024 legislative session or for inclusion in the governor's budget.

As was the case following the past two sessions, the groups were disbanded. However, at a recent meeting, the reformed groups were the same, including most of their leadership positions. The working groups will focus on growth and transportation; water, energy and natural resources; technology, innovation and investment; and government efficiency. The three subcommittees will look at issues related to housing affordability; talent, education and industry alignment; and women in the economy.

Gov. Spencer Cox said he was hoping that the third iteration of the commission could follow the success of the second one. "It should go without staying that this

was a huge year," he said of the 2023 general session. "You've heard me, the [House] speaker and the [Senate] president say it, but I truly believe that this was the most consequential session that we've had, at least as long as I've been involved and beyond."

A summary presented to the commission indicates that items recommended by the commission received a half-billion dollars in one-time funding and over a half-billion in ongoing funding, and the commission's recommendations ultimately took the form of 19 passed bills.

The commission was scheduled to meet again last week to discuss policy topics to discuss this summer, but that was after *The Enterprise* press deadlines. The subcommittees and working groups will have other meetings before bringing before the commission items for consideration to recommend to legislative interim committees

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The Oakland Athletics recently released renderings of a \$1.5 billion, retractable-roof ballpark it wants to move into in Las Vegas. A Salt Lake City coalition is among groups in several other cities hoping to someday get a relocated or expansion Major League Baseball team.

Orlando joins growing list of SLC competitors for big-league team

Brice Wallace
The Enterprise

Expansion is happening in Major League Baseball. It's just not the expansion a group of Utahns would want to see.

While MLB has talked about boosting the number of its teams, the list of cities expressing interest in having an expansion or relocated team continues to grow.

Fresh on the heels of a Utah coalition announcing plans to get a team in the

Beehive State, a group in Orlando unveiled a proposal for a 45,000-seat stadium there, building on a hope announced in 2019 that the mid-Florida city could someday get an MLB team.

Orlando joins Salt Lake City; Portland, Oregon; Nashville; Charlotte and Montreal as cities that have expressed interest in a big-league club or are considered among MLB's best options for relocation or ex-

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Utah's bonding practices differ greatly from feds

The state of Utah's bonding practices vary dramatically from the practices of the federal government. An analysis by the Kem C. Gardner Policy Institute shows borrowing in both the U.S. and Utah increased dramatically over several decades in nominal terms. Yet even with those higher nominal debt loads at both levels of government, major differences exist.

"Federal government debt as a percent of the U.S. economy, currently at about 120 percent of gross domestic product (GDP), raises serious questions and is at the center of significant deliberation as Congress debates the federal debt ceiling and various spending cuts," said Mike Christensen, Gardner Institute scholar-in-residence and lead author of the report. "This accumulated debt results from the combination of

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Social media becoming major tool used by HR professionals in hiring process

Social media could be a standard recruiting tool for U.S. companies as a majority of hiring managers report they currently use it to source, research and screen applicants. This is according to a recent survey from The Harris Poll commissioned by Express Employment Professionals, a Dallas-based franchised recruiting firm with several offices in Utah.

Roughly two in five U.S. hiring managers (41 percent) feel social media sites are among the best places to source candidates, and seven in 10 companies (70 percent) report they utilize them to research potential job candidates. However, only 17 percent research every candidate this way.

For those who use social media sites to research applicants, a majority (80 percent) do so directly (i.e., their company or someone at their company actively researches job candidates across social media sites, as opposed to utilizing a third-party service to do the research).

Some companies also rely on social media as a way to screen their applicants. Three in five (60 percent) say employers

should screen all applicants' social media profiles. Nearly seven in 10 (69 percent) also believe looking at candidates' social media profiles is effective.

Interestingly, job seekers appear concerned about how social media impacts their hiring prospects. A recent study of job seekers revealed that two-thirds (66 percent) feel a candidate's social media profile(s) should not influence the candidate's likelihood of being hired.

It may be reassuring for job seekers to know that around half of U.S. hiring managers (51 percent) report they have never found content on a social media site that caused them not to hire a candidate.

Despite companies' use of social media, not all applicants may have it and use it. Luckily for these applicants, a majority of hiring managers (86 percent) report they are likely to consider a candidate who does not have an online presence.

Applicant Sourcing

"Social media has become a huge source for our recruiting efforts," said Nancy Reed, an Express franchise owner in Texas. "Communicating with candi-

dates via social media is more personal, and the relationship is stronger from the beginning instead of responding to an online job board. We create daily postings for Facebook to interact with followers and create relationships, so it's amazing to see the added benefit of retention. On the other hand, LinkedIn is a great way to connect with other professionals and grow your network. We've had success with candidates responding to a LinkedIn post and even direct messages leading to new business."

In Georgia, Express office manager Elizabeth Mobley said while her office has a large online presence, she views social media as more beneficial for brand recognition as opposed to a consistent recruiting tool.

"We have the most luck with sourcing more advanced candidates on social media such as administrative roles and skilled trades positions," Mobley said.

Candidate Screenings

To fill internal positions at her Express office, Mobley said her staff utilizes a social media screening process but forgoes that for entry-level candidates

requested by clients.

"We value our reputation and expect high standards from our internal employees," she added. "This is reviewed in our initial interview, as well as our first week of onboarding. However, we do have several 'mom-and-pop-type' companies that will research social media before making a permanent hiring deci-

sion."

When reviewing internal candidates' online accounts, Mobley said she looks for any content that would be a disservice to the culture of her company — putting others down, vulgar content, excessive offensive

see **HIRING** next page

SOCIAL MEDIA SCREENING
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SCREEN ALL APPLICANTS' PROFILES

69%
EFFECTIVE SCREENING TOOL

51%
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South Valley Chamber honors four community and business leaders with annual Titan Awards

The South Valley Chamber of Commerce has announced the recipients of the 2023 Titan Awards: Abby Cox, Utah's first lady; entrepreneurs Crystal and Chuck Maggelet; and real estate executive Brandon Fugal.

The chamber's highest honor, the Titan Award is presented to business and community leaders who have demonstrated a long-term commitment

to the community by being actively engaged, giving back, and making a significant positive impact.

Honorees were selected by the chamber's executive committee and board of directors.



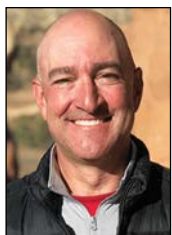
Abby Cox



Brandon Fugal



Crystal Maggelet



Chuck Maggelet

Recipients will be recognized at an awards event Nov. 1 in Salt Lake City.

Cox "inspires Utahns to break down the barriers that separate people and is an advocate for 'getting proximate' and connecting through our differences," the chamber said. "She uses her platform to champion educator wellness, statewide service, foster care support, and

expanding access to Special Olympics Unified Sports teams in schools across the state. Together, these four pillars make up the First Lady's impactful Show Up Initiative." Cox graduated from Snow College and earned a degree in special education at Utah State University.

Crystal Maggelet is the CEO and chairwoman of FJ Management Inc., a family business that includes wholly owned subsidiaries Maverik, a 400 convenience-store chain, and Big West Oil, a petroleum refinery. Other family businesses include TAB Bank and the Crystal Inn hotel chain. Since 2011, Chuck Maggelet has served FJ Management as a director, chief operating officer and president, as well as serving its subsidiaries as board chairman. Since 2016, he has served as chief adventure guide for Maverik Inc. The couple is actively involved in managing the family's charitable giving through the Call Foundation and the Call to Action Foundation.

Fugal is a business leader, venture capitalist and philanthropist. He is chairman and co-owner of the Intermountain offices of Colliers International, the largest commercial real estate firm in Utah.

HIRING

from previous page

language, etc.

"We had a client end someone's assignment because they posted a picture with alcohol and used a caption that was racist in nature," she said.

Nowadays, it's uncommon for job seekers to lack any social media presence, but Reed says while it's odd to not have a digital footprint, employers seem to respect the decision.

"What a candidate posts does affect the perception of their character, values and morals to the outside world," she said. "They do need to be concerned with the content of social media posts because it stays online forever, and employers will find it."

Despite the potential pitfalls, a professional digital presence can aid employees' careers if curated in the right way.

"Since hiring managers say they are using social media to source candidates, job seekers should make social media profiles ones that highlight expertise and experience to stand out from the competition," Express Employment International CEO Bill Stoller said. "It can be easy to fall into the trap of thinking personal and private lives should be separate, but this survey shows employers might not feel the same way."

The survey was conducted online within the United States by The Harris Poll on behalf of Express Employment between Dec. 1 and Dec. 15, 2022, among 1,002 U.S. hiring decision-makers (defined as adults ages 18+ in the U.S. who are employed full-time or self-employed, work at companies with more than one employee, and have full/significant involvement in hiring decisions at their company). Data were weighted where necessary by company size to bring them into line with their actual proportions in the population.

Utah's Stoneworld acquired

Outdoor Living Supply (OLS), a Rochester, Minnesota-based distribution platform for outdoor living products with a focus on hardscapes, has acquired C&R Stone World Inc., Stoneworld Utah LLC and Cedar Stone Supply Inc., collectively operating as Stoneworld, based in Mapleton. Stoneworld is a full-service distributor of natural stone, masonry, hardscape and landscape supplies. This acquisition expands Outdoor Living Supply's footprint in the Mountain states, adding five locations in Utah and Idaho.

Stoneworld was founded by Rhett Robison in 2003. In subsequent years, Robison, together with Kolby Sawyer, Cody Petersen and Beau Brady, generated regional growth by the addition of new locations in Utah and Idaho. The existing management team will continue with the business, ensuring continuity and consistency for employees, customers and supplier partners, OLS said.

"We are delighted to welcome the Stoneworld team to the OLS family of companies," said Brian Price, CEO of OLS. "Rhett, Kolby, Cody and Beau have built an exceptional team and reputation in this dynamic market, that includes Salt Lake City. There are many obvious product synergies and opportunities for our platform to accelerate growth and we are excited by the

potential of what we can accomplish together."

"We decided to partner with OLS based on their unique business model and reputation for taking care of their people. I am very proud of the culture we have built and grateful to have found a partner in OLS who is committed to preserving our legacy and supporting our team as we embark on this next chapter of growth," said Robison. "We look forward to the extensive opportunities OLS will provide our employees and customers, alike."

Price said OLS seeks to partner with family- and founder-led companies with shared values and local heritage. By leveraging deep industry relationships, OLS supports its companies' growth both organically and through strategic acquisitions while providing the products, resources, technology and training to enhance the customer experience and create new opportunities for its employees, he said. Outdoor Living Supply entered an equity partnership with New York City-based investment firm Trilantic North America in late 2020.

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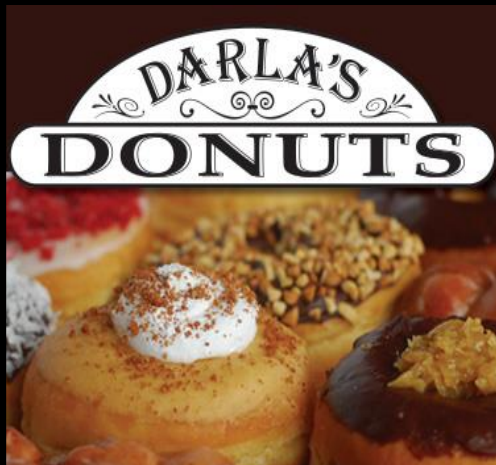
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WEBSITE PERFORMANCE; FROM USELESS TO UNBEATABLE

Unleash Your Digital Marketing Potential in 2023



Are you not getting website leads or sales that you would expect from your current digital marketing efforts? There is one critical area that is overlooked by almost every business owner; the website conversion rate. This key performance indicator is a number that you should know just like your bank balance or business address. It's so important because it can influence your decisions in your marketing efforts.

Simple Definition of Conversion Rate

When it comes to marketing, especially digital marketing, it is crucial to understanding your conversion rate. After all, this gives you a benchmark of where you're at right now, and what areas you need to focus on moving forward. That may sound great, but if you're still wondering what Conversion Rate is, let's dive in.

Conversion Rate Explained

One of the most common metrics for judging a website's success is its Conversion Rate. The formula is simple: your Conversion Rate is equal to the number of conversions, divided by the visitors of your website, then multiplied by 100.

Looking at this with real numbers, let's imagine you've had 2,000 visitors with a particular time period, but only 65 website sales. To find the conversion rate you divide 65 by 2,000 (.0325), then multiply it by 100 (3.25%).

It's important to note that depending on your web tools, like Google Ads or Google Analytics, your Conversion Rate may be easily accessible, without needing to rely on having a calculator nearby. The question that remains is what your current Conversion Rate means for your business.

Why Conversion Rate Matters

When you understand your Conversion Rate, you gain the power to make educated decisions. Let's say you run an e-commerce store and your conversion rate is 1.2% – Is that good or bad? Since the industry average is closer to 2-3%, your website seems to be underperforming your competitors. Put another way, your average competitors are 2-3x more successful.

While that might be a hard pill to swallow, what's even worse is that on the higher end, your competition is converting at a 5-7% rate, which means they are bringing in up to 6x the sales that you are.

We have seen these issues come through our doors time and time again. Through this, we have the data and experience to back up our decisions to increase Conversion Rates.

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Six skills every entrepreneur needs to have in order to solve problems creatively

Face it, we all have to tap into our problem-solving skills in every aspect of our lives. It's important for our private life, and an important skill to have in our work life.

So, let's start with the basics, shall we? What does it mean to be an entrepreneur? It means to become an innovator who is able to make a change in how we live our lives and maybe even in the world around us. Although it sounds glorious, this journey is not for the faint of heart. It is riddled with ups and downs and tests your ability to solve problems.

Problem-solving skills can only be developed and improved over time through experience and hearing about the experiences of other entrepreneurs. Each situation that presents itself, requires a different problem-solving skill, therefore a different approach. Some business solutions are tougher than others and may require a lot more thought and critical evaluation than others.

Other problems are very simple and you can solve them easily. But regardless of how big or how complex a problem is, you will always need to find a viable solution. What makes someone a great problem solver is knowing how to evaluate each situation and look at outcomes from a global perspective, forcing you to look at how your solutions will affect you, your business and how things may look in the long run.

Following, we will look at the six main skills that are important when it comes to solving problems both in your personal life and in business. When you find yourself in a deep problem, you simply need to evaluate the situation and apply these skills. You will be surprised at how some of the things you perceived as tough actually turn out to be straightforward.

1. Critical Thinking. Don't make a decision in a hurry. Do not execute the first idea that comes to mind; it almost always turns out to be the wrong decision. Critical thinking is the process of taking your time to "sit with" a problem for a while, and thereafter logically make a judgment call. Using this skill will force you to look at all factors that are related to the problem and come up with a suitable and

satisfactory conclusion.

This is especially important when making business decisions that relate to finances, legal issues and employees. Being able to critically think about issues is central to success in life and in business.

2. Creative Lateral Thinking.



ANGELA CIVITELLA

This is the ability of being able to think outside of the box. Entrepreneurs are known innovators. They believe in thinking differently about problems. They aren't shy about asking a lot of questions that in turn allows for

solid solution-based conclusions. Creativity allows the mind to wander and dig deep into problems by going beyond the surface and, thereafter, using your critical thinking problem-solving skills to analyze each issue.

3. Initiative. Taking self-starter initiative is central to becoming a successful entrepreneur. Not only is it important in terms of customer acquisition, it helps when you have to solve a problem. Being proactive puts you in the mindset of always looking for something to do in a way that's completely new.

The initiative of an entrepreneur is developed over time and it shows that you are passionate about your product and determined to succeed — qualities that investors love to see. Any good problem-solver is usually resourceful, finds people of like mind, uses their initiative to seek out good solutions to problems while understanding that a good problem-solver continues and forges on, even if they fail along the way.

4. Persistence. Persistence, determination or perseverance is a key trait of successful people. Since problems come in different ways, the more complex the problem, the more critical thinking and persistence required. Persistence is an important problem-solving skill that is often misunderstood by a lot of people. Being persistent does not necessarily mean doing the same thing over and over again and expecting a different result. You have to be wise in your decision-making and determined to achieve the best outcome through constant evaluation.

see CIVITELLA page 12

Why you should still care about the Employee Retention Credit the last Covid-19 relief for small businesses, and how to make sure you're not leaving money on the table

Did you pay your employees during the COVID-19 pandemic? If so, have you applied for the ERC, Employee Retention or payroll tax credit yet? If not, you need to, soon! You could potentially be leaving hundreds of thousands of dollars that belong to you, on the table!

My name is Carlos Caceres. I've helped hundreds of businesses navigate the complexities of receiving this valuable tax credit and I'd love to help you! According to the IRS, only 18% of all eligible businesses have applied. The process can be confusing though and many business owners still have questions. Allow me to answer some of the most frequent questions I get asked.

Q: Why is the ERC still available in 2023?

A: The IRS allows taxes to be amended for up to 3 years after

they've been filed, thus allowing businesses to still get this refund if they paid their employees during the Pandemic.

Q: Can I get ERC funds if I already received PPP funds?

A: Yes! The Taxpayer Certainty and Disaster Tax Relief Act of 2020 modified the ERC credit rules, allowing a company to take a PPP loan and still take advantage of the ERC credit.

Q: My revenue went up during Covid. Can I still qualify for the ERC?

A: Yes! There are three possible qualifications for the ERC: 1) Revenue reduction, 2) A full or partial shutdown of your business due to COVID-19, 3) Supply chain issues caused by a government mandated shutdown of a supplier. If you haven't qualified before, let's try again! I've had many businesses qualify

who didn't think they could.

Q: Can I qualify for the ERC if I'm self employed?

A: No, if you are majority owner (over 50%) of your company, then your wages do not qualify.

Q: Is the ERC refund taxable?

A: The ERC credit is not considered income, and therefore, not taxable, but you will need to reduce any deductible wage expenses by the amount of the credit.

Q: Do I have to repay the ERC funds I receive?

A: No. This is not a loan. It's a refundable tax credit.

Q: How long does it take to get my ERC Refund?

A: After we receive your required documents, we process a free analysis which usually takes from 2-3 weeks. If you wish to move forward, you'll select your desired payment

option and we file your claim. Once filed, refunds are taking from 3-6 months, depending on the current IRS backlog.

Q: Is there a fee to apply?

A: Our fee is based on a small percentage of the credit recovered, which is calculated in our initial analysis. As specialists who have processed thousands of ERC refunds, we have consistently been able to recover 10-20% more than others less familiar with the program.

Please reach out to me right away to get started or to get more of your questions answered. Let's get your money back on your table! Thank you.



Carlos Caceres is an expert in ERC and works with the Linqqqs in Alpine, Utah

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Succeeding in Your Business

Control your costs, but don't look cheap in the process

"We have a retail business (both brick-and-mortar and Internet).

"We have tried every marketing trick in the book, but we can't seem to push our sales up beyond a certain point due to too much competition.

"We need to grow our business but are not sure how to do it in such a tough climate. Any suggestions?"

There are only two ways to grow a small business: either you get more revenue

from your customers (by raising prices or increasing sales), or you cut your operating costs in an effort to generate higher profits from the same (or shrinking) revenue base. Hopefully you can do both, but in a highly competitive market, it may not be easy to raise revenue without losing business. In such a market, it's the lowest-cost provider who survives — and wins.

Sooner or later, every small business has to tighten

its belt. Here's how to do it.

First, understand your costs. How much money does your business spend each day, each week, each month? Do expenses fluctuate at different times of the year?

If you do your bookkeeping only at tax time, you will have difficulty cutting costs. You need to monitor your business spending on a daily, weekly or monthly basis.

Look at your bank account, credit card and PayPal/Venmo statements with a highly critical eye. Where is your money going?

You would be amazed

what doing this will teach you. When my software expenses looked suspiciously high last year, I looked at each one of my credit card statements and found out I was paying \$500 a year for software I stopped using years ago. These were "automatic renewal" fees that were being charged to my cards each year without notification from the software publisher.

It took a few phone calls, but I was able to stop the software subscriptions from being renewed each year.

Look at your expenses every week, and when you see something that doesn't make sense, start asking questions.

Second, identify your "essential" expenses. These are things you MUST spend money on if your business is to be successful.

If 20 percent or more of your revenue comes from your eBay account, paying the eBay fees is an essential expense. Now, maybe you can cut those expenses somewhat (by taking advantage of the discounts and special offers eBay frequently offers its preferred sellers), but you have to pay them.

Sometimes your essential expenses aren't obvious. Many small businesses view marketing as a luxury item, but if you cut back on your marketing, sooner or later the phone stops ringing. In a tough economy, it may actually make sense to increase spending on marketing to increase your brand recognition and (maybe) improve sales.

If you find you have lots of "essential" expenses, you are probably not being tough enough with your review. In my experience, most businesses have only a few essential expenses each month; the rest always have some fat that can be trimmed. Imagine what would happen if you cut a particular expense to zero. If you don't know, it's probably not essential.

Third, eliminate "non-essential" expenses ruthlessly. "Ruthless" is a nasty word, but it's the best one to describe what you have to do here. Any expense that is not

"essential" to the operation of your business, eliminate it "with extreme prejudice" (Joseph Conrad, *Heart of Darkness*).

Why are you renting space for a brick-and-mortar retail store in the age of the Internet? Unless you have a killer location (high visibility, lots of foot traffic), consider getting out of your lease early and working out of a home office. Your physical inventory can go in a cheap storage unit (just make sure it's airtight and watertight). Or maybe you should let Amazon handle your inventory and fulfillment through their highly popular Fulfillment by Amazon program.

Do you really need so many employees? Is each one adding value to your business? Can you use family members who will work for less (especially minor children, for whom there are tax advantages)? Can you do some of the "jerk work" yourself without taking your attention away from the big picture?

Lastly, make sure you don't cut costs too much. When you cut your costs too much, the quality of your product or service inevitably suffers. If you start making machine parts out of cheaper plastic rather than metal, they break down at lower temperatures.

It's the same in a service business like mine. If I spread myself thin by taking on too much work, I risk exhausting myself, slowing down my response time, making mistakes and getting sued for malpractice. Control your costs by all means, but make sure your reputation doesn't suffer by being too cheap.

Sometimes you just gotta spend money to make money. Or, as we used to say back in my Wall Street days, "You can't eat like a bird if your goal is to (excrete) like an elephant."

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

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CLIFF ENNICO

Don't let 2023 catch you by surprise.

Replacing your internal I.T. team with a partnership with Wasatch I.T. may cut costs and improve user experience.

"bumpy times"

- David Solomon, CEO Goldman Sachs

"mild to hard recession"

- Jamie Dimon, CEO JPMorgan Chase

"rude awakening"

- Lisa Shalett, Morgan Stanley



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Innovate Utah

NEW IDEAS, PRODUCTS AND SERVICES FROM UTAH COMPANIES



Mobile device power accessory provider **Mophie**, a portfolio company of Salt Lake City-based holding company Zagg, has introduced two car vent mount accessories made for the iPhone. The new products are the Mag-Safe-compatible **magnetic vent mount** and the **wireless charging vent mount** with MagSafe.

The magnetic vent mount (non-charging) holds an iPhone securely and provides access to a Lightning port. The magnetic vent mount rotates and tilts to adjust viewing angle and an optional extension arm holds an iPhone above or below the vent.

The wireless charging vent mount provides a secure hold and alignment for an iPhone in a chosen line of vision without obstructing the view of the road or your vehicle's control center. The optional offset extension arm also holds iPhone above or below the vent. It provides up to 15 watts of charging power with the included USB-C 20-watt car charger.

Both vent mounts attach to the air conditioning register with a hook which has 8mm to 30mm of adjustability, allowing for installation on most car models. Adhesive clips are provided for cable management.

"The magnetic and wireless charging vent mounts from Mophie are each designed to enhance the driving experience," said **Brad Bell**, senior vice president of global marketing at Zagg. "No matter the use case, Mophie helps connected drivers keep their iPhone secure and in line-of-sight."

The Mophie vent mounts and wireless charging vent mount with MagSafe are available on Apple.com, mophie.com and at Apple stores globally. Each product includes a two-year manufacturer's warranty.

ASEA Global, a Pleasant Grove beauty products company that specializes in redox cellular health technology, has introduced its **ASEA Redox Clay Mask**. Composed of bentonite clay, the mask contains active redox signaling molecules that contribute to surface skin cell health by supporting the communication to replace, renew or create new cells, the company said. "By bringing the age-old power of the earth and synchronizing it with innovative science-led technology, ASEA has created the world's first cell-signaling mask for a complexion that looks visibly renewed and refined," ASEA says on its website. Bentonite clay has a negative charge due to its unique composition of minerals and draws out positively charged impurities



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on the skin, such as bacteria, excess oils and makeup residue, preparing it to absorb the redox signaling molecules found in the mask.

Orem-based supply chain risk management company **Avetta** has launched **Cyber Risk Solution**, a cybersecurity feature within its Avetta One supply chain risk monitoring platform. The module provides a quantitative score that evaluates cyber health in 10 areas and delivers an aggregate grade for each of a company's suppliers, offering a diagnostic check that identifies potential risk areas of risk for companies, making it a critical part of understanding holistic supplier and contractor risk. "Cyber Risk Solution provides instant visibility into the cyber health of a company's full supply chain, including continuous monitoring that alerts clients when the risk score falls outside of an acceptable range," said **Taylor Allis**, Avetta's chief product and marketing officer. "Clients can use it as a diagnostic tool to gain insight into third-party cyber risks and inform sourcing decisions."



Avii, a Lehi-based provider of accounting software and management and compliance consulting services, has announced the release of **enhanced financial modules** within its Avii Workspace platform. The significantly expanded features streamline and automate processes that range from accounting services to tracking financial elements that include project budgets, resource planning and assignments, hours scheduled, time keeping, reporting, billing, utilization, realization and projections. "Over the past year, we worked closely with our large-to-small-sized firms to define and deliver a substantial uplift to the financial modules within the Avii accounting software platform," said **Lyle Ball**, Avii CEO. "Avii closed the industry gap between doing accounting services and accounting for those services." Avii's platform can be used alone or interconnected with existing non-Avii systems to establish deeper integrations and automation across a firm's software landscape.



Entrata, a Lehi company that provides an operating system for the multifamily housing industry, has launched **Advanced Budgeting**, providing its platform users with a way to leverage their financial data to create credible budgets based on informed assumptions. Advanced Budgeting allows users to be more calculated as they operate their budget, set better expectations for future performance and efficiently manage their business.



"We are consistently working with our clients to build the products and tools that help them focus on elevating the resident experience by enabling property operations' efficiency," said **Catherine Wong**, chief operating officer of Entrata. "With Advanced Budgeting, owners and operators have access to an easy-to-use and powerful multifamily budgeting solution that provides a single source of truth ... that ensures property management teams are viewing the most up-to-date information available."

Weave, a Lehi-based customer communication and engagement platform for small- and medium-sized businesses, has added **Online Bill Pay** to its product suite. The new feature gives small businesses the ability to create, send and embed a link for customers to pay their bill online, enabling them to provide an enhanced customer experience and improve profitability as fewer payments are processed by office staff. "Online Bill Pay will not only streamline administrative tasks but will be a revenue driver and open new opportunities for small businesses to connect



with more potential customers," said **Brett White**, CEO of Weave. "Paying for services online has become an expectation among customers and only continues to grow in popularity. This new tool will offer conveniences for providers and patients alike and allow businesses to better compete with digitally-advanced peers."

Moab-based nutritional supplement provider **The Synergy Company** has released a mood-supporting supplement called **Radiant Mood**. "So many people could use extra assistance in nurturing a positive mood, balancing emotional and mental well-being and supporting restorative sleep," said **Chanté Wiegand**, The Synergy Company's director of research. "Over multiple years, our team researched and developed this carefully selected blend of natural botanicals that effectively help manage everyday stress and feelings of burnout." Weigand said the organic and wild-harvested botanicals in Radiant Mood — saffron, gardenia fruit, rose flower, lavender, lemon balm, and magnolia bark — can help uplift mood, soothe restless thoughts and support more restful sleep. The biologically active compounds of each ingredient are standardized to research-backed quantities, she said. Organic, non-GMO, gluten- and dairy-free, kosher and vegan, the product is available on the company's website.



Provo-based **Qualtrics**, an experience management platform, has released three new contact center innovations: **Real-Time Agent Assist (RTAA)**, **Automated Call Summaries (ACS)** and **Frontline Team Assist (FTA)**. RTAA uses AI and machine learning to analyze customer needs and emotions, then deliver real-time coaching so contact center agents can take the best next step for customers. ACS creates a comprehensive summary after each customer call, including how long the call lasted, why the customer called, how the agent responded and any offers to the customer. FTA enables managers to review agent performance and provide targeted coaching to keep them engaged and effective. Frontline Team Assist also provides access to Qualtrics' Frontline Agent Coaching, a self-coaching solution that puts personalized insights in agents' hands and provides positive reinforcement and empowers them to identify opportunities for improvement.



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Industry Briefs

Industry Briefs are provided as a free service to our readers. Company news information may be sent to brice@slenterprise.com. The submission deadline is one week before publication.

BANKING

• **Crews & Associates**, an Arkansas-based company providing investment banking services, has hired **Marcus Keller** of Salt Lake City as managing director of its capital markets group. Keller helps local governments with their municipal advisory and underwriting needs. Keller



Marcus Keller

started his career in public finance in 2014 and has experience as a municipal advisor and underwriter across Utah and Idaho. Keller earned a bachelor's degree in finance from Brigham Young University-Idaho and a Master of Business Administration degree from the University of Utah.

CERTIFICATIONS

• **Ethik**, based in Provo, has announced its national Women's Business Enterprise certification by the **Women's Business Enterprise National Council**. The certification affirms that Ethik is a woman-owned and operated business that meets the criteria set forth by WBENC. The certification will help the company expand its reach and form partnerships with corporations and government agencies that value diversity and sustainability. Since Ethik's inception, it has involved over 2,600 artisans, including human trafficking survivors, widows and single mothers.

COMMUNICATIONS

• **ISP Connex Internet Services**, based in Ogden, has activated the initial stages of construction on the **Ogden City Fiber Project**. The company introduced the OCFP fiber optic backhaul and associated infrastructure as it continues to expand the fiber infrastructure across Northern Utah. In anticipation of building fiber-optic infrastructure throughout all of Ogden City, Connex officially franchised with the city in April of last year. Connex has completed fiber-optic infrastructure to hundreds of homes in Ogden, with the planning and engineering completed for thousands more. New construction recently began and Connex plans on completing Ogden City within the next couple of years.

DIVIDENDS

• The board of directors of **Cricut Inc.** has declared a one-time cash dividend of \$1 per share to holders of its Class A and Class B common stock. The dividend is payable July 17 to stockholders of record July 3. The total payment will be about \$234 million. South Jordan-based Cricut offers cutting machines and design software for hobbyists.

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ECONOMIC INDICATORS

• **Utah** is ranked No. 15 among states for **small-business first-year failure rate**. Using new data from the U.S. Bureau of Labor Statistics, Lending Tree's annual business survival rate report shows that 23.2 percent of Utah's businesses fail within their first year of operation, compared to the national average of 20.8 percent. The state's failure rate within five years is 48.5 percent, putting it No. 29 and comparing with the national rate of 48.4 percent. The rate within 10 years is 62.6 percent, putting it No. 42 and comparing with 65.1 percent nationally. Details are at <https://www.lendingtree.com/business/small/failure-rate/>.

• **Utah** has three cities in the top 15 in a ranking of **"best places to ride out a recession,"** compiled by **SmartAsset**. They are No. 7 **Sandy**, No. 10 **Layton** and No. 14 **West Jordan**. SmartAsset assessed more than 400 cities and evaluated them across four categories: economic stability, housing, employment and social assistance. Other Utah cities in the rankings are No. 22 **Orem**, No. 30 **West Valley City**, No. 35 **Salt Lake City**, No. 47 **Provo**, No. 79 **St. George**, and No. 83 **Ogden**. The top-ranked city overall is Castle Rock, Colorado. The bottom-ranked city is Camden, New Jersey. Details are at <https://smartasset.com/data-studies/best-cities-ride-out-recession-2023>.

• **All 28 suburbs** within 30 miles' driving distance from Salt Lake City have a lower price per square foot of **living space** that is lower than in the city, according to a study by real estate search portal **Point2**. The median home price in Salt Lake City is \$540,000, while the median price per square foot is \$345. Magna is the most affordable suburb, with the price per square foot 44 percent lower than in the city. Fruit Heights and Herriman follow suit with median prices 42 percent lower than in the city. The most expensive living space in the U.S. is in Irvine, California 1, with a median home price of \$1.37 million, or \$680 per square foot. Details are at <https://www.point2homes.com/news/us-real-estate-news/affordable-suburbs-near-expensive-cities.html>.

• **Salt Lake City** is No. 80 and **West Valley City** is No. 187 on a list of **"Best Cities for Burger Lovers,"** compiled by **Lawn Love**. It compared the 200 biggest U.S. cities based on four categories, including access to burger vendors, consumer ratings and national recognition, among nine total metrics. The top-ranked city is New York City. The bottom-ranked city is Paterson, New Jersey. Details are at <https://lawnlove.com/blog/best-cities-burger-fans/#rankings>.

• **Utah** is No. 41 on a list of **"Best States for Green Burials,"** compiled by **Lawn Love**. It compared the 50 states based on four categories, including access to green burial locations, funeral homes specializing in natural burials, and demand, among 18 total metrics. The top-ranked state is California. The bottom-ranked state is Alaska. Details are at <https://lawnlove.com/blog/best-states-green-burials/#rankings>.

ENVIRONMENT

• The **U.S. Environmental Protection Agency** has awarded two Brownfields grants to Salt Lake City-area partners to assess, clean up and revitalize properties in the city. The **Salt Lake City Corp.** will use \$495,200 in Brownfields funding to clean up the former Schovaers Electronics site. **Salt Lake County** will use a \$1 million grant for assessment and cleanup projects in Magna Township. The Schovaers Electronics site at 22 S. Jeremy St. was formerly used as an electrical supply company, electroplating facility and appliance repair shop and is contaminated with heavy metals and volatile organic compounds. Specific contaminants of concern include trichloroethene and hexavalent chromium in soil and groundwater likely

due to seepage from the facility and off-site sources. The cleanup will allow the site to complement the new Folsom Trail with trail-oriented commercial space. Salt Lake County will use the funds to develop environmental assessments and cleanup plans at more than 20 high-priority sites in Magna Township. Potential reuse of these sites includes plans for affordable housing, retail and commercial spaces. The county's partners include Magna Township and NeighborWorks Salt Lake.

ESG

• **USANA**, a Salt Lake City-based company offering health and wellness products, recently released its 2022 sustainability report. The third annual report highlights the company's recent environmental, social and governance achievements. They include 50 percent of the company's energy use at its Salt Lake campus coming from solar arrays and the purchase of renewable energy certificates; a 20 percent reduction in waste sent to landfills; saving the equivalent of 435,266 supplement bottles worth of plastic annually after moving to smaller bottles for 10 products; over 12.9 million meals provided through the USANA Foundation; achieving 85 percent engagement in global employee surveys; more than 350 employees completing USANA's career mentorship program; 100 percent of employees receiving current

Good Manufacturing Practices training; creating a supplier code of conduct as part of sourcing efforts; and investing \$11.6 million in research and development.

EXPANSIONS

• **TCN Inc.**, a St. George-based provider of a cloud-based call center platform, has opened offices in the United Kingdom and Romania.

FINANCE

• **D.A. Davidson's** Special District Group, in partnership with **Petros PACE Finance**, has successfully priced and closed \$160 million in Commercial Property Assessed Clean Energy (C-PACE) financing for **Summit Vista**, Utah's first life plan retirement community. The proceeds will be dedicated towards ongoing construction, with a focus on enhancing the development's energy efficiency, renewable energy and water efficiency. C-PACE is a financing mechanism that allows property owners and developers to fund up to 100 percent of building retrofits and new construction to improve a building's energy efficiency, renewable energy and water efficiency. Owned in partnership with Gardner Group, Wasatch Group and Solamere Capital, Summit Vista offers a full continuum of care in Taylorsville. It is expected

see BRIEFS next page



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Industry Briefs

from previous page

to have nearly 1,600 residential units at completion.

GOVERNMENT

• **Van Christensen** has been appointed as division director of the **Utah Division of Finance**. He succeeds **Jonathan Ellis**, who served as interim director since March following the departure of **Janica Gines**, who served in the role since 2018. Christensen joined the state in 1996 as an auditor in the State Auditor's Office. After



Van Christensen

21 years, he was recruited into agency work, where he's served at the Utah Department of Workforce Services since 2017.

• The **U.S. Department of Housing and Urban Development** has awarded \$95.5 million nationally for affordable housing and community development activities in 55 Native American communities, including \$2 million to the **Utah Paiute Tribal Housing Authority**. The funds come from the Indian Community Development Block Grant Program. Grant funds may be used for infrastructure, community facilities, housing rehabilitation, economic development and more to support Native American and Alaskan Native families on Indian reservations and in other Indian areas.

INSURANCE

• **PCF Insurance Services**, a Lehi-based insurance brokerage firm, has appointed **Rocky Steele** as senior vice president of legal and compliance. Steele's education includes a bachelor of arts degree from Brigham Young University.



Rocky Steele

INVESTMENTS

• **Spiff**, a Salt Lake City-based company focused on sales commission software, has closed a \$50 million Series C fundraise led by **Salesforce Ventures**, with participation from **Lightspeed, Norwest, Kickstart Fund, Album** and others. The company said it will use the round to build on its sales commission portfolio and to begin solving for other complex sales and finance processes that have historically relied on spreadsheets.

MANUFACTURING

• **Nature's Sunshine Products Inc.**, a Lehi-based manufacturer of herbal and nutrition products, has named **Kevin Herbert** as executive vice president and president of North America. Herbert has over 25 years of experience, previously serving in executive and senior-level leadership positions for several companies, including Samsung, Borden, Hain Celestial, White Wave Foods, as well as starting his career at Procter & Gamble. He joins Nature's Sunshine from Crossmark, where he led the transformation of its Natural Specialty Channel.



Kevin Herbert

the foundation provided **Alexis Meek**, a Lehi 18-year-old cancer patient, with \$7,500 for her college tuition when she enrolls as a freshman at Utah State University in the fall. Following the tournament, Chartway presented Make-A-Wish Utah with a grant of \$200,000 to fulfill the life-changing wishes for 40 children with critical illnesses. This year, the foundation has awarded more than \$770,000 in grants to companion charities that support medically fragile children.

REAL ESTATE

• **Post District Residences**, a new apartment community at 575 S. 300 W., Salt Lake City, has opened to residents. Designed by architecture firm **MVE+Partners**, it includes 580 units. Rents range from \$1,200 to \$4,000. Among restaurants and retail outlets planned are Urban Hill, Sunday's Best, Level Crossing Brewing Co., MENSHO and Traeger Grill's worldwide headquarters.

• Acquisition of land for the second location for **Kum & Go**, in Herriman, was facilitated by **Mountain West Commercial Real Estate**. Kum & Go has more than 400 convenience store locations in 13 states. The company's first Utah location opened in Draper in December. The Herriman store opened in early May.

RECOGNITIONS

• **Jyl London** has been named a finalist for a **2023 Banking Tech Awards USA Leadership Award** for Woman in Technology in the bank/financial institution category. London is vice president of product and program management at TAB Bank in Ogden.



Jyl London

• The Executive Education program at the **University of Utah's David Eccles School of Business** ranks No. 4 in the United States and No. 47 in the world in the latest **Financial Times** executive education rankings. The University of Utah was the only program in the West to rank in the top 25 for student satisfaction. **Financial Times** ranks executive education programs using a variety of criteria, including course design, teaching methods and materials, faculty, and quality of participants.

SERVICES

• **Namify**, a Springville-based provider of corporate-branded

goods and fulfillment services, has promoted **Scott Bishop** to vice president of sales over both product and software services. Bishop has been with Namify since 2009, starting as shipping manager and being promoted to vice president of logistics in mid-2013



Scott Bishop

and then gaining additional oversight of the company's manufacturing and finish work in the following years. He worked to represent the company and its clients on production/fulfillment, and became a sales executive in 2020.

TECHNOLOGY

• **Boom Interactive Inc.**, a South Jordan-based software provider, has appointed **John Chiang** to its board of directors. He will act as treasurer. Chiang serves on the boards of Apollo Medical Holdings and Deep Medicine Acquisition Corp. and as a corporate advisory board member of Pasadena Private Lending and Adept Development.



John Chiang

TRANSPORTATION

• Following a reduction in ski bus services from the Utah Transit Authority (UTA), leaders from **Salt Lake County, Visit Salt Lake, UTA, Sandy City, Alta, Brighton, Snowbird** and **Solitude** collaborated on creating a viable micro-transit solution to shuttle locals and visitors

to Salt Lake area ski resorts. Through its 12 weeks of operation, **Cottonwood Connect** shuttled 9,007 riders to and from Big and Little Cottonwood Canyon ski resorts. Utahns made up 17 percent of riders, with out-of-state visitors coming in at 83 percent of ridership. Snow Country Limousine, who was selected as a private transportation provider after an RFP process, indicates that ridership would have been closer to 11,000 had it not been for frequent canyon closures that affected ridership on five of the 12 operating weekends. The shuttle operated four days a week and holidays Jan. 26-April 16. The public/private partnership was funded in part by VSL, UTA, Alta, Brighton, Snowbird, Solitude and a \$239,000 appropriation from the Salt Lake County Council.

TRAVEL & TOURISM

• **Visit Salt Lake**, a private, nonprofit corporation promoting Salt Lake as a convention, meetings, sports events and travel destination, has hired **Jill Lackey** as convention sales director, pursuing citywide conventions in the education, cultural, social welfare and trade/business/commercial markets. Lackey worked for 22 years at Snowbird, where she held multiple sales-related positions, most recently as senior sales manager handling an eight-state region. Prior to joining Snowbird, she worked at Michigan's Iroquois Hotel and with Deer Valley Lodging.



Jill Lackey

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Invest more of your time in 'On-the-Business' wandering

Several years ago, I recommended Michael Gerber's book, *The E-Myth Revisited*, to my clients. That led to discussion of the need for C-suite executives to understand what Gerber described as the difference between "In-the-Business" activities and "On-the-Business" activities. Working "in" your business is *spending* your time managing your company as it is today. Working "on" your business is *investing* time on your company as you want it to be in the future.



RICH TYSON

Both In-the-Business and On-the-Business activities are important, but especially in small, entrepreneurial businesses, the In-the-Business ones tend to take up most, if not all, of a leader's time. Michael Gerber makes a strong case that it's critical for leaders to carve out time for On-the-Business work.

What exactly constitutes such work? Clearly, it involves ongoing strategic thinking and planning. But how should this be done? Where should a small company leader begin?

A recent article in the *Harvard Business Review*, "The Ideas That In-

spire Us," shared the insights of Roz Brewer, the CEO of Walgreens. She shared that her best strategies have grown out of her visits to the Walgreens stores as she looks for ways to make them better. She listens to both their customers and the members of their teams. She stressed that "it's best to see and hear feedback live and in person."

From these visits, Brewer works with her store managers to develop proposals for innovative ideas to strengthen the Walgreens brand and their value proposition. She makes sure that those proposals are put in front of the people who will have to make them work. She asks, "Do we have this right? Endorse it or tear it apart, but tell me how this stacks up with your experience in the store."

Brewer has literally taken her On-the-Business activities out of her office and into the lively real world of the Walgreens stores. She has encouraged her leadership team to do the same. This has exposed them to the real issues and challenges in the business so that they can effectively connect future

strategy to the current operation. She has bridged the gap between In-the-Business and On-the-Business.

At one point in my career of coaching CEOs, I suggested to my clients that they do a personal time audit over a week or two to evaluate their personal effectiveness and efficiency. Upon completion of this process, one client, the CEO of a manufacturing firm, expressed deep concern with how he "routinely wasted time." He shared that his typical day involved "wandering" through the floor of his production facility, where he chatted with a number of his employees. He said that over the course of a workweek, he wasted between five and 12 hours doing this.

I asked him what he and his employees chatted about, to which he responded that it was usually just how things were going in their families, and inquiring about things that were personal and important to them. He noted that he liked doing this, and that his employees seemed to appreciate his interest, but that he was sure he could use that time more wisely behind his desk.

I asked him if, in his chats, he ever discussed how their respective jobs were going and how things could be

improved. He said that this certainly happened, but that this wasn't his primary focus — and that he intended to stop his daily wandering through his plant.

I asked him not to make any drastic changes, but to share his thoughts with a group of his peers at our monthly CEO forum. He agreed, and a week later, we teed up the issue with the group.

A lively discussion led to this conclusion: His daily wandering and chats were clearly an investment, rather than an expense. He was showing that he cared for his people, and he was learning from them, first-hand, on how to improve their work. He was doing important On-the-Business work. The consensus by his peers was that each of them should adopt his process of regularly walking and talking with their teams.

Roz Brewer attributes much of Walgreens success to her store visits. Might such wandering help you with your essential On-the-Business responsibilities?

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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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.

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

Topgolf Chamber Luncheon, a Point of the Mountain Chamber of Commerce event. Location is Topgolf, 484 N. Entertainment Way, Vineyard. Details are at thepointchamber.com.

June 6, 2-6 p.m.

Women's Golf Day, a South Valley Chamber of Commerce Women in Business event. Location is Glenmoor Golf Club, 9800 S. 4800 W., South Jordan. Cost is \$60. Details are at <https://www.golfglenmooracademy.com/event-details-registration/womens-golf-day-2023>.

June 6, 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>.

June 6, 5:30-7 p.m.

"Build Your Dream Home," a Box Elder Chamber of Commerce event. Location is Brigham City Public Library, 26 E. Forest St., Brigham City. Free. Details are at boxelderchamber.com.

June 7, 9 a.m.-4 p.m.

"Internet for All: Utah Broadband Confluence," presented by the Governor's Office of Economic Opportunity, Utah Broadband Center and the National Telecommunications and Information Administration and featuring stakeholders aimed at expanding broadband infrastructure and promoting digital equity. Location is Utah Valley Convention Center, 220 W. Center St., Provo. Free, but registration is required. Registration can be completed at Eventbrite.com.

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

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

June 8, 7:45 a.m.-5 p.m.

Employer Tax Workshop, a Small Business Development Center event. Location is Salt Lake SBDC at Salt Lake Community College, Sandy. Cost is \$22. Details are at <https://clients.utahsbdc.org/events.aspx>.

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

Women in Business Summer Social, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Cost is \$25 for members, \$35 for nonmembers. Details are at davischamberofcommerce.com.

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

"Empowering Women for Today's Retirement," a South Valley Chamber of Commerce event. Location is the South Valley Chamber, 9800 S. Monroe St., Sandy. Cost is \$10. Details are at southvalleychamber.com.

June 8, 3-6 p.m.

"SBIR 101 Workshop," presented by the University of Utah, in partnership with the Governor's Office of Economic Opportunity and Altitude Lab and featuring information about the federal government's SBIR/STTR programs, branded as "America's Seed Fund," and the available resources to assist with the application process. Location is Altitude Lab, 630 S. Kommas Drive, Salt Lake City. Details are at www.altitudelab.org/events.

June 8, 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>.

June 9, 8:30-9:30 a.m.

"Business Before Hours," a Point of the Mountain Chamber of Commerce event. Location to be announced. Details are at thepointchamber.com.

June 9, 8:30-9:30 a.m.

Draper Business Breakfast, presented by the South Valley Chamber of Commerce's Draper Business Committee and featuring Mayor Troy Walker and members of the Draper City Council. Location is Draper City Hall, 1020 E. Pioneer Road, Draper. Free, but registration is required. Details are at southvalleychamber.com.

June 9, 4-7 p.m.

"Clinical Innovation Mindset" Seminar, presented by Altitude Lab and BioBytes and featuring a case study experience with Erin Mundt, director of clinical genomics at Myriad Genetics. Location is Altitude Lab, 630 S. Kommas Drive, Salt Lake City. Details are at www.altitudelab.org/events.

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

ACG Utah Speaker Series, an Association for Corporate

Growth Utah event. Speaker is Miles Hansen, president and CEO of World Trade Center Utah. Location is Zions Bank Tower, Founders Room, 1 S. Main St., Salt Lake City. Free for members, \$30 for nonmembers. Details are at <https://www.acg.org/utah/events/utah-june-13-breakfast-speaker-series>.

June 13, 9-10:30 a.m.

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

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

Women in Business Professional Growth Series, a ChamberWest event. Speaker Julianna Christie, co-founder of Crafter Leadership, will discuss "How to Resolve Conflict Like a Pro." Location is Embassy Suites, 3524 S. Market St., West Valley City. Cost is \$25 for members by June 7, \$35 thereafter. Details are at chamberwest.com.

June 14, 9-10:30 a.m.

"Let's Talk Upward Mobility: Three Issues That Impact Every Employer's Bottom Line," a Salt Lake Chamber event for members only and designed for human resources leaders and C-suite executives. May 10 session was "Utah's Benefit Cliff and Barriers to Recruitment and Retention." May 31 session was "How Employee Well-Being Impacts Your Company's Productivity." June 14 session is "Obstacles to Entering or Re-Entering the Workforce." Location is Salt Lake Chamber, 201 S. Main St., Suite 2300, Salt Lake City. Details are at slchamber.com.

June 14 and 28, 3-5 p.m.

"Master Class: The Art of Public Speaking," a Salt Lake Chamber event. Presenter is Beth Wolfer, founder of Give Your Best Talk LLC and planned giving officer for Best Friends Animal Society. Location is Salt Lake Chamber, 201 S. Main St., No. 2300, Salt Lake City. Cost is \$199.

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

"Park City Business University: Artificial Intelligence," a Park City Chamber/Bureau event. Location is Blair Education Center, Intermountain Park City Hospital, 900 Round

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

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

Women in Business, a Cache Valley Chamber of Commerce event. Location is Adams Wealth Advisors, 701 S. Main St., Suite 400, Logan. Cost is \$16 for WIB members, \$18 for nonmembers, \$20 at the door. Details are at cachechamber.com.

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

"Let's Do Lunch," a South Valley Chamber of Commerce event. Speaker Sean Bott will discuss "Create Lasting Loyalty in the Workplace." Location is Embassy Suites-South Jordan, 10333 South Jordan Gateway, South Jordan. Cost is 20 for members, \$25 for nonmembers. Details are at southvalleychamber.com.

June 14, 5-7 p.m.

"Business After Hours: Small Business Night," an Ogden-Weber Chamber of Commerce event. Location is Ogden Downtown Alliance Offices, 2411 Kiesel Ave., Suite 402, Ogden. Free for chamber members and first-time guests, \$10 for nonmember guests. Details are at ogdenweberchamber.com.

June 14, 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>.

June 15, 10 a.m.-2 p.m.

Silicon Slopes AI Summit, including the celebration and launch of the newest Silicon Slopes Community Chapter: the Silicon Slopes AI Chapter. Location is Silicon Slopes, 2600 Executive Parkway, Suite 140, Lehi. Details are at siliconslopes.com.

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

Connect 4 Lunch, a Point of the Mountain Chamber of Commerce networking event. Location is Bona Vita Italian Bistro, 1820 W. Traverse Parkway, Lehi. Details are at thepointchamber.com.

June 15, 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>.

June 15, 6:30-8 p.m.

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

June 16, Aug. 18, Sept. 15

2023 Golf Tournaments, presented by the South Valley Chamber of Commerce. Events take place June 16 at River Oaks, 9300 Riverside Drive, Sandy; Aug. 18 at South Mountain; and Sept. 15 at Glenmoor. Cost is \$1,250 per foursome, \$625 per twosome. Details to be announced at southvalleychamber.com.

June 16, 8:30-10 a.m.

"Friday Connections Speed Networking," a ChamberWest event. Location is Valley Fair Megaplex Theatres, 3620 S. 2400 W., West Valley City. Cost is \$5 for chamber members, \$10 for nonmembers. Details are at chamberwest.com.

June 16, 10 a.m.-3 p.m.

"In the City Pop-Up Shop," a Women's Business Center of Utah event featuring a curated group of more than 20 local women-owned businesses. Location is Holy Trinity Greek Church, 279 S. 300 W., Salt Lake City. Free and open to the public. Interested vendors may contact Megan Engstrom at megan@wbcutah.org.

June 20, noon-1 p.m.

"How Yelp Can Help Your Business," a Women's Business Center of Utah event. Speaker Corynn Benoit will discuss how businesses can use Yelp as a resource, all of the free tools that Yelp has to offer, and how businesses can partner with the Yelp team for events and opportunities with Yelp Elite Squad. Event takes place online. Free. Details are at wbcutah.org.

June 21, 7 a.m.-3 p.m.

Annual ChamberWest Golf Classic, for ChamberWest members only and featuring a four-person scramble format. Registration and breakfast begin at 7 a.m., followed by an 8 a.m. shotgun start. Location is Stonebridge Golf Club, 4415 Links Drive, West Valley City. Cost is \$300 per twosome, \$600 per foursome. Details are at chamberwest.com.

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

Business Alliance Networking Luncheon. Location is Boondocks Fun Center, 525

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Deseret Drive, Kaysville. Details are at davischamberofcommerce.com.

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

Women in Business, presented by the Mountain West, South Jordan and West Jordan chambers of commerce. Speaker Marci Barker will discuss "Utilizing the Accountability Code to Make Follow-Through Easy and Peaceful." Location is Legacy Retirement Home, 1617 W. Temple Lane, South Jordan. Cost is \$20. Details are at <https://sj-chamber.org/events-calendar-view/>.

June 21, 4-6 p.m.

"Kinect Essentials: Due Diligence," a Kinect Capital event. Location is Silicon Slopes, 2600 Executive Parkway, No.

140, Lehi. Also offered online via Zoom. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

June 21, 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>.

June 21, 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>.

June 22, noon-1 p.m.

Women in Business Meeting, a Box Elder Chamber of Commerce event. Location is Bridgerland Technical College, 325 W. 1100 S., Brigham City. Cost is \$10. Details are at boxelderchamber.com.

June 22, 5-6 p.m.

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

June 23, 4-6 p.m.

WeAngels Kickoff Party, hosted by Kinect Capital. WeAngels is a women-focused angel investment education group. Event will feature information about the WeAngels mission to support and invest in women-led startups. Location is Kiln, 26 S. Rio Grande St., No. 2072, Salt Lake City. Cost is \$50. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

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

"Business Before 5," a West Jordan Chamber of Commerce event. Location is Chili's, 3629 Center Park Drive, Jordan Landing, West Jordan. Free (pay

for food and drinks). Details are at westjordanchamber.com.

June 26, 7:30 a.m.-3 p.m.

2023 Golf Tournament, a Davis Chamber of Commerce event. Activities begin with registration at 6:30 a.m. Location is Valley View Golf Course, 2501 E. Gentile St., Layton. Details are at davischamberofcommerce.com.

June 27, 8 a.m.-2 p.m.

Safety Awards Expo, a Utah Manufacturers Association event. Location is Salt Lake Community College's Westpointe Center, 1060 N. Flyer Way, Salt Lake City. Details are at <https://manufacturingutah.com/event/safety-awards-expo/>.

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BONDING

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crisis-related debt spikes and continuous deficit spending to cover basic annual operating expenses. By contrast, Utah's debt is used exclusively for capital projects such as roads and buildings, which serve as a valuable investment in the state's capital stock for future generations."

Key findings of the Gardner study include the following:

U.S. Government Deficit & Borrowing. The federal government consistently deficit-spends. As of FY2023, the Congressional Budget Office estimates that the federal government will spend \$6.2 trillion, compared to \$4.8 trillion in revenues. This mismatch results in a \$1.4 trillion deficit, which the U.S. Treasury covers by borrowing. The nation's borrowing spikes in times of national crises such as war, recession or pandemic as the government increases its deficit spending.

Accumulated U.S. Federal Debt. As of May 2023, the accu-

mulated federal debt totaled nearly \$31.5 trillion. This includes public debt (debt held by the public) of \$24.64 trillion (78 percent) and intragovernmental debt (debt held through intragovernmental transfers) of \$6.82 trillion (22 percent). Foreign governments, including Japan and China, hold nearly one-third of the U.S. public debt. Other investors (banks, mutual funds, pension funds, states and local governments, the Federal Reserve, individuals, etc.) hold the remaining two-thirds of the debt held by the public.

Utah's Fiscal Prudence. Utah's debt is used exclusively for capital projects such as roads and buildings. Investment in the state's capital stock serves future generations who also pay for this investment. From 2001 to 2020, the state issued \$8.2 billion in bonds for needed capital projects and still maintained its AAA bond rating. This signals that Utah borrows prudently, report authors concluded.

The full report is available online at the Gardner Institute website.

CIVITELLA

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5. Flexibility/Adaptability. Flexibility or adaptability is the ability to be open-minded and open to new opportunities and change. You should be able to change your mind to suit different situations or circumstances. When trying to solve a problem, not all the solutions that you try will work. Some can backfire and leave you quite frustrated.

By being flexible, you will be able to apply different solutions to solve an issue. This is much better than sticking to a single solution that is not yielding any fruits.

A flexible person is also open to receiving suggestions from other people who may be experts in solving similar problems. As was mentioned before, most of us experience similar issues on a daily basis especially in business and knowing who to turn to will make all the difference.

6. Self-Discipline. Finally, when it comes to solving problems, you need to be focused and

disciplined. Regardless of how good you are at solving different problems, your efforts may not bear any fruits if you don't have self-discipline. This is the ability to control yourself and remain focused on finding the solutions to the problem.

Constantly evaluating situations and thinking critically about them require a certain level of discipline which you must have to become successful. By being self-disciplined, you will be able to remain on the right path without being distracted by any external factors. This skill will also help you to be fully committed to finding the best solutions each time.

It does not matter what kind of problem that you are facing. The most important thing is how you solve it. Developing these six problem-solving skills will always be useful in any tricky situation. The key is to keep evolving.

Angela Civitella is an executive, a business leadership coach and the founder of Intinde (www.intinde.com).



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BIG LEAGUE

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pansion. The Oakland Athletics, meanwhile, are in the midst of a move to Las Vegas.

Expansions or relocations are rare in baseball, and MLB has expressed a desire to resolve stadium issues for the Athletics and the Tampa Bay Rays before considering whether to expand to 32 teams.

The Orlando stadium proposal was made May 9 by Orlando City Baseball Dreamers LLC, which envisions a clear-dome stadium on a \$1.7 billion project across 35.5 acres. The project would include retail shops, restaurants, office space, 1,000 hotel rooms, and parking garages. Leading the effort is Pat Williams, founder and president of the LLC and co-founder of the

Orlando Magic of the NBA.

Big League Utah is a coalition of Utah leaders working to get a team for the state. They envision a ballpark on Rocky Mountain Power's 100-acre Power District Project between Salt Lake City and the Salt Lake City International Airport.

A few days ahead of the Orlando stadium proposal unveiling, Steve Starks, CEO of the Larry H. Miller Co., listed several advantages Utah has over other markets competing for a team. At the One Utah Summit, he presented the case "why we believe that we should feel confident" about Utah landing a relocated or expansion team.

Much as a great baseball player has five "tools" — the ability to hit, hit with power, run, field and throw — Starks described Utah as a "five-tool player" as a Major League market:

- The state is growing, with a young population. It features a top-30 media market, is the nation's top job-growth state, and it outperforms similar markets in ticketing and sponsorship revenue.

- The state's economy is the best in the U.S., with historically low unemployment; a business-friendly environment; the highest median income of potential expansion markets; and the highest rate of probability for "unicorns," defined as startup companies with a valuation over \$1 billion.

- The state is the "Crossroads of the West," which makes it a natural crossroads for teams traveling across the U.S., especially the West. It also features a Delta Air Lines hub and the newly renovated and expanded Salt Lake City International Airport.

"Salt Lake is the ideal geographical fit for Major League Baseball to expand," Starks said.

- Utah has experience hosting major sports teams and events, including the 2002 Winter Olympic Games, two NBA All-Star Games and two Triple-A ball All-Star Games.

"We are a state of sport ... and that allows us to be considered, I think, around the country as one of the markets that can support an MLB team, should they come here," he said.

- Utah has great quality of life. "We like to think that the most family-friendly sport could come to the most family-friendly state," Starks said.

Utah has "a lot of great momentum and stories to tell," Starks said. Among other advantages are being a community that embraces faith and family, that values inclusion and diversity, and is a place where people want to come.

"And that's not lost on Major League Baseball as well," he said. "When you compare us to other markets — and we'll never disparage other markets because there's incredible cities across the country — but we have competitive advantages that are both tangible and intangible, and we should absolutely own those things."

So far, Big League Utah has members from throughout government, politics, the business world and the community, and he said more will join.

"I can tell you that there's other names on our partner coalition that we haven't announced yet, but we will, that are very excited about it," Starks told the summit crowd. "And our view of the world is, this is going to take all of us to work together, and so we want to build a very robust, diverse and inclusive coalition to get it done, and we're going to need your help as well."

Major League Baseball team expansions first took place in 1961 and 1962, when two teams were added each of those years. Four more teams joined in 1969. Two teams were added in 1977, 1993 and 1998.

But team relocations have become rare. Only one franchise has moved since after the end of the 1971 season, when the Washington Senators became the Texas Rangers. That happened in 2005, when the Montreal Expos became the Washington Nationals.

There have been several near-moves, as the San Diego Padres almost shifted to Washington, D.C., and several teams — including the San Francisco Giants and Chicago White Sox — eyed Florida before ultimately remaining in place.

UEOC

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or the governor's budget.

The working groups and leadership are:

- Growth and Transportation, co-chaired by state Sen. Kirk Cullimore; Rep. Cal Muselman; and Carlos Braceras, executive director of the Utah Department of Transportation.

- Water, Energy and Natural Resources, co-chaired by Sen. Scott Sandall; Rep. Casey Snider; and Joel Ferry, executive director of the Utah Department of Natural Resources.

- Technology, Innovation and Investment, co-chaired by Rep. Jefferson Moss; Sen. Chris Wilson; and Ryan Starks, executive director of the Governor's Office of Economic Opportunity (Go Utah).

- Government Efficiency, co-chaired by Sen. Evan Vickers; Rep. Robert Spendlove; and Rich Saunders, Utah's chief innovation officer.

The subcommittees are:

- Housing Affordability, co-chaired by Sen. Lincoln Fillmore and Rep. Stephen Whyte.

- Talent, Education and Industry Alignment, chaired by Sen. Ann Millner.

- Women in the Economy, to be co-chaired by a pair of legislators from among a group of four: Millner, Sen. Luz Escamilla, and Reps. Karianne Lisonbee and Rosemary Lesser.

Cox commended the commission members and staff for their commitment to the betterment of the state. Members of the working groups and subcommittees are "prominent people in prominent roles all across our state" who are willing to use their time to help solve the biggest problems in the state, he said. By the time of the legislative general session, "we have worked through the hardest parts of that and have alignment," he said. "It leads to better policy."

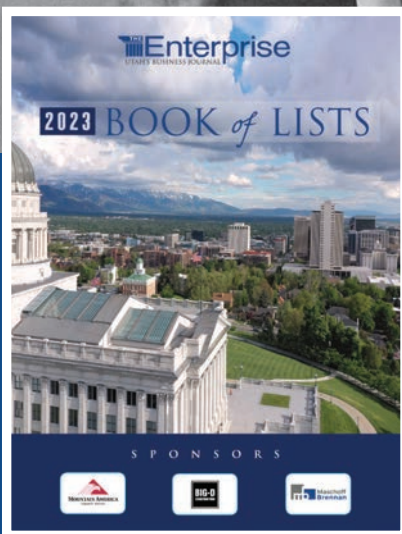
That collaboration is "different" and "special," he said. "And," he told the group, "please don't ever take it for granted, our willingness to step up and work together and disagree better."

In many other states, unhealthy conflict makes it impossible to solve the biggest issues, the governor said. He said that "hating, fighting and destroying each other" has led to paralysis in the federal government. He warned against Utah falling into that same trap.

"I'm convinced that we are very unique but not that unique," Cox said. "We may be a decade behind the rest of the country, but if we are not thoughtful and intentional about it, we will end up exactly like the rest of the country, paralyzed by stupid sh-t."

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CALENDAR

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June 27, 11:30 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Jeremiah's Lodge & Garden, 1329 W. 12th St., Marriott-Slaterville. Cost is \$25 for members and first-time guests, \$35 for nonmembers. Details are at ogdenweberchamber.com.

June 27, 11:30 a.m.-1 p.m.

Women in Business, a South Valley Chamber of Commerce event. Shauna Graves-Robertson, a Salt Lake County Justice Court judge, will discuss "My Journey to the Bench." Location is South Jordan Public Safety Building, Aspen Training Room, 10655 S. Redwood Road, South Jordan. Cost is \$20 for members, \$25 for nonmembers. Details are at southvalleychamber.com.

June 27, 2-3 p.m.

"How to Best Bank Your Business: Overview of Treasury Management," a Women's Business Center of Utah event, in partnership with Cyprus Credit Union. Event will feature information about cash conversion cycles, electronic payments, merchant services and more. Location is Salt Lake Chamber, 201 S. Main St., No. 2300, Salt Lake City. Also offered online via Zoom. Free. Details are at wbcutah.org.

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

"Business Success Series," a ChamberWest event. Location is

Kearns Library, 4275 W. 5345 S., Kearns. Cost is \$25 per session. Details are at chamberwest.com.

June 28, noon-1 p.m.

"Solve the Business Puzzle: Elevate Your Pitch," a Women's Business Center of Utah event. Presenter is Jana Hassett of Jana's Journals. Event takes place online via Zoom. Free. Details are at wbcutah.org.

June 29, 3-6 p.m.

Kinect Accelerator Key-Bank & Kinect Demo Day. The Kinect Accelerator is an 12-week program designed to provide participants with the tools, resources and support they need to grow their businesses and bring their innovations to market. Demo Day is the graduation event where cohort members pitch their innovative ideas and solutions to potential investors. Event speaker is Drew Yergensen of KeyBank. Location is Industry SLC. Event also takes place online via Zoom. Details are at <https://nouri.ai/events/1c7cc4c4-4fed-4876-9eea-ae8bcd18fb96?open=false&step=1>.

June 28 6-7 p.m.

"Facebook/Instagram Ads: Create and Manage Ads like a Pro," a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

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

Business Alliance Networking Luncheon. Location is Boondocks Fun Center, 525

Deseret Drive, Kaysville. Details are at davischamberofcommerce.com.

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

"First Fridays Networking," a West Jordan Chamber of Commerce event. Location is Miller Free Enterprise Center at Salt Lake Community College, 9750 S. 300 W., Room 203, Sandy. Cost is \$5. Registration can be completed at Eventbrite.com.

July 11, 11:45 a.m.-1 p.m.

Patriotic Chamber Luncheon, a Point of the Mountain Chamber of Commerce event. Location is The Rooftop, 139 Hunter's Grove Lane, No. 400, Lehi. Details are at thepointchamber.com.

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

Women in Business, a Cache Valley Chamber of Commerce event. Location is Adams Wealth Advisors, 701 S. Main St., Suite 400, Logan. Cost is \$16 for WIB members, \$18 for nonmembers, \$20 at the door. Details are at cachechamber.com.

July 12, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location is Ogden Pioneer Stadium, 668 17th St., Ogden. Free for chamber members and first-time guests, \$10 for nonmember guests. Details are at ogdenweberchamber.com.

July 17, 7:30 a.m.-3 p.m.

July Golf Tournament, a

Davis Chamber of Commerce event. Registration and other activities take place at 6:30 a.m. Lunch will take place when golfing is finished. Location is Valley View Golf Course, 2501 E. Gentile St., Layton. Details are at davischamberofcommerce.com.

July 17, 8 a.m.

Slopes Cup 2023, a Silicon Slopes event, in partnership with the Point of the Mountain Chamber of Commerce. Activities include 8 a.m. check-in, followed by golf 9 a.m.-2 p.m. (scramble-style tournament). Location is Alpine Country Club, 5000 W. Alpine Country Club Lane, Highland. Cost is \$2,500 per foursome. Details are at slopes-cup.com.

July 18, 11 a.m.-1 p.m.

"Business Women's Forum 2023: Elevating Women at All Ages: A Force for Change." Speaker Robyn Cohen, co-founder of Utah's "40 Over 40," will discuss how collaboration and support can create a more inclusive work environment. Location is Ken Garff Scholarship Club, Rice-Eccles Stadium, 451 S. 1400 E., Salt Lake City. Cost is \$35 for members, \$50 for nonmembers. Details are at slchamber.com.

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

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location to be announced. Cost is \$25 for WIB members and first-time guests, \$35 for nonmembers. Details are at ogdenweberchamber.com.

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

ChamberWest Professional Development Series. Topics/presenters to be announced. Location is Residence Inn by Marriott, 7558 S. Plaza Center Drive, West Jordan. Cost is \$25 for ChamberWest members with advance registration by July 12, \$35 for nonmembers or for members after July 12. Details are at <http://chamberwest.com>.

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

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

July 21, 8:30-10 a.m.

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