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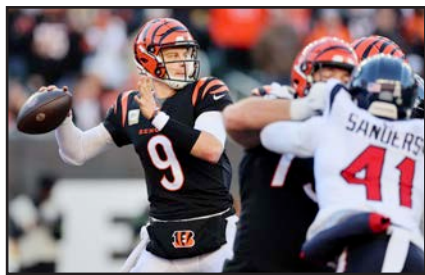
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OF NOTE



The Holy Grail for investors

A very exclusive club has decided to let in new members. The National Football League's 32 owners voted last week to allow private equity firms to buy up to a 10 percent stake in a team. The league approved three firms and a consortium nicknamed "The Avengers" to make deals with up to six teams each. The NFL is the last major sports league to allow private equity investment, but it is being cautious, limiting investors to the select group and putting limits on the new stakeholders' participation in management.

LAST PLACE SINCE 2015 FOR EQUALITY

Business opportunities one of factors ranking Utah last for women

Brice Wallace
Business Journal

Utah has continued its grasp on being the state with the least women's equality.

A ranking by WalletHub puts Utah dead last — again — for women's equality, based on three factors and using 17 metrics. It's a position Utah had held since 2015.

"Ensuring women's equality requires more than simply giving men and women the same fundamental rights," said Cassandra Happe, WalletHub analyst. "States also need to work to make sure that women receive equal treatment to men when it comes to financial opportunities, education and politics. The best states for women's equality have drastically reduced the disparities between men and women on multiple fronts."

Utah not only is last but last by a lot. Its WalletHub score is 23.04. The next-worst score is 39.75 in Texas. All other states have scores of at least 44.85. The highest score for women's equality is 79.24 in Hawaii. Second-place California has a 71.50 score.

Among the study factors, Utah is last for workplace environment and for education and health, and No. 41 for political empowerment. It is last for the gender in-

come gap, last for the gender work hours gap and last for the educational attainment gap, and it is No. 48 for the largest executive positions gap.

"Women's rights in the U.S. have made leaps and bounds since the passage of the 19th Amendment, yet many women still struggle to break the glass ceiling because of unequal treatment in society," WalletHub said. "In 2024, the U.S. only ranked 43rd on the World Economic Forum's ranking of 146 countries based on gender equality."

"The workplace provides even more evidence of inequality. Despite advances toward social equality, women are disproportionately underrepresented in leadership positions. Women make up more than 50 percent of the population, but constitute only around 28 percent of legislators and 9 percent of S&P 500 CEOs."

Other states ranked as having poor women's equality are Utah neighbors Wyoming and Idaho, and Missouri. Joining Hawaii and California among the top states are Minnesota, Maine and New Mexico.

Details are at <https://wallethub.com/edu/best-and-worst-states-for-women-equality/5835>.

see WOMEN page 14



Home sales across the U.S. rebounded from a weak spring, rising 3.8 percent in July.

NATION'S HOME SALES REBOUND IN JULY AS MEDIAN PRICE DROPS

July nationwide home sales rebounded 3.8 percent from July while the median sales price dropped for the first time this year, according to the RE/MAX National Housing Report. The report, which surveys 51 metro areas across the U.S., also found the July median price of \$425,000 was \$5,000 — or 1.2 percent — lower than June. Compared to one year ago, July home sales were up 6.7 percent

see HOME SALES page 14

Jobs, travel, lower inflation mean rosier economy

Brice Wallace
Business Journal

Upticks in employment and travel and shrinking inflation helped Utah's economy in July, according to a report from the Salt Lake Chamber, in partnership with the University of Utah's Kem C. Gardner Policy Institute.

The organizations' July 2024 "Roadmap to Prosperity Economic Dashboard" highlighted trends in Utah that fared better than those of the nation.

"Utah's economy continues to show impressive resilience relative to national

trends," said Derek Miller, president and CEO of the Salt Lake Chamber. "Not only has Utah's inflation position declined, but we've also climbed from 11th to sixth in state employment rankings. In addition, our airport traffic reached a monthly high. We are encouraged by these positive trends and will continue to push forward to ensure Utah's economic success."

One trend is Utah annual employment growth, which rose to 2.8 percent while the U.S. rate shrunk to 1.6 percent. The year-over-year growth boosted Utah's ranking among states from 11th in May to sixth in July. On the flip side, the nation's employment growth has slowed

for four consecutive months.

The number of airport travelers at Salt Lake City International Airport attained a monthly high in June with 2,550,178 passengers, up 10.75 percent from the prior-year period and above the previous record of 2,498,993 in July 2023. Increased demand and capacity continue to contribute to the airport's increased traffic. For the first six months of the year, the passenger total reached 14.2 million, up 8.02 percent from the prior-year period and coming on the heels of a

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News



Dr. Donna Milavetz



Ann Millner



Kerry Norman



Liz Owens



Noella Sudbury



Diana Young



Jessica Yurgaitis

Chamber names annual Athena Leadership and Pathfinder awards winners

The Salt Lake Chamber has announced the recipients of its annual Athena Leadership Award and Pathfinder Awards, to be presented Nov. 15.

Dr. Donna Milavetz, chief medical officer at Regence BlueCross BlueShield of Utah, is the Athena recipient. The award is the organization's highest recognition for women in business and is presented annually to an active member of the chamber who demonstrates excellence, creativity and initiative in business. Each recipient must also provide valuable service by devoting time and energy to improve the quality of life for others in the community and assist women in reaching their full

leadership potential.

Derek Miller, president and CEO of the chamber, said Milavetz "is a true testament to what the Athena award stands for, going above and beyond to provide valuable service to those with whom she interacts, and improving the quality of life for so many. Her dedication to making a positive impact on our community inspires us all to strive for greater excellence, and we look forward to honoring her at this year's awards ceremony."

As Regence's chief medical officer across a four-state footprint, Milavetz leads clinical strategy, program design and clinical policy. She has extensive clinical

and business leadership experience in value-based care, preventive medicine and quality improvement.

Milavetz previously served as executive medical director at Regence BlueCross BlueShield of Utah and in vice president roles at Steward Health Care. Before that, she founded and led Onsite Care Inc., which operates primary care clinics at employer workplaces to improve employees' access to healthcare.

Milavetz also sits on the board of directors for Jewish Family Service and the board of governors for the Salt Lake Chamber. She achieved her Doctor of Medicine at the University of Arizona

College of Medicine and Master of Public Health at the University of Minnesota. She completed internal medicine residencies at the University of Minnesota and Beth Israel Hospital, Harvard University in Massachusetts.

The chamber will present Pathfinder Awards to six women who are community leaders "who create new paths promoting the development and recognition of women in business": Utah Sen. Ann Millner; Kerry Norman, executive vice president of operations, CHG Healthcare; Liz Ow-

see ATHENA page 15



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Purple closing Utah factories

Purple Innovation Inc., a Lehi-based manufacturer of gel technology beds, has announced it is ceasing manufacturing at its two Utah factories. The company will close its plants in Grantsville and Salt Lake City and consolidate all of its mattress production operations into its McDonough, Georgia, facility. The closure of the Utah manufacturing facilities is expected to happen during the first quarter of 2025 with the consolidation into the Georgia facility to be complete by Dec. 31, 2024.

Purple also announced plans to reduce a number of positions at its Lehi corporate office.

"These moves enable Purple to streamline our operations and to reinvest in technology and marketing to grow the category," said Rob DeMartini, CEO of Purple Innovation. "This decision was not made lightly. Over the past year, we have driven savings through manufacturing efficiency and supply chain initiatives, and we are confident that the consolidation of our manufacturing footprint is an important step to advance our Grid innovation and build momentum with our strategy, which will set Purple up for positive operating cash flow and market share growth over the long term."

The publicly traded Purple will remain headquartered in Lehi with its four showrooms. Research and development will continue at a facility Purple opened in Draper last year. DeMartini said that as part of the plan, the company expects to open a new distribution center in Utah and increase capacity at the Georgia manufacturing facility.

These changes are expected to generate \$15 million to \$20 million in gross savings after restructuring costs of \$35 million to \$45 million. The company said it does not expect these plans to impact full-year 2024 investor guidance targets.

South Jordan's Health Catalyst finalizes acquisition of Lumeon

Health Catalyst Inc., a South Jordan-based provider of data and analytics technology and services to healthcare organizations, has acquired Lumeon Ltd., a digital patient engagement platform with operations in the U.S. and United Kingdom.

"This acquisition aims to leverage Lumeon's robust and market-leading platform and make it more intelligent through the application of advanced analytics, AI, and Health Catalyst Ignite data processing capabilities," Health Catalyst said. "Health Catalyst expects this combination will further strengthen and differentiate its core focus on clinical improvement and ambulatory opera-

tions, in addition to supporting its current and future tech-enabled managed services partnerships."

"We are excited to welcome the Lumeon team and work alongside them in support of our shared mission — to enable massive, measurable, data-informed healthcare improvement," said Health Catalyst CEO Dan Burton. "Effective care management is an essential part of a patient's clinical care journey, and the addition of Lumeon's Care Orchestration to Health Catalyst's existing technology and services offering will further enhance the analytics insights made available to providers seeking to transform clinical care."

Lumeon CEO Robbie Hughes said, "By combining the Health Catalyst Ignite AI platform with our Care Orchestration technology, we will enable healthcare organizations to not only access data-driven insights at scale but now also automate the clinical actions needed to ensure those insights are translated into personalized care processes for patients and care teams, closing the loop for data-driven transformation and accelerating our shared flywheel further and faster than ever before."

Health Catalyst funded the transaction with a mix of stock and cash, the company said.

CORRECTION

As of June 30, 2024, Extra Space Storage Inc. was involved in the operation of 3,812 stores. That figure includes 1,917 owned stores, 1,423 managed stores, and 472 stores in joint ventures. The total number of stores was incorrect in a recent roundup of Utah-based companies' earnings for the second quarter.

Utah OED awards grants for flyover Uinta Basin methane leak detection

The Utah Office of Energy Development (OED) has announced grants totaling \$90,000 to Caerus Uinta LLC and XCL Resources LLC under the Uinta Basin Aerial Leak and Repair Detection (UB ALaRD) program.

UB ALaRD is a grant program established by OED with funds from the federal State Energy Program and a grant from Utah Clean Air. The program will use aerial flyover technology with cutting-edge sensors to identify methane leaks in oil and gas pipelines and infrastructure. Using aerial technology allows surveyors to identify a greater number of leaks than other methods because it covers more miles of pipeline and infrastructure in a shorter period of time. Although efficient in its ability to spot more leaks and thereby reduce more emissions, aerial technology can be prohibitively expensive for smaller operators like those in the Uinta Basin. OED's UB ALaRD program helps offset those costs and improve air quality in the basin, OED said in a release.

An additional award of \$10,000 will be made to the Uinta Basin oil and gas operator whose project makes the most significant impact in reducing methane leaks.

The data collected through the program, which will be anonymous and non-regulatory, includes the volume of cubic feet surveyed, the number of wells per area, the total volume of leaks identified and the number of successful repairs made. Together, the operators will survey a combined total of 2,883 wells, 1,639 locations or facilities and cover 1,235 miles.

"We are happy to be making awards through the Uinta Basin Aerial Leak and Repair Detection program," said Dusty Monks, OED's acting director. "The basin's geography makes improving air quality a challenge, but with this grant, we're able to help small and mid-sized operators reduce emissions. We achieve the best results when we work with our partners in government, industry and the community. The UB ALaRD program is proof of that."

With OED helping to offset the expense of an aerial leak detection program, Caerus Uinta and XCL Resources both plan to commit additional resources, OED said. Caerus will conduct two surveys every year for a total cost of \$186,000 and XCL Resources will conduct nine surveys over the next year for a total cost of \$112,000.

PCF Insurance Services buys firms in Las Vegas and Massachusetts

PCF Insurance Services of Lindon is continuing its aggressive acquisition program with the purchase of two more insurance agencies. PCF has acquired 360 Insurance of Las Vegas and Asset Insurance Agency of Peabody, Massachusetts.

"360 Insurance was founded on the principles of superior service, trust and experience, which have served as the foundation for their continued success," said Brooke K. DeWyze, PCF Insurance's chief development officer. "We've identified Las Vegas as a priority market within our M&A strategy, and it became clear through our conversations with 360 Insurance that the team shares PCF Insurance's commitment to extraordinary service and growth. Between their service-oriented culture and the markets they serve, 360 Insurance really is the perfect fit."

With roots in the Las Vegas area and licensed throughout the United States,

360 Insurance has served business and personal lines clients with auto, home, commercial and life insurance solutions for over 75 years.

"Asset Insurance shares our commitment to cultivate quality relationships throughout their footprint and deliver world-class service," said PCF Insurance CEO Felix Morgan. "The addition of Asset aligns with our acquisition strategy by bringing in an experienced team that shares our collaborative culture, commitment to organic growth and passion for service."

Asset Insurance specializes in auto, home, commercial and life insurance solutions for individuals and businesses across Massachusetts, New Hampshire, Maine, Florida, Rhode Island and Connecticut.

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NEWS

The Point in Draper hires firm to study air taxis and drone delivery

The Point of the Mountain State Land Authority has announced the selection NEXA Advisors to study the feasibility of advanced air mobility (AAM) at The Point. AAM is a form of transportation that uses electric aircraft to move people and packages. NEXA, based in McLean, Virginia, is a financial advisory firm in the aerospace industry that has been tasked with conducting an in-depth study to assess the market demand, financial feasibility, regulatory framework and infrastructure needs for potential vertiports, air taxi service and drone deliveries at The Point.

“Drone delivery technology has been welcomed in Utah with great success. For over two years, South Jordan City has partnered with Zipline to deliver everything from critical medicine to cookies right to residents’ front doors,” said Utah Rep. Jordan Teuscher, the land authority’s co-chair. “In studying the feasibility of potential drone de-

livery and air taxi service at The Point, we are taking a phased approach to responsibly planning for the future while ensuring our plans are grounded in reality.”

NEXA’s team of national and local experts have led AAM projects around the country and the world, Teuscher said. The team will analyze a variety of ways that air taxis and drone delivery services could be used at The Point, including for medical needs, cargo delivery, on-demand ridesharing, airport shuttles and commuting. It will catalog the size and number of potential vertiports, forecast passenger demand, delineate air corridors and estimate ticket prices. In addition, the firm will identify specific areas at The Point that are projected to have high demand for air taxi services and recommend how those areas could integrate with existing ground transportation options to reduce congestion and travel time for commuters.

“Our team is thrilled to be working with the Point of the Mountain State Land Authority to conduct this groundbreaking study. The forward-thinking plans established for the first development phase provide us with an excellent blueprint for integrating a transportation system in the air that connects safely and seamlessly with the transportation system on the ground,” said Tulinda Larsen, principal at NEXA Advisors. “Through our comprehensive methodology, we aim to provide actionable insights and recommendations for policymakers, transportation planners and industry stakeholders to consider as Utah’s Innovation Community takes shape.”

The announcement comes just months after the Utah Department of Transportation’s Division of Aeronau-

tics conducted a vertiport demonstration and 47G, Utah’s aerospace industry association, launched Project Alta, a public-private partnership with a mission to establish an air transportation system by 2034 when Utah hosts the Winter Olympic Games.

“The Legislature has given us a mandate to create a future-focused transportation system at The Point that seamlessly moves people. To achieve this mandate, we are carefully assessing a wide variety of multimodal solutions that include not only roads and transit but also drones and air taxis,” said Land Authority Co-Chair Lowry Snow. “We are taking incremental steps to ensure we remain at the forefront of innovations that benefit all Utahns through better mobility, enhanced job access and improved air quality.”

Walmart launching Testing and Treatment Services in Utah stores

Walmart has announced the expansion of its Testing and Treatment Services to all 51 of its pharmacy locations in Utah. The program allows pharmacists to test customers for flu, strep and COVID-19, then, if the results are positive, prescribe the appropriate treatment — all during a single visit.

Walmart said Testing and Treatment appointments begin with a brief consultation between the customer and a pharmacist. A pharmacist will then administer a nasal or throat swab for the customer and will run the swab through a medical diagnostic device to receive the result. The pharmacist will then inform the customer of their result and, if necessary, will prescribe the proper medication on the spot. The entire process from consultation to receiving results generally takes 30 minutes or less.

“We are excited to offer this new service to the communities we serve in

Utah,” said Kevin Host, senior vice president of pharmacy at Walmart. “Our pharmacists are operating at the top of their licenses to continue to help fill gaps in care and improve health outcomes for all. We are very grateful to stakeholders across the state for their collaborative efforts in broadening access to care.”

The expansion of the Testing and Treatment program in Utah is part of a wider expansion across Montana, Nebraska, Utah, Virginia, Wisconsin and Wyoming. Since launching last August, Walmart pharmacies have now rolled out the Testing and Treatment program in 21 states. In total, Testing and Treatment services are available in more than 1,540 Walmart locations nationwide with plans to continue expanding.

Initially in Utah, the service is cash-only with preparations underway to begin billing third-party insurance plans. Health Savings Accounts are accepted.

Sunroc buys Arizona Metro Mix

Sunroc Corp., a subsidiary of Clyde Companies Inc. of Orem, has acquired Arizona Metro Mix LLC of Queen Creek, Arizona. The company will continue operating under the name Arizona Metro Mix, supplying ready-mix concrete in the Phoenix metropolitan area.

Headquartered in Spanish Fork, Sunroc specializes in construction services and supplying concrete, asphalt, aggregate, masonry and other construction materials throughout the Intermountain area.

“We are thrilled to join forces with such a reputable and community-centered company,” said Todd Armstrong, president of Arizona Metro Mix. “This acquisition opens the door to significant growth, and we look to the future with optimism and anticipation.”

The acquisition includes Arizona Metro Mix’s current four batch plants, an equipment fleet and 72 full-time employees. Some well-known projects Arizona Metro Mix has been part of include the SRP Transition Line, Optima Gravity Sewer Project and multiple Fry’s Marketplace locations. In addition, the company has supplied concrete for residential construction throughout the Phoenix area.

“This acquisition marks the beginning of an exciting chapter for Sunroc in the Phoenix market,” said Mark Elder, president of Sunroc. “We bring a reputation that is known throughout the Intermountain West as providing high-quality construction services and materials with unmatched customer service.”

As part of the acquisition, Adam Cook, vice president of construction materials, will lead Sunroc operations in Arizona.

“We look forward to creating partnerships and working with new employees, customers and communities to fulfill our mission of ‘Building a Better Community,’” said Cook.

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Here's what could happen after the Fed meets this month

At the central bank's annual retreat in Jackson Hole in August, Federal Reserve Chair Jerome Powell indicated plans to cut the federal funds rate when the Federal Open Market Committee meets Sept. 17-18. This will be the first rate cut in more than four years following a series of aggressive rate hikes — 11 over the span of a year and a half — aimed to tame inflation.

The last time rates fell was in March 2020 at the outset of the pandemic when the Fed held an emergency meeting, bringing rates near zero. The federal funds rate is currently set at a 23-year high of 5.25 percent to 5.5 percent.

As inflation has cooled, the effect of high rates has become more pronounced. The "real" federal funds rate, when adjusted for inflation, is the most restrictive it's been in nearly two decades, raising fears that the Fed may be behind the curve in responding to a slowing economy, just as it was slow to raise rates in response to inflation.

The Federal Reserve is once again approaching a moment of truth. Can they stick the elusive "soft landing" in the economy — where growth slows but avoids a recession? Here's what lowering rates might mean for the economy:

- Borrowing will cost less. When the Fed lowers the federal funds rate, it becomes cheaper for banks to borrow, leading to a drop in interest rates across different loan types. Expect better deals on interest rates as lenders compete for low rates.

- The housing market could im-

prove. A silver lining of the recent market repricing is that mortgage rates are back to their lowest level since early 2023. Average rates on 30-year fixed rate



ROBERT SPENDLOVE

mortgages have dropped more than 1 percent in the past few months, and some rates on 15-year fixed-rate mortgages are back below 6 percent. A rate cut could help further thaw a housing market frozen by high mortgage rates and ease the burden on home buyers.

- Spending may pick up.

Retail sales grew 1 percent in July, the biggest monthly increase since early 2023. A monthly rebound in auto sales accounted for much of the jump but, even when excluding cars and gas, retail sales beat expectations. Lower interest rates may encourage consumers to finance big-ticket items like cars and homes, boosting demand for goods and services.

- The job outlook remains uncertain. The latest jobs report forced investors and analysts to revisit their assessments of the economy. In July, hiring fell sharply and the unemployment rate ticked up for the fourth consecutive month. While 4.3 percent unemployment is low compared to long-term levels, unemployment can increase quickly in a deteriorating economy. By lowering the benchmark rate, the Fed hopes to encourage businesses to grow and hire new workers, keeping the job market strong.

- Some prices could remain sticky. Inflation fell below 3 percent in July for

first time since 2021. Food and energy prices have been slowing, with motor fuel prices dropping 2.3 percent nationally and 6.7 percent regionally over the past year. But other price categories remain sticky. Housing price growth, while moderating, is still too high at 4.4 percent. And service sector prices continue to grow too fast, rising 4.9 percent over the past year. Impending rate cuts will do little to relieve this price stickiness, absent a recession.

- The U.S. dollar may weaken.

Traveling abroad may get more expensive following a rate cut. While rising interest rates generally strengthen the

U.S. dollar, falling rates tend to do the opposite. A weaker dollar means international travel will cost more.

The Fed will meet three times before the end of the year, but don't expect to see interest rates drop to the historically low levels of recent years. While inflation is slowing, it remains above the Fed's preferred rate of 2 percent. The debate is now whether the Fed should shift its focus from maintaining price stability to supporting the labor market.

Robert Spendlove is senior economist for Zions Bank, a division of Bancorp Corporation NA, in Salt Lake City.

Ben Elkins to lead Utah Broadband

Draper-based Internet service provider Utah Broadband, a subsidiary of Boston Omaha Corp., has announced the appointment of Ben Elkins as its new CEO, following the retirement of Taunya Martin, its former president. Elkins is presently CEO of AireBeam, a Internet service provider and another subsidiary of Boston Omaha based in Arizona City, Arizona. He will assume the Utah Broadband position as an additional role.

"We are very pleased that Ben will be taking over at Utah Broadband," said Mike (Butch) Burgers, chief operating officer at Boston Omaha Asset Management. "Ben has achieved an incredible amount of success at AireBeam and we know he will bring that success to Utah Broadband to make it a premiere broadband service provid-

er in the Greater Salt Lake area."

Utah Broadband serves seven counties along the Wasatch Front and Wasatch Back. In 2021, the company started offering fiber to the home in addition to its fixed wireless offerings.

"I am pleased to take on these added duties and that Boston Omaha showed its faith in me to expand and grow Utah Broadband's business," Elkins said. "I'll be able to bring some of the best practices we've cultivated at AireBeam and apply them to Utah Broadband to better serve customers and expand the business. I am confident we'll get the job done and Utah Broadband will continue to be known for its outstanding customer service and great value."



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Research: Employees don't mind employers using AI to analyze their activities

Most employees are open to having their organizations analyze data from emails, messages and meetings to improve their employee experience, according to new research from Provo-based Qualtrics. Also known as passive listening, this practice provides valuable insights using data employees generate in their daily activities. In fact, only 27 percent of employees said they definitely or probably would not opt in to a program that analyzed text data from sources like work emails or instant messages to improve their experiences at work.

Employees' self-reported comfort with their organization analyzing different data sources is significantly higher than what human resources leaders predicted. The biggest difference is in direct messages; HR underestimated employee comfort by 16 percentage points.

The expansion of AI is increasing data collection and analysis by organizations trying to reign in expensive attrition. Employees generate valuable data in the course of their daily work, such as emails, Slack messages, IT tickets and meeting invitations. AI can parse this data to reveal patterns that predict things like disengagement or burnout and allow employees to

step in, especially as the volume of data increases.

"This research underscores the crucial dialogue needed between employers and employees in the evolving landscape of today's workplace," said Dr. Benjamin Granger, chief workplace psychologist at Qualtrics. "Good dialogue is two-way and employees appreciate opportunities to drive the conversation with senior leadership. Passive listening allows employees to raise topics that don't show up in employee surveys and open up new lines of communication."

Other key findings of the research include:

- Lower-level employees are much more wary about their organization analyzing their data than senior leaders, reflecting findings from Qualtrics' 2024 Employee Experience Trends Report. Just 27 percent of individual contributors say they probably or definitely would opt into a passive listening program, compared with 71 percent of C-suite leaders. This disparity in embracing new technology supports previous Qualtrics research that found executives were excited about the potential impact of AI while individual contributors were more likely to call it

scary.

- Employees are more comfortable with analysis of their emails and messages than social media. Among text-based channels, they are most comfortable with work system processes like IT tickets, open-text survey responses and meeting transcripts being used. Employees are less comfortable with more personal data sources like email and Slack messages being analyzed, and least comfortable with their organization analyzing social media, even if it is anonymous.

- The biggest concern employees have about passive listening is an invasion of privacy, followed by data security and the data being misinterpreted. For employees who would not opt into a passive listening program, transparency about how the data is used — or not used — and who had access to it, as well as control over opting out in the future, are the top ways to change their minds.

Employees who trust senior leadership at their organization are significantly more willing to participate in a passive listening program than those who don't trust their leaders. More than half (55 percent) of employees who trust senior leadership said they would probably or definitely

share their data. If employees do not trust their senior leaders, the reverse is true — 53 percent said they probably or definitely would not choose to share their data.

"Trust is foundational in developing a mutually beneficial relationship between employees and organizational leaders," said Granger. "This is especially true when it comes to introducing new programs and technologies. Leaders can build trust by highlighting how individual employees will benefit and providing ongoing transparency and autonomy over their data."

"In their laudable desire to protect employee privacy, HR leaders may be underestimating employee comfort with passive listening," said Matt Evans, head of employee experience product science at Qualtrics. "When organizations highlight the benefits and address concerns, they will drive higher acceptance and gain valuable insights into what is top of mind for employees."

The research was conducted in March among 1,000 desk-based workers and 100 HR leaders. Respondents were selected from a randomized panel and considered eligible if they are at least 18 years of age.



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



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Nutricost, a Orem-based manufacturer of capsules for the beauty, healthcare and supplement industries, has announced plans to open a 300,000-square-foot shipping and fulfillment facility in the Powerhouse Industrial Park in Springville.

Nutricost sought 300,000 square feet under a single roof to create the necessary efficiencies to run its large-scale logistics operation, Chris McKay of Colliers and developer of the industrial park, said. The facility's power infrastructure was a factor, considering there may be a need to allocate a portion of the space for high-power-requirement manufacturing, McKay added.

"We are thrilled to welcome Nutricost to the Powerhouse," said McKay. "Their growing demand and forward-looking approach make them an ideal tenant. This is a testament to continued market activity in Utah County and the value of building the right product and waiting for the perfect tenant."

"This expansion is a significant step for us, enabling us to enhance our production capabilities and meet growing demand," said Min Kim, CEO of Nutricost.



Rory Murphy, Managing Partner
CRG Development

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our complex vision
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Work Daze

Managing to be a manager

Let's face it: It's taken a lot of time and effort for you to become the perfect employee.

And it has definitely been worth it.

Your co-workers trust you. Your bosses ignore you. Everything is wonderful, everywhere you go. But then something happens to ruin it all.

You get a big, fat promotion.

Don't blame me! If you read this column regularly and followed my advice, you'd still be hanging on to your job by your fingernails. But no! You worked so hard and accomplished so much that even your blind-as-a bat stupidvisors noticed

and promoted you.

Now, your work friends are your direct reports. They're seething with jealousy and feeling betrayed. What's worse — from here on out, you have to supervise them.



BOB GOLDMAN

Fortunately, you are not the first to face this dire situation. It's why HR Trainings offers "Transition from Peer to Supervisor," a seminar for those suddenly thrust into the management spotlight.

If a promotion could be in your future, here are my five strategies for dealing with this horrible happenstance. I'll be brief — a lot briefer than a seminar — and a lot cheaper, too.

No. 1: The fun stops here.

It's important to let your former workplace pals know that you are no longer the same nutty, affable goofball with whom they shared gossip, jokes and pranks. That means no more whoopee cushions on the CEO's office chair, and no more soaking the CFO's laptop in chocolate syrup. You won't even participate in putting large, scary spiders in the desk drawers of your most squeamish co-workers.

Your former peers will not be happy to lose the fun person who has brought so much laughter to the workplace, but putting a stop to the hijinks will make the seriousness of your new position crystal clear. (Note: Once your new title is an-

nounced, be extra cautious opening your desk drawers. A bite from a brown recluse can be nasty.)

No. 2: Fire a friend.

As a new manager, there will be sacrifices. Fortunately, it can be your best friend at work who makes these sacrifices, because you're going to fire them. To demonstrate maximum management power, it's important that the friend you choose does not deserve to be fired. On the contrary, you should choose a person who is a major contributor. If they can also be the most well-liked member of the team, that's a bonus.

Firing the perfect employee for no discernable reason will definitely separate new you from old you. If the team members who remain give you the fish eye after the deed is done, that's proof that you have established your position.

Remember the manager's code: Being liked is nice, but being feared is better.

No. 3: Play the name game.

Use your first meeting with the team to make it clear that you will not tolerate the casual environment that prevailed under your previous manager. You may not require team members to call you "Master" or "Beloved Leader," but you will certainly no longer respond to first names or, worse, nicknames. After the announcement of your promotion goes out, anyone still using "Pickles," or "Jelly Belly" or "Tater Tot" is buying themselves a one-way ticket to pink-slipsville.

No. 4: Dress the part.

If you wore suits before your promotion, start wearing jeans. If you wore jeans, start wearing suits. If you wore suits and jeans, start coming to work naked. If you've done your job right, and everyone is scared of you, they'll never say a word.

No. 5: Get spendy.

Motivating your direct reports can be a problem. You could share inspirational lectures about your own rise in the company — that's a story that never gets old — but an easier way to demonstrate the rewards of hard work is to leverage the big, fat raise everyone will assume you received by spending a bunch of money on stupid luxuries. Even if your raise was decidedly minimal and you have to borrow money to do it, replace your Kia with a Maserati and your Timex with a Patek Phillipe.

Because everyone will assume you also received a truckload of stock options with your promotion, always carry a copy of *The Wall Street Journal*, and never end the most casual conversation without asking, "Did you see what happened with Bitcoin today?"

Hopefully, with this advice and few seminars under your belt, you'll be able to manage being a manager. And if it doesn't work out, don't worry. Chances are, your next career move will be a big, fat demotion.

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

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FROM THE COACH

Consider the four-phases model for the development of successful careers

Having coached CEOs and other leaders for almost four decades, I have come to realize that much of their responsibility is facilitating successful career transitions for themselves and their people.

None of us come out of school ready to lead. We may have strong entrepreneurial tendencies that draw us into leadership roles early on, but even start-up geniuses have to learn and grow in order to find their path to successful leadership. Beyond their need to navigate their own journey to strong and effective leadership, wise leaders have to guide their troops through that process.

Several years ago, I was introduced by Brett Savage to “The Phases Model” of career development. This model was created by two highly esteemed faculty members of the Harvard Business School and the Brigham Young Marriott School of Management, Gene W. Dalton and Paul H. Thompson.

The phases are as follows:

Phase 1: Apprentice. This phase is the necessary starting point for any new employee. Everyone who moves into a new position essentially becomes an apprentice for a season. These folks are an essential element in any enterprise, especially in companies that are growing rapidly. That said, there must be effective and efficient processes for building growing competencies in the functions and roles for which they were hired or promoted into. Apprentices must not stay apprentices! It is during this phase that the individual must begin the process of becoming

an individual contributor.

Phase 2: Individual Contributor. Having gained personal competence in a specific skill set or area of contribution required by the enterprise, the apprentice transitions to individual contributor status. Their competence is generally defined in the context of their job description, including both the actions or activities required and the results to be achieved.

Strong individual contributors are capable of working both independently and within the context of group processes. They are typically trusted with complex, high-impact functions that require job-specific critical thinking and problem-solving skills. They understand their roles and the relationship between their work and the successful achievement of key performance metrics for the enterprise. They operate with minimal supervision and are capable of managing their workload and priorities effectively.

Phase 3: Manager. Individual contributors may transition to manager. However, many individual contributors choose to remain as such throughout their careers.

For others, the transition to manager provides both great opportunity and challenges. They now acquire project and operational responsibility and accountability for a specific critical function. This requires the management of, and motivation and communication with, one or more individual contributors. They train and develop these people, including both apprentices and

individual contributors. They assign tasks, set and monitor priorities, plan and administer budgets and interface with their team, top management and with customers, suppliers, etc.

Their primary role and responsibility is no longer to function as an individual contributor, but rather to facilitate the success of those individual contributors under their purview. This transition from “doer” to “facilitator” is often quite challenging for the new manager. Leaders must recognize that a manager almost never transitions into this role without the need for training and oversight. It is a dangerous error to assume that because of their tenure or strong performance as an individual contributor that they will easily and immediately make the transition to manager successfully.

Phase 4: Leader. A few managers transition to leader, which may carry any of several titles, including CEO, chairman, director or general manager. This transition requires the delegation of day-to-day management functions to Phase 3 managers and taking on the full-time responsibilities of strategist, facilitator, influencer, multiplier, problem-solver, and connector. Each of these functions have their own sense of challenge and opportunity.

The leader must recognize that their primary role is no longer to function as a manager, but rather to facilitate the success of the managers who report to them as they pursue the broader achievement of enterprise strategies and goals.

The Phases Model provides an outstanding template for understanding and planning career development for yourself as a leader and the people you lead. Each member of your team (including yourself) occupies one of these phases or aspires to another.

As you strategize the purpose, mission and goals for your enterprise and how these will be achieved, it is essential that you recognize the people and competencies required for success. You need not only to recruit for those competencies, but also have strong training and development processes that will facilitate the career path for each member of your team.

I recommend that every CEO and executive leader consider the Phases Model in your critical role of facilitating career development in your organization.

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



RICH TYSON

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Industry Briefs

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

ADVISORY

• **Diversify Advisor Network**, a Sandy-based wealth management firm, has acquired **Perspective Financial Services**, a Phoenix-based, fee-only firm with \$290 million in assets under management. Terms were not disclosed. Perspective was founded in 2003 by industry veteran **Mike McCann**, who has a team of seven advisors, most of whom have been with Perspective for over 15 years. They will join Diversify Wealth Management, Diversify's W2/Partner RIA platform. In addition to Perspective, Diversify welcomed **Jason Zivich**, formally with WealthSource, to its independent RIA, Diversify Advisory Services. Zivich is based out of Manhattan Beach, California, and oversees \$150 million in fee-based assets from ultra-high-net-worth investors.

• **CLA (CliftonLarsonAllen LLP)** has hired **Brian Bevan** as a senior wealth advisor in its Salt Lake City office. He works closely with a team of tax, account-



Brian Bevan

ing and advisory professionals to help individuals and businesses achieve their financial goals. Bevan has more than 16 years of wealth management experience as a Certified Financial Planner and has partnered with clients through major life events such as changing jobs, births, estate planning, sales of businesses, retirements and philanthropy. His experience includes helping clients as a financial advisor at Morgan Stanley Smith Barney LLC. Bevan earned a Bachelor of Science degree in political science from the University of Utah.

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ARTS/ENTERTAINMENT

• **Salt Lake City** has announced that its **"Open Streets"** activities will be in the Granary District every Friday and Saturday in September. The program will transform the district into a pedestrian promenade from 3-11 p.m. on 500 West between 700 and 800 South and feature live music, food and drink, street soccer and kids' activities from 4-10 p.m. Also, on 500 West from 700 South to 900 South, a **Green Loop** demonstration will increase space for people walking and

bicycling by narrowing the road. Parking and business access will remain open.

DIVIDENDS

• The board of directors of **Extra Space Storage Inc.**, based in Salt Lake City, has declared a third quarter 2024 dividend of \$1.62 per share on the common stock of the company. The dividend is payable Sept. 30 to stockholders of record Sept. 16. Extra Space Storage is a real estate investment trust that owns and/or operates 3,812 self-storage properties. It is the largest operator of self-storage properties in the United States.

ECONOMIC INDICATORS

• A total of 526,590 Utahns, or 30 percent of the state's workers, say they **loathe their jobs**, according to a survey by **CardRates.com**. Only 14 percent say they work in their dream jobs. The largest number of loathe-the-job workers is in California, at nearly 8 million. The lowest is in Vermont, at 104,933. The national figure is 38 percent, or 59 million people. Iowa has the lowest percentage, at 11 percent, while Mississippi and Nevada have 56 percent of the workforce that is unhappy. Details are at <https://www.cardrates.com/studies/living-your-childhood-dream-job/>.

• **Utah** is ranked No. 19 on a list of **"Safest States for Outdoor Workers,"** compiled by **Lawn Love**. It compared all 50 states and the District of Columbia based on factors including legislation protecting workers from extreme weather conditions; whistleblower retaliation rights employment benefits; the number of work-related injuries and fatalities; and climate. Among the factors, Utah is No. 10 among states for worker protection and safety, No. 24 for environmental stressors, No. 34 for medical access, No. 25 for employment and benefits, and No. 27 for safety. The top-ranked state is Washington. The bottom-ranked state is Arkansas. Details are at <https://lawnlove.com/blog/safest-states-outdoor-jobs/>.

• **Utah** is tied with five other states for the third-worst gains in **broadband access** over the past four years in the U.S., according to a study by **HostingAdvice**. It used data from County Health Rankings. In Utah, just 4 percent more households, equating to 121,758 households, have gained broadband access. Arkansas led the gains, at 9 percent. New Hampshire and Alaska had only 3 percent. In Utah, **San Juan County** led all counties, with an increase of 14 percent, or 670 households. **Piute County** was the worst-per-

forming Utah county, seeing a decrease of 8 percent, second-worst among all U.S. counties. Details are at <https://www.hostingadvice.com/blog/broadband-access-study/>.

• **Sixty-three percent** of surveyed single-parent **Utahns** indicate they miss out on careers due to **inflexible interview times**, according to a study by outplacement and career development firm **Careerminds**. The national average is 44 percent. Nationally, childcare emerged as the main barrier to attending interviews, while 16 percent attributed it to school runs and after-school activities. In Utah, 40 percent of respondents said flexible scheduling would be a game-changer. Virtual interviews were favored by 20 percent, eliminating the need for childcare or travel. On-site childcare was another popular suggestion, with 31 percent seeing it as a potential solution. Details are at <https://careerminds.com/blog/parent-pitfalls>.

• **Heber** is ranked No. 36 and **Park City** is No. 73 on a list of **"Top Choices for Vacation Home Buyers,"** compiled by real estate resources website **Agent Advice**. The results are from a survey of 3,000 Americans. The top-ranked location overall is Aspen, Colorado. Details are at <https://www.agentadvice.com/blog/cooler-vacation-destinations/>.

• **Three Utah locations** are on a list of the **"Most Pristine Streets in America,"** compiled by Waste Removal USA. **North Main Street** in Cedar City is ranked No. 6, **Main Street** in Park City is No. 35 and **North Main Street** in Moab is No. 69. Waste Removal USA surveyed 3,000 travelers nationwide for the list. The top location overall is Broughton Street in Savannah, Georgia. Details are at <https://wasteremovalusa.com/blog/top-100-cleanest-streets-in-america/>.

• **Salt Lake City** is ranked No. 48 on a list of **"Best Cities for Dog Lovers,"** compiled by **LawnStarter**. It compared the 500 biggest U.S. cities on factors including access to dog-friendly housing and businesses, friendliness of dog-related laws, and affordability of canine services like training and dog-sitting. Salt Lake City is the top-ranked Utah city, while **West Valley City** is the lowest-ranked, at No. 492. The top-ranked city is Scottsdale, Arizona. The No. 500 city is Waterbury, Connecticut. Details are at <https://www.lawnstarter.com/blog/studies/best-cities-dog-lovers/>.

EDUCATION

• **Nineteen people** graduated from the **Master of Business Creation Online**

at the **University of Utah's** David Eccles School of Business following the summer 2024 semester. It is the second group to graduate from the online option and follows the May graduation of over 40 students from the MBC program. The post-summer group includes founders of 18 companies. One of the companies had two co-founders who enrolled in the program together.

EXPANSIONS

• **Novva Data Centers**, a West Jordan-based data center company, has announced it will build a 300-megawatt data center campus on 160 acres in Mesa, Arizona. Novva acquired the land through a state land auction in August 2023. The campus is Novva's sixth site and its first entry into Arizona. The data center provider will invest more than \$3 billion to build the campus in two phases over the next decade. The first phase of 96 megawatts is expected to launch in late 2026. When complete, the facility will feature five data halls, an office building and warehouse with a footprint of 1.3 million square feet and employ an estimated 200 people. Novva has campuses in West Jordan; Colorado Springs, Colorado; Reno, Nevada; Las Vegas; and San Francisco.

FOODS

• **Southwind Foods** recently held a grand opening event for its new **seafood processing, storage and distribution facility** at 4433 W. California Ave., Salt Lake City. The \$30 million, 40,000-square-foot facility is expected to create economic growth in Utah, while reducing costs for customers, giving end consumers increased value and health benefits of seafood proteins. It also will create 35 jobs over the next three years. The facility will serve over 1,000 customers across the Intermountain region, including Montana, Idaho, Nevada, Utah, Colorado, Wyoming and New Mexico.

• **Beehive Meals**, a Layton-based freezer meal prep delivery service, has announced a transition to begin shipping its slow-cooker freezer meals, beginning in September. The shift aims to enable Beehive Meals to serve potential customers far beyond its current delivery areas. Founded in late 2019, the company has prepped and delivered more than 2.5 million freezer meals to families across Utah, Idaho, Arizona, Colorado and the

see BRIEFS next page

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Las Vegas Valley. The transition includes shipping statewide to customers in Utah, Colorado, Arizona, Nevada and Idaho in the first phase, with Phase 2 featuring an expansion of its shipping services to California, Oregon, Washington, Montana, Wyoming, New Mexico and Nebraska.

GOVERNMENT

• **Vic Hockett** is the newest member of the **Governor's Office of Economic Opportunity board**, following his confirmation by the Utah Senate. The board consists of up to nine members appointed



Vic Hockett

to four-year terms by the governor. Hockett currently oversees Talent Ready Utah, a legislative center created at GOEO and now housed at the Utah System of Higher Education. It represents the voice of

industry by developing short-term and long-term strategies for workforce development. Hockett has over 13 years of operations and leadership experience in the manufacturing sector and more than eight years of experience in executive-level leadership and instruction in higher education. His previous professional roles include director of operations, adjunct instructor, quality manager, plant manager, and executive vice president and COO.

• The **Utah Office of the State Auditor** has updated its **Property Values Tool** with new property values from 2024, as well as data from more counties. The tool was created last year due to taxpayer concerns and questions about inequitable valuation treatment. The tool allows taxpayers to see current and past property values as well as the percent change in year-over-year property values. This in turn helps taxpayers, policymakers and regulators better understand property assessment in Utah. The tool employs a graphical map interface that allows users to browse through different properties that have available data, as well as a search feature to look up specific properties. The map is color-coded to show how much property values have changed. The "layers" feature of the map allows users to select different aspects of the map that they would like to be able to see, including property types, tax-exempt land and Utah land ownership. The tool can be viewed at PropertyValues.utah.gov.

HEALTHCARE

• **Upgrade Labs** has had a soft opening Aug. 24 at 6030 Market St., Suite 135, Park City. A grand opening is scheduled for Oct. 11-12. Upgrade Labs was founded in 2017 by Dave Asprey with a mission to help people reach their highest levels of performance through

unique technologies. The new location is owned by **Logan Jones-Olson** and his partner, **Kristen Roscher**. Jones-Olson's experience includes a corporate career in analytics and consulting.

INVESTMENTS

• **Redo Tech Inc.**, a Draper-based e-commerce platform, has raised \$24 million in a Series A funding round, led by **Pelion Venture Partners**. **Epic Ventures**, **Kickstart Fund** and **Tandem Venture Partners** joined the round as institutional investors. **Cervin Ventures** and **Aglae Ventures** also participated, as did a group of angel investors and Redo customers. Redo launched in January 2023.

• **Carketa**, a Lehi-based provider of data and intelligence software for the automotive industry, has closed a \$4.4 million early-growth round. The round was led by new investor **Capital Eleven**, with participation from both new and existing investors, including **Crosslink Capital**, **Origin Ventures**, **Allegis Capital** and **Peak Ventures**.

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PARTNERSHIPS

• **Girl Power**, based in Denmark, and **#SheBelongs** have partnered for the **#SheBelongs Global Cup** scheduled for June 2025 in Madrid, Spain. The Cup will bring together more than 100 refugee and non-refugee girls for a weeklong experience of football, advocacy and bonding. Girl Power uses sport and education as tools to empower, connect and unify women and girls from all cultures and social backgrounds. #SheBelongs is a global program of Refugee Soccer, created to encourage refugee and non-refugee girls around the world to change the way females are viewed, provide real opportunities to grow, and to form powerful international bonds through soccer. Refugee Soccer is operated by Bridges To America Inc, a nonprofit based in Salt Lake City.

PHILANTHROPY

• **Walmart** and **Sam's Club** associates, customers and members raised over \$43 million during their fundraising campaign for **Children's Miracle Network Hospitals** between June 10 and July 7. Donations were accepted in-store/club, online at Walmart.com and the Walmart app, and through creative associate-driven fundraising activities. These funds will benefit Children's Miracle Network Hospitals, based in Salt Lake City, to help provide critical treatments and care to millions of children across the U.S. The donations stay local and support the local member hospital of Children's Miracle Network Hospitals in the communities where funds are raised.

• **Dan's Fresh Market**, **Lin's Market**, **Dick's Market**, **Fresh Market** and **Macey's** partnered with **Make-A-Wish Utah** in June to raise money to grant wishes for Utah youngsters diagnosed with critical illnesses. The wishes of 12 Utah children will come true as a result. The stores donated \$81,810.88 to Make-A-Wish Utah. Guests at the stores helped with the donation. Throughout the donation period, several kids who recently had their wishes granted visited the grocery stores, where they were celebrated by the store teams and given gift baskets and allowed to try out different grocery store jobs, including cashier and cake decorator.

• Auto care company **Burt Brothers Tire & Service Inc.** recently partnered with **Make-A-Wish Utah** to grant wishes for Utah wish kids, including a 11-year-old Layton resident, diagnosed with a brain tumor, who has wished to go to Atlantis Paradise Island in The Bahamas. More than 500 Burt Brothers staff and their family members attended a Salt Lake Bees' game to surprise him with the news that his wish will be granted. Following the game, Burt Brothers kicked off a two-month donation drive in their 26 store locations throughout Utah for Make-A-Wish Utah, featuring his story. Burt Brothers has been partnering with Make-A-Wish Utah since 2021.

REAL ESTATE

• **Two Class A industrial warehouses** in **Pleasant Grove** have been sold to an unidentified national industrial investment firm. Financial terms also were not disclosed. The sale was announced by **Dakota Pacific Real Estate**, based in Salt Lake City, in partnership with **Brasa Capital Management**, based in Los Angeles. The two buildings combined have over 427,000 square feet and are fully leased to six companies. **Newmark's** Lucas Burbank and Ben Richardson led the leasing of the project and supported the sale process alongside Jim Linn. **Big-D Construction** served as the general contractor for the buildings, **Mitre Peak** provided development consulting services, and **Zions Bank** financed the project.

• **Roderick Enterprises** has been secured as the buyer of a development project in St. George. The move

was announced by **Mountain West Commercial Real Estate**. Details were not disclosed. Roderick plans to create a Class A business park of up to 300,000 square feet. MWCRE said the business park is set to attract businesses and provide premium warehouse and distribution spaces. Groundbreaking is expected by August 2025. MWCRE agents Doug Scheel and Troy Scheel will assume the role of listing agents for the project.

RESTAURANTS

• **Vessel Kitchen** will open a location in September at 197 NW State St., American Fork. In its eighth year, the company will have eight locations. The American Fork location will be its first in Utah County. Vessel Kitchen offers bowls, seasonal salads, tacos and sides.

RETAIL

• **Valley Grove**, a mixed-use business community developed by **St. John Properties** in Pleasant Grove, has signed leases to several retail brands, who will occupy more than 11,200 square feet. The new leases are with **Feather Hat Bar**, **MassageLuXe**, **Melty**, **Panera Bread** and **Royal Suits**. The new activity adds to the nine new retailers, comprising nearly 17,000 square feet of space, that St. John Properties added to the 130-acre development in over the past several months. Feather Hat (1,400 square feet) sells brim and cowboy hats and accessories. MassageLuXe (2,600 square feet) is a health and wellness concept that will open in early 2025. Quick-serve restaurant chain Melty (1,621 square feet) specializes in grilled sandwiches and has locations in California, Tennessee and Utah. Bakery and café Panera Bread (3,755 square feet) will have the company's second Salt Lake City area location at Valley Grove. Royal Suits (1,847 square feet), which sells custom-designed and tailor-fit business suits for men, intends to open in October.

TRAVEL & TOURISM

• **Expedia Cruises**, a leisure travel agency franchise, has secured two single-unit franchise agreements to expand their services in the western region of the United States. One agreement is for Bountiful and is expected to open in late 2024, and the second agreement is slated for a mid-2025 opening in Boise. Behind the Utah agreement are husband and wife **Ramon and Garimirka Chaparro**. Ramon Chaparro, who will oversee the financial side of the business, has financial experience from decades of controlling finances and accounting for global corporations, including one of the world's largest gold mining companies. Garimirka Chaparro, who will focus on the day-to-day operations, previously worked as a marketing professional within the banking and financial field before taking a job in human resources. At the same time, she worked as an independent contractor arranging resort vacations for affinity groups.

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Struggling to say no?

Thirty phrases for business owners to keep in their back pockets

If you're an entrepreneur, you're used to doing hard things.

So why do you struggle with saying no?

Whether you need to turn down a prospective client, reject a misguided employee idea or decline the invitation to chair a committee at a professional organization, why does that two-letter word get stuck in your throat?

Author Julie Bee says, for one thing, entrepreneurs are human. It doesn't feel good to anyone to let someone else down. But there's more to the story than that, she says.

"I think entrepreneurs in particular struggle with this because we tend to be growth-focused and are always on the lookout for new opportunities," said Bee, author of *Burned: How Business Owners Can Overcome Burnout and Fuel Success*.

"Saying no — even if it's in our best interests — can feel like failure," Bee said.

Still, at various points, we'll all have to reject clients, projects and other offers to keep our companies moving forward, our workloads manageable and our mental health intact.

"That said, all noes are not created equal," said Bee. "In some situations, you'll want to let the other person down gently and leave the door open to future collaboration. In others, you might need to set a non-negotiable boundary. Some-

times you might want to explain the reasons behind your answer; other times it's best to answer concisely and move on."

In any case, it can help to have a simple script ready ahead of time, instead of winging it. This helps ensure your answer is clear, courteous, and firm — and that you won't buckle under pressure and backtrack to a begrudging yes.

Bee, who coaches other business owners to get "unstuck," work through challenges and take their companies to the highest level, speaks from 15 years of experience as an entrepreneur.

Here, the business owner and burnout strategist shares 30 ways to say no. ("And remember, you can follow any of these with, 'Thank you for understanding,' to solidify the message," she adds.)

Ways to Say No:

When You Are Setting Boundaries.

1. No, I do not have the capacity to [fill in the blank].
2. I'm working on saying no more often; this is one of those times.
3. No, but I have someone who might be a good fit. Let me check in with them [get permission from that person first].
4. Right now, and into the foreseeable future, I am focusing on [fill in the blank]. Therefore, I cannot move forward with/help with [whatever they asked for].
5. No, I want to create more space on my calendar, which means I'm turning down some things I would have said

yes to in the past.

6. I am already over-committed/have a full plate, and I would not be able to give this the attention it needs/deserves. I have to say no.

7. I recognize what you are doing is important/has value, but at this time I cannot participate/listen/attend.

8. I promised my [kids/spouse/family/employees/etc.] I would say no to any new requests that interfere with [weekends/evenings/focused work/team time], so I am saying no.

To Something You'd Like to Do, But Simply Can't Right Now.

9. No at this time, but please follow up with me in [number of months] when I may have more capacity to review/participate/advise/etc.

10. No, I have decided to pass on this project/request/etc. Thank you for thinking of me and please keep me in mind for future opportunities [if you want this].

11. The answer is no for now, but the door is open for a later conversation in [number of months].

12. I/We have other priorities at this time, so I/we cannot pursue this one.

13. This is something I'd like to keep on the table, but I cannot currently make it a priority.

14. No, I am booked solid through [fill in the blank]. Thanks for understanding.

To Something That Feels Off.

15. My gut instinct is to say no, and I'm going to stick with my gut.

16. I was initially excited about this idea, but upon review, I realize it isn't a good fit.

17. No, this does not align with our mission statement and/or vision.

18. No, we are going in a different direction, but thank you for your time/offer/etc.

19. No, I have found a more ideal option that suits me/us better.

20. No, I do not think our companies/personalities are a match.

21. I'm not the one to talk to about this — you need to speak with [so-and-so].

To People Who (Try to) Make You Feel Bad About Saying No.

22. No, thanks.

23. No, I am not interested.

24. No, I've already exceeded my [fill in the blank that relates to the ask] for the next [number of months/years].

25. No, I am not able to take on [fill in the blank].

26. No, I am going to burn out if I take on anything else.

27. No, and please do not ask again.

28. No, I'm taking a break from [whatever they asked you to do].

29. No, this is not in my wheelhouse.

30. No, and I do not know of anyone who would be a good fit for [role/ask/request].

Learning to say no can be a lifesaver (or at least a mental-health saver). In her book, Bee explains that most entrepreneurs will have a brush with burnout at some point.

"Sometimes the catalyst for burnout is a big, unexpected event, like the resignation of a key employee or the death of a loved one," said Bee. "But most often, burnout is brought on gradually as business owners take on increasing amounts of responsibility, both at work and in their personal lives. By the time they realize they're juggling too much, it's difficult to pull back."

"My point?"

The word 'no' is one of the most effective tools in your arsenal to ensure you don't exceed your bandwidth," Bee concludes.

"Remember, opportunities are rarely once-in-a-lifetime. 'No' doesn't have to mean 'no for all time.' It can simply be a 'no for now.'"



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Calendar

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

Sept. 3, 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>.

Sept. 4, 9-11 a.m.

2024 Annual Meeting, a Park City Chamber of Commerce & Visitors Bureau event featuring information about the marketing plans for the upcoming fiscal year, recognizing outgoing board members and officers, and awarding the Myles Rademan Spirit of Hospitality Award to an outstanding community member. Location is Pendry Park City, 2417 High Mountain Road, Park City. Cost is \$55. Registration can be completed at <https://uk.eventsforce.net/parkcity/71/register>.

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

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

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

Park City Business University: "Power Growth for Business: Operational Excellence for Sustainable Success," part of the four-part "Power Growth for Business" series. Location is Blair Education Conference Center, 900 Round Valley Drive, Park City. Details are at <https://www.visitparkcity.com/event/>.

Sept. 5, 1-2 p.m.

"Regulation Roundtable," a Salt Lake Chamber event. U.S. Rep. Celeste Maloy will discuss the implications of the recent Supreme Court ruling overturning the doctrine known as "Chevron Deference." Location is Salt Lake Chamber, 201 S. Main St., Suite 2300, Salt Lake City. Details are at slchamber.com.

Sept. 5, 4-6 p.m.

"Artificial Intelligence: Regulatory Round Table," a Utah Tech Leads event. Location is The Shop, 350 E. 400 S., Salt Lake City. Details are at <https://www.ubmeevents.com/event/1d00ec9b-cf2f-44ca-81a3-6fb6991e0208>.

Sept. 9, 8:30 a.m.

12th Annual Gail Miller Utah Leadership Cup, with a four-person scramble format. Location is Hidden Valley Country Club, 11820 S. Highland Drive, Sandy. All proceeds will help Salt Lake Community College students. Details are at www.slcc.edu/golf.

Sept. 10, 9 a.m.-2 p.m.

Employer Workshop on Hiring and Retaining Individuals with Disabilities, a Utah Department of Workforce Services event. Location is Division of Services for the Blind and Visually Impaired, 250 N. 1950 W., Salt Lake City. Free. Registration deadline is Sept. 5. Details are at <https://tinyurl.com/2p9sfauf>.

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

"Taste of the Point," a Point of the Mountain Chamber of Commerce event featuring food samples from chamber members. Location is the chamber office, 225 E. State St., Lehi. Details are at the-pointchamber.com.

Sept. 10, 11 a.m.-1 p.m.

Business Women's Forum 2024. Presenter Sara Reed, vice president of people and talent at Western Governors University, will discuss "Discovering Your Career Compass: Navigating Opportunities with Self-Knowledge and Confidence." Location is Ken Garff University Club, Rice-Eccles Stadium, 451 S. 1400 E., Salt Lake City. Cost is \$35 for members, \$50 for nonmembers. Details are at slchamber.com.

Sept. 11, 18

"Are You Lender Ready?" a multi-day training by the U.S. Small Business Administration. The national Borrower Education SBA initiative aims to empower small businesses with the knowledge, connections and confidence needed to access capital and foster growth. A virtual workshop takes place Sept. 11, 9 a.m.-noon. An in-person lender forum takes place Sept. 18, 10 a.m.-1 p.m., during the Small Business Resource Roadshow at Atwood Innovation Plaza in St. George. Registration is available at https://bit.ly/LenderReady_Sept11.

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

"Nine & Dine Golf Event," a ChamberWest Women in Business event. Nine-hole scramble begins at 8 a.m., followed by lunch at 11:30 a.m. Location is The Ridge Golf Course, 5055 S. Westridge Blvd., West Valley City. Cost is \$150. Details are at chamberwest.com.

Sept. 11, 11 a.m.-2 p.m.

"Financial Wellness in the Workplace," facilitated by the Utah Worksite Wellness Council and featuring information about the importance of offering financial resources as part of wellness programs and how to enhance an offering to include a comprehensive financial wellness program for all employees. Panelists are Deon Spiker, mortgage banking, Utah Housing Corp.; Melissa Ceballos, Elevated Financial Wellness; and Jenny Sass, my529. Location is Wheeler Farm, 6351 S. 900 E., Murray. Cost is \$35. Details are at <https://utahworksitewellness.org/events/2024-financial-wellness-networking-event-attendees/>.

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

Smart Cities Luncheon, a Utah Valley University Business Resource Center event. Speaker Sanjay Bhatia will discuss "Improving Building Energy Efficiency with IoT Platform and Smart Meters." Location is UVU's Thanksgiving Point campus, 2912 Executive Parkway, Lehi. Cost is \$20. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

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

"Let's Do Lunch," a South Valley Chamber event. Speakers Jim Olson, president of the Utah Jazz/SEG executive; and Mike Maughan, president of Utah Jazz Foundation/SEG executive, will dis-

cuss "The Impact of the Utah Hockey Club." Location is Salt Lake Community College's Miller Campus, Karen Gail Miller Conference Center, Building 2, 9750 S. 300 W., Sandy. Cost is \$20 for members, \$30 for nonmembers. Details are at southvalleychamber.com.

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

"Lunch & Learn: Activating Male Leadership in the Modern Workplace," a ShePlace event. Keynote speaker Ray Arata, author of *Showing Up: How Men Can Become Effective Allies in the Workplace*, will discuss how leaders can build on their effectiveness with heart-based leadership that supports and grows a culture that attracts and retains top talent. Leadership discussion features Scott Anderson, non-executive chairman, Zions Bank; Leslie Snavelly, CEO and president, CHG Healthcare; Brett Hopkins, CEO, Ken Garff Automotive; Ashley Bell, chairman, Redemption Holdings; and Pat Jones, Women's Leadership Institute. Event takes place at Zions Bank Tower, Founders Room, 1 S. Main St., Salt Lake City. Cost is \$25 for ShePlace members, \$30 for nonmembers. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

Sept. 11, noon-1 p.m.

"Lunch & Learn: Why Electricity Prices Are Going Up in Utah," a Utah Clean Energy event. Speaker is Logan Mitchell, Utah Clean Energy climate scientist and energy analyst. Event takes place online. Details are at <https://utah-cleanenergy.dm.networkforgood.com/forms/2024-q3-virtual-lunch-learn>.

Sept. 11, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location is SymbolArts, 6083 S. 1550 E., South Ogden. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

Sept. 11, 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>.

Sept. 12, 8:30 a.m.-3 p.m.

UMA Manufacturing Conference, a Utah Manufacturers Association event. Keynote speaker Win Jeanfreau, executive director of iMPact Utah, will discuss "Transform Your Company to Maximize and Harvest Its Value." Event also features breakout sessions. Location is Zions Bancorporation Technology Center, 7860 Bingham Junction Blvd., Midvale. Cost is \$65. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

Sept. 12, 9:30 a.m.-12:30 p.m.

"Doing Business with the Hispanic World: Challenges and Opportunities," presented by Utah Valley University and the Utah Hispanic Chamber of Commerce. Diplomatic and commercial delegates from various countries will participate in a roundtable and open dialogue with participants. Keynote speaker is H.E. Catalina Crespo Sancho, ambassador of Costa Rica. Other speakers are Juan

Pascua, executive director, Utah Hispanic Chamber of Commerce; Ryan Starks, executive director, Governor's Office of Economic Opportunity; and Javier Chavez Jr., roundtable moderator. Location is Utah Valley University, Sorensen Student Center, 800 W. University Parkway, Orem. Details are at <https://www.uvu.edu/global/dbhw/index.html>.

Sept. 12, 10 a.m.-1 p.m.

Utah Statewide Virtual Job Fair, a Utah Department of Workforce Services event. Details are at jobs.utah.gov/employer/localteams.html.

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

Women in Business Luncheon, a Davis Chamber of Commerce event featuring a women's legislative panel consisting of Rep. Ariel Defay, Rep. Kaen Peterson and Rep. Rosemary Lesser. Location is Davis Chamber office, 450 S. Simmons Way, Suite 220, Kaysville. Cost is \$25 for members, \$35 for nonmembers. Details are at davischamberofcommerce.com.

Sept. 12, 4-6 p.m.

"Designing for Decarbonization," a ULI (Urban Land Institute) Utah event featuring information about planning, designing and building for a more carbon-negative future. Speakers are Liza Hart, architect and real estate developer, Giv Group; Alexsys Flocken, associate principal, Canyons Structural Inc.; Holli Adams, principal architect, Architectural Nexus; and Ashley Thompson, associate, KPFF Consulting Engineers. Location is Architectural Nexus, 1819 S. 900 W., Salt Lake City. Details are at <https://utah.uli.org/events-2>.

Sept. 12, 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>.

Sept. 13

Chamber Golf Tournament, a South Valley Chamber of Commerce event. Locations is Glenmoor Golf Club, 9800 S. 4800 W., South Jordan. Details to be announced at southvalleychamber.com.

Sept. 13, noon-1:30 p.m.

"Crossroads of the World: Costa Rica," a World Trade Center Utah event, in partnership with the Utah Valley University Office for Global Engagement, the Governor's Office of Economic Opportunity, the Salt Lake Chamber and CBRE. Speaker is Catalina Crespo-Sancho, ambassador of Costa Rica to the United States. Location is CBRE, fourth floor, 222 S. Main St., Salt Lake City. Cost is \$15. Registration deadline is Sept. 9. Details are at <https://www.wtcutah.com/tradeevents/costa-rica-with-ambassador-crespo-sancho>.

Sept. 15, Oct. 7 and 29

Returnship Workshop Series, a BioHive event about the BioHive Life Sciences Returnship Initiative, which

CALENDAR

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aims to expand workforce opportunities for those re-entering the workforce after an absence to build their resume and gain current and relevant experience. Workshop series is designed to prepare returners to apply for returnship opportunities at four host life sciences companies: ARUP Laboratories, Denali Therapeutics, Recursion and Seek Labs. All workshops are 5:30-7:30 p.m., with virtual and recorded options available. Series includes Sept. 25, "An Introduction to Returnships," at Kiln, 26 S. Rio Grande St., No. 2072, Salt Lake City; Oct. 7, "Why Work in the Life Sciences?" at Recursion, 41 S. 400 W., Salt Lake City; and Oct. 29, "Navigating the Industry Post-Returnship Offer," at Kiln in Salt Lake City. Details are at <https://www.biohive.com/returnships/>.

Sept. 16, 7 a.m.-2 p.m.

Utah Valley Chamber Golf Classic. Location is Riverside Country Club, 2701 N. University Ave., Provo. Details to be announced at thechamber.org.

WOMEN

from page 1

Earlier this year, WalletHub released rankings of the "best states for women," in which Utah finished No. 35. It was ranked No. 48 for median earnings for female workers despite having the second-lowest percentage of women in poverty.

Among the organizations trying to strengthen the impact of Utah girls and women is the Utah Women & Leadership Project, founded in 2009 and led by Susan R. Madsen as part of her faculty position at Utah State University. In a recent report, the organization recommended that companies wanting to improve conditions for women compare their current offerings to see how they align with the report's list of family-friendly policies and women-focused initiatives, create more inclusive workplaces for women by thoughtfully considering how to effectively support employees and their families, encourage workplaces in public entities to follow the same recommendations as businesses, and encourage legislators to consider and support research-based public policies that will help Utahns have more family-friendly workplace environments.

ROADMAP

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record 26,952,754 passengers the airport saw for the full year 2023.

Meanwhile, year-over-year inflation fell to 2.9 percent in July. While inflation increases were seen earlier in the year, inflation has fallen for four consecutive months, increasing expectations that the Federal Reserve will begin to lower the federal funds rate in coming months.

"With inflation easing, all eyes will be on the Federal Reserve's next meeting in September and a likely interest rate cut," said Natalie Gochnour, director of the Gardner Institute. "The expected rate cut, coupled with Utah's accelerated job growth, will ease anxieties felt by businesses and consumers."

The dashboard is designed to inform business leaders' understanding of Utah's economy by prioritizing key data on the state's economic outlook and actionable context for decision-makers. The dashboard is updated monthly.

Sept. 17-18

Utah STEM Fest, offering students opportunities to engage with interactive experiences. Location is the MACU Expo Center, Sandy. Details to be announced at <https://www.utahstemfest.com/>.

Sept. 17, 7 a.m.-3 p.m.

ACG Utah Golf Tournament, an ACG (Association for Corporate Growth) Utah event. Location is Eagle Wood Golf Course. Details to be announced at <https://www.acg.org/utah/events/2024-acg-utah-golf-tournament>.

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

2024 Annual Meeting, a Salt Lake Chamber event featuring the release of the chamber's annual report and honoring individuals and organizations who have demonstrated exceptional support to advance the chamber's mission and bolster the business community over the past year. Location is Salt Lake City Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$85 for members and \$100 for nonmembers by Sept. 8, \$100 for members and \$120 for nonmembers thereafter. Details are at schamber.com.

HOME SALES

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and the median sales price increased 3.7 percent.

Inventory, meanwhile, was up 1.8 percent over June and 36.7 percent year-over-year. This happened despite a 9.4 percent decline in new listings from June, though new listings were up 7.1 percent from July 2023.

Summer buying patterns could have been the reason for an increase in some regional home sales, report authors said.

Mike Opyd, senior vice president with RE/MAX Premier in Chicago, said July is historically a busy month, "July was a relatively busy month, as people were trying to get into homes before August when the end of summer vacations take place and school starts. With rates trending downward over the last few months, July lined up nicely for buyers to take advantage, which led to a slight increase in sales."

Amy Lessinger, president of RE/MAX, said, "July's real estate activity is a promising sign of market resilience. Inventory bounced back after the historic lows of recent years, giving buyers far more options — even with the recent declines in new listings. As the industry prepares to adapt to several new changes in business practices, home buyers and sellers should look for a trusted advisor with the skills, knowledge and experience to guide them."

Other metrics of note from the report were:

- Buyers paid 99 percent of the asking price in July, compared to 100 percent in June and July 2023.
- The number of days on the market lengthened by two days over June to 36 days and was five days more than July 2023.
- The months of supply of inventory was 2.2 in July, up from 2.1 in June and 1.7 in July 2023.

The RE/MAX National Housing Report is distributed monthly and is based on Multi-Listing Service data for the stated month in 51 metropolitan areas. It includes single-family residential property types and is not annualized. For maximum representation, most of the largest metro areas in the country are represented and an attempt is made to include at least one metro area in almost every state.

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

Professional Development Series, a ChamberWest event. Speaker Matt Maass, director of the Utah Department of Transportation Division of Aeronautics, will discuss "Skyward Innovations: The Future of Transportation and Delivery with Air Taxis and Drone Technology." Location is TownePlace Suites, 5473 W. High Market Drive, West Valley City. Cost is \$25 for members by Sept. 12, \$35 for members and nonmembers thereafter. Details are at chamberwest.com.

Sept. 18-Nov. 20

Executive Certificate of Global Business Management Program, a 10-week course presented by The Mill Entrepreneurship Center at Salt Lake Community College. Classes can be taken in the classroom, online or a hybrid. Cost is \$995, with scholarships and discounts available. Application deadline is Sept. 6. Details are at <https://themillslcc.com/education/executive-certificate-global-business-management/>.

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

Business Boot Camp, a South Valley Chamber of Commerce event. Speakers Jennifer Silvester, firm owner and leader of Silvester & Co., and Tina Hazlett, founder and CEO of Spectrum Recruiting Solutions, will discuss "The Laws of Attraction: What Makes Small Businesses Stand Out to Job-Seekers." Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Cost is \$35 for members, \$55 for nonmembers. Details are at southvalleychamber.com.

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

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

Sept. 18, 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>.

Sept. 18, 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>.

Sept. 19, 8:30 a.m.-5 p.m.

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

Sept. 19, noon-1:30 p.m.

"Global Gateway: Pathways to Success in International Markets," a World Trade Center Utah event. Topics include navigating international finance, market forecasting, and efficient use of capital. Speakers from JPMorganChase include Eric Moulaison, a senior international product specialist; Gonzalo Sanchez, an international product specialist; Jennifer Jirkovsky, an executive director in the corporate derivatives marketing group; and Liam Wyness, vice president, trade finance and working capital. Location is Lobby Training Room, World Trade Center, Salt Lake City. Free, but registration is required. Registration deadline is Sept. 13. Details are at <https://www.wtcutah.com/tradeevents/capital-convo-jp-morgan-chase>.

Sept. 19, 3 p.m.

"Third Thursday @ Three," a Kinect Capital startup pitch event. Location is Kiln, 2701 N. Thanksgiving Way, No. 100, Lehi. Registration can be completed at Eventbrite.com.

Sept. 19, 5-7 p.m.

"Business After Hours," a Park City Chamber/Bureau event. Location is Create PC, 1500 Kearns Blvd., F110, Park City. Details are at <https://www.parkcitychamber.com/events>.

Sept. 19, 5:30-10 p.m.

Silicon Slopes Hall of Fame & Awards. Activities include a 5:30 p.m. VIP sneaker soiree and VIP red carpet, 6:30 p.m. general red carpet, and 7:30 p.m. dinner and programming. Location is Thanksgiving Point Show Barn, 2975 Thanksgiving Way, Lehi. Details are at halloffame.siliconslopes.com.

Sept. 19, 5:30 p.m.

Annual Kickoff Program, a National Association of Corporate Directors (NACD) Utah Chapter event featuring a fireside chat with former Gov. Michael O. Leavitt, who will share insights on leadership and governance. Following the discussion, attendees are invited to join Leavitt to tour the Salt Lake Tabernacle and a live rehearsal of the Tabernacle Choir. Location is Salt Lake Marriott Downtown at City Creek. Details are at <https://utah.nacdonline.org> or email programs@utah.nacdonline.org.

Sept. 19, 6-8 p.m.

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

Sept. 19, 6:30-9 p.m.

Business Awards Banquet, a Davis Chamber of Commerce event. Registration and networking take place 6:30-7 p.m., followed by the awards program 7-9 p.m. Location is Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$75. Details are at davischamberofcommerce.com.

Sept. 20, 8:30-10 a.m.

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

Sept. 23-25

Work Elevated Conference (WECOn), presented by Utah SHRM and GBS Benefits. Location is Utah Valley Convention Center, 220 W. Center St., Provo. Cost is \$549, with added fee for a Beatles tribute concert. Details are at <https://weconutah.com/>.

Sept. 24-27

Utah Tourism Conference, presented by the Utah Tourism Industry Association. Keynote speaker Joe Veneto, chief experience officer, Veneto Collaboratory, will discuss "Engineering Unforgettable Experiences." Keynote speaker Catherine Raney Norman, board chair, Salt Lake City-Utah Committee for the Games, will discuss "Salt Lake City-Utah 2034: What's Next?" Keynote speaker Meredith Tekin, president, IBCCES — Autism & Neurodiversity Certification, will discuss "Taking Action on Accessibility: What, Why and How to Welcome Autistic and Sensory-Sensitive Visitors." Location is Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$379 for UTIA members, \$399 for nonmembers, \$150 for college students. Details are at <https://www.utah-tourismconference.com/>.

see CALENDAR next page

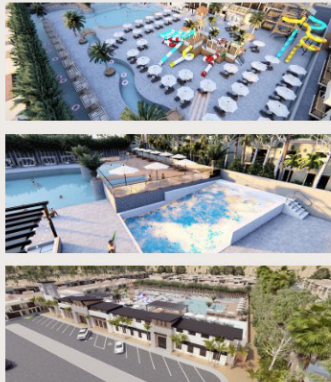
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CALENDAR

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Sept. 24, 8:30 a.m.-4:30 p.m.

Women Empowered Leadership Conference, hosted by Ogden-Weber Chamber of Commerce Women in Business. Keynote speaker is Noelle Pikus-Pace, Olympic medalist. Location is Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden. Costs range from \$65 to \$85. Details are at ogdenweberchamber.com.

Sept. 25, 6-7 p.m.

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

Sept. 26-27

Sixth Annual "Women in the Money" Financial Empowerment Conference, a Utah Financial Empowerment Coalition event featuring keynote presentations, breakout workshops and networking opportunities. Activities Sept. 26, 6-8 p.m., include a Money Mastermind workshop and dinner. Location is Sheraton Hotel, 150 W. 500 S., Salt Lake City. Conference activities are Sept. 27, 8:30 a.m.-4 p.m. Cost for Sept. 26 only is \$15. Cost for Sept. 27 only is \$25. Event also is available online for free through the conference app (registration is required). Details are at www.womeninthemoney.org.

Sept. 26

Wasatch Outdoor Industry Summit, a first-ever gathering of senior executive leaders from the outdoor, sports and

wellness industries. Theme is "People, Purpose and Profits." Event features keynote presentation, panel discussions and networking events. Keynote presenter is Shephan Jacob, co-founder of Cotopaxi. Panel participants include both investors/funders and senior executives from leading companies along the Wasatch. Panel topics are "How to Scale Without Losing Your Brand Soul" and "Building Cultures and Companies of Resilience in a Rapidly Changing Industry." Mountain biking/hiking take place after the summit. Location is Skullcandy headquarters in Park City. Free. Details are at <https://wasatchoutdoor-summit.com>.

Sept. 26, 7:30-9 a.m.

"Tourism: The Impact on Business," a Box Elder Chamber of Commerce event. Location is Tremonton's Hampton Inn,

2155 W. Main St., Tremonton. Cost is \$10. Details are at boxelderchamber.com.

Sept. 26, noon-1 p.m.

Women in Business Meeting, a Box Elder Chamber of Commerce event. Contact the chamber for location and other details. Cost is \$10. Details to be announced at boxelderchamber.com.

Sept. 26, 4-7 p.m.

"NAIOPOLY," a Commercial Real Estate Development Association Utah chapter event focused on commercial real estate developments across the Wasatch Front. Location is Airport Technology Park B, 480 N. 2200 W., Salt Lake City. Cost is \$50 for members, \$100 for nonmembers. Details are at <https://naioputah.org/event/naiopoly2024/>.

ATHENA

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ens, CEO, YWCA Utah; Noella Sudbury, founder and CEO, Rasa Public Benefit Corp.; Diana Young, vice president of strategic partnerships, PrincePerelson & Associates; and Jessica Yurgaitis, CEO, Industrial Supply Co.

Millner represents Senate District 5, which includes parts of Davis, Morgan and Weber counties. In 2015, Millner was elected to the Senate, where she now serves as the majority whip and the chair of the Senate Ethics Committee. Millner also is a member of the National Conference of State Legislatures Foundation board of directors as well as various other legislative working groups with legislative leaders nationwide.

Millner was born in Middlesboro, Kentucky, and raised in Clarksville, Tennessee. She received a bachelor's degree in education from the University of Tennessee, a master's from Southwest Texas State University and a doctorate from Brigham Young University. She is a Regents professor of health administration and was the president of Weber State University from 2002-12.

Norman leads a variety of business operations areas and oversees the enterprise portfolio of strategic initiatives for CHG. Norman is known as a talent de-

veloper and plays a large role in executive development and DEI efforts. Before joining CHG in April 2017, Norman spent 17 years at Capital Group Cos. in Los Angeles in a variety of HR leadership roles. Previously, she was a talent acquisition leader at FedEx, where she focused on hiring for all operations in their western region.

Norman started her career at Prudential Financial in their accelerated leadership development program. Norman holds a bachelor's degree in economics from Boston College and has participated in the executive leadership program at the Kellogg School of Management.

Owens has been CEO of the YWCA Utah since April 2020. She previously served as the executive director of the Utah Coalition Against Sexual Assault and has dedicated her career to gender and racial justice. Owens has expertise in domestic violence and the effects of trauma on individuals and families and approaches her work through the lens of understanding the intersecting issues and dimensions of identity.

Owens has taught sociology, social inequality and program planning courses at Utah Valley University, Salt Lake Community College and Westminster College. In addition, she previously worked at Women in Prison in London; the Utah Pride Center; the Utah Domestic Violence Coalition; Planned Parenthood Association of Utah and the Utah Coalition Against Sexual As-

sault, and has served on many boards and in volunteer positions in the community. Owens earned her Bachelor of Science at UVU and her Master of Arts in the Theory and Practice of Human Rights from the University of Essex in the United Kingdom. She was a visiting research fellow at the London School of Economics and Political Science and is a presenter and instructor.

Sudbury followed a clerkship for Judge Ronald Nehring of the Utah Supreme Court by beginning her legal practice as a public defender, where she quickly developed a passion for criminal justice reform. In 2016, she was appointed by the Salt Lake County Council as the director of the Criminal Justice Advisory Council for the county. She went on to found Clean Slate Utah, a nonprofit to raise awareness of the automatic clearance law, and is the current CEO and founder of Rasa Public Benefit Corp., a new legal tech company that provides low-cost legal expungement services to people not eligible for automatic record clearance.

Sudbury graduated from the University of Utah S.J. Quinney College of Law in 2009 and has received several honors and awards for her public service.

Young has years of HR and administrative experience. Over her 27-year tenure at PrincePerelson and Associates, she has served in various capacities, including director of business development, recruit-

er, vice president of Perelson Temporary Staffing and the current role of vice president of strategic partnerships. Young is involved in multiple business associations and committees, including the Salt Lake Chamber's President's Ambassadors and Business Women's Forum Steering Committee, MountainWest Capital Network, Economic Development Corporation of Utah and ACG Utah Women's Professional Network.

Yurgaitis is the CEO of 108-year-old Industrial Supply Co., a family-owned business in the Intermountain West founded by her great-grandfather in 1916. She is the first woman to lead the company. Under her leadership, the company has not only maintained its reputation for reliability and integrity but has also embraced new technologies and strategies to stay ahead in the competitive industrial distribution market. Yurgaitis serves on both the Affiliated Distributors Industrial Safety Division board and the Industrial Supply Association board of directors.

The awards will be presented during the 48th annual Women & Business Conference and Athena Awards Luncheon, set for Nov. 17, 8 a.m.-3:30 p.m. at the Grand America Hotel in Salt Lake City. This year's event theme is "I.L.L.U.M.I.N.A.T.E." (inspiring leadership, learning, unity, motivation, innovation, networking, ambition, teamwork and empowerment).



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