

Focus



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Visitors to exhibitor booths at the recent Procurement Technical Assistance Center (PTAC) Symposium chat and get information about government contracting. The symposium took place at the Davis Conference Center in Layton.

PROCUREMENT SYMPOSIUM

'More questions than answers' about federal COVID mandates

Brice Wallace
The Enterprise

Matthew Schoonover came to the recent Procurement Technical Assistance Center Symposium in Layton with lots of information about federal government contracting.

However, the event's keynote speaker admitted he had more questions than answers about the hottest topic in that realm: President Biden's executive order requiring federal contractors and subcontractors to have their workers fully vaccinated against COVID-19 by Dec. 8.

Schoonover, founder and managing member of law firm Schoonover & Moriarty LLC, said the executive order requires face masks and social distancing guidelines be followed inside any covered contractor worksite — including applying to visitors — and that contractors must designate a person or people to oversee COVID-19 workplace safety efforts.

But the vaccine mandate is “obviously the most controversial part of the guidance,” Schoonover told the crowd at the Davis Conference Center.

see **MANDATE** page 15

Employers struggle to find workers as jobless rate drops

Utah's jobless rate continues to drop but is already below what many economists consider “full employment” — the point at which virtually all who are able and willing to work are employed. Many Utah employers continue to struggle to fill open positions — especially in the hospitality and food industries — despite the current unemployment rate of 2.4 percent translating to 40,100 Utahns without work. The rate is down from 2.5 percent in August.

The nationwide unemployment rate also continues to decline, reported at 4.8 percent in September.

The Utah Department of Workforce Services (DWS) continues to report employment number comparisons across the past 24 months, preferring to compare current numbers to pre-pandemic data. Utah's nonfarm payroll employment for September increased an estimated 3.4 percent across the past 24 months, the agency said. The state's economy has added a cumulative 53,600 jobs since September 2019. Utah's current employment level stands at 1,625,200.

“The Utah economy is still moving strongly through the greater pandemic

see **EMPLOYMENT** page 4

Slopes initiative centers on reviving Hall of Fame

Brice Wallace
The Enterprise

Recognition. Jobs. Training. Healthcare.

Those four elements are at the heart of initiatives announced by Silicon Slopes during its 2021 summit in Salt Lake City.

The organization will resuscitate the Hall of Fame awards program begun by the Utah Technology Council, operate an online jobs board, begin a technology

academy and offer its own health plans.

The tech council began the Hall of Fame but it went dormant after the council merged with Silicon Slopes in early 2019.

“It was an opportunity for Utah tech leaders that were changing the game to be recognized and kind of really ranked into this Hall of Fame year over year,” John Bowers, Silicon Slopes' head of business and partnerships, told Clint Betts, Silicon Slopes' executive director, at the start of the summit.

“And when we merged, we weren't

sure quite what to do with the Hall of Fame. We wanted to get it going again, and it didn't seem quite right yet and then COVID hit us, right?”

Bowers said the Hall of Fame has been “re-engineered.” The gala will take place in February, with details to be announced.

“The real digs is that we're going to do black-tie like the Hall of Fame did, and we want to honor all the amazing things that

see **SILICON SLOPES** page 14



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COVID-19 AND UTAH - NEWS AFFECTING YOUR BUSINESS & YOUR EMPLOYEES

Salt Lake County offering incentives up to \$500 to encourage employees to get shots

Salt Lake County has announced a plan that Mayor Jenny Wilson thinks will make its workplaces, facilities and community safer. The strategy, developed jointly by the mayor, county council and elected county officials, encourages the county's 7,000-strong workforce to get vaccinated against COVID-19 and the flu.

Employees can earn up to a total of \$500 in vaccination payments. Employees who provide proof they have received the full series of COVID-19 vaccinations on or before Dec. 3 will receive \$300. Employees who also verify that they and every member of their household age 12 and older have received the full series of

COVID-19 vaccinations will get an additional \$100 and employees who also verify that they have received a flu vaccination in addition to the full series of the COVID-19 vaccine will receive an extra \$100.

"Having a vaccinated workforce is in the best interest of the county, our employees and the community we serve," said Wilson. "As COVID lingers, I encourage other employers to take appropriate measures to vaccinate their workers. Every vaccine given moves us one step closer to putting COVID behind us."

Wilson said Salt Lake County has long supported flu vaccination as a proactive approach to limiting the effect of seasonal flu in the workplace and in the community.

Intermountain doctor says vax rate, immunity will add up to a better winter for Utahns

In a virtual news conference with local media, an Intermountain Healthcare infectious disease doctor said that despite the high daily COVID-19 case numbers and packed hospitals, he thinks this will be a better winter in Utah for the pandemic. Dr. Eddie Stenehjsem cited vaccination rates and natural immunity as his reasons for optimism.

Stenehjsem pointed to the state's current high plateau of cases and the virtually full hospitals throughout the state as the daily average of reported cases hovered around 1,400.

"We're not seeing that rapid drop-off that we had hoped to see,"

he said.

But Utah healthcare leaders hope to see a "continued slow decline" of cases in the next month to six weeks. An optimistic sign is the number of patients going into clinics and hospitals with COVID-like illnesses are starting to abate, Stenehjsem said, which means cases could start falling soon.

"But right now, I think we're in a period of stability where our hospitals are completely full, our ICUs are at max capacity, and we're still seeing very significant numbers of cases of COVID throughout our hospitals," Stenehjsem said.

COVID-19 vaccinations for kids may be approved as soon as the middle of November

COVID-19 vaccinations for kids are getting closer, the government's infectious disease expert Anthony Fauci said on last week. He said the shots could begin by the middle of November and predicted a timetable that could see many kids getting fully vaccinated before the end of the year.

"If all goes well, and we get the regulatory approval and the recommendation from the CDC, it's entirely possible if not very likely that vaccines will be available for children from 5 to 11 within the couple of weeks of November," Fauci said in an interview with ABC's "This Week."

U.S. Food and Drug Administration officials are reviewing the Pfizer/BioNTech application seeking authorization of its

two-dose vaccine for younger children. The FDA typically follows the advice of its panel of experts but is not required to do so.

Meanwhile, Moderna said that a low dose of its COVID-19 vaccine is safe and appears to work in 6- to 11-year-olds, as the manufacturer moves toward expanding shots to children. Moderna hasn't yet applied for approval of its child vaccine protocol. Researchers tested two shots for the 6- to 11-year-olds, given a month apart, that each contained half the dose given to adults. Preliminary results showed vaccinated kids developed virus-fighting antibodies similar to levels that young adults produce after full-strength shots, Moderna said in a press release.

Price donation to launch UofU computing center

The College of Engineering at the University of Utah has received a \$15 million lead gift from philanthropists and benefactors John and Marcia Price to build a new home for computing education. Pending approval of the UofU Board of Trustees, the building will be named in their honor.

"We are pleased to lend our support to this effort that is so crucial to Utah's expanding economy," said John Price. "The University of Utah has an international reputation for innovation in computer science, and Marcia and I want to help ensure that opportunity for this generation and all future generations of Utah students."

The Price's contribution toward the new 209,000-square-foot, six-story building will support future growth for the School of Computing. The UofU produces 46 percent of the state system's bachelor's, master's and doctoral computer science and computer engineering graduates, with 1,929 enrolled students.

John Price is an American diplomat and former U.S. Ambassador to Mauritius, Comoros and the Seychelles. He moved to Utah as a teenager and earned a bachelor's degree in geological engineering at the UofU in 1956. Price started his career as the founder of a construction company, which developed into JP Realty Inc. and was listed on the New York Stock Exchange in 1994. He has also served

on numerous local, state and national boards, including the UofU's Board of Trustees from 1992 to 1999.

Marcia Price is a leader in the arts community, with a lifelong passion for the Utah Museum of Fine Arts (UMFA) where she serves as board chair. She has devoted herself to advancing the arts in Utah, serving as chair of the Utah Arts Council and later helping to establish Salt Lake County's Zoo, Arts and Parks program. Price received an honorary doctorate of fine arts from the UofU in 2006. The UMFA building as well as the new theater arts building and amphitheater are named in honor of the Price's contributions to the arts. Marcia Price also sits on the National Committee for the Performing Arts at the Kennedy Center in Washington, D.C., and serves as board member emeritus on the boards of the Utah Symphony and Utah Opera.

The Prices' gift launches a \$30 million private campaign for the \$120 million new building that will be located on the "tech corridor" of the UofU campus, between the Warnock Engineering Building and Sorenson Molecular Biotechnology Building. The University of Utah will make the new computing building its top priority request for state funding at the 2022 legislative session, officials said. A campaign committee has been organized led by College of Engineering alumni John Warnock, Ed Catmull and Shane Robison.

UofU's MBC '20-'21 founders named

The Department of Entrepreneurship & Strategy at the University of Utah's David Eccles School of Business has named the third class of founders in its Master of Business Creation (MBC) program. The class will begin the program in the fall semester for the 2021-22 academic year with the support of the Lassonde Entrepreneur Institute.

The group consists of 23 founders who have launched 18 companies with products and services ranging from choke-prevention devices and delivery logistics to party planning and luxury pajamas. All have already made progress in starting their companies and are looking to grow sales and attract investors, among other goals through the program.

A complete list of this year's founders can be found at the program's website, eccles.utah.edu/mbc.

"We have a great group of founders this year and one of the most diverse since we launched the program," said Taft Price, co-director of the MBC program and a professor in the Department of Entrepreneurship & Strategy. "We look forward to working with each founder to see how far they can take their companies in the next nine months. We expect big things and more than a few surprises."

New this year are five founders participating in the pro-

gram remotely from around the world. Three founders are participating from Africa in partnership with Generation Africa, and two founders are participating from Providence, Rhode Island, in partnership with Brown University, where they are alumni.

"We are proud to announce the new partnerships with Generation Africa and Brown University," said Paul Brown, co-director of the MBC program and a professor in the Department of Entrepreneurship & Strategy. "These founders will add a unique perspective that will benefit everyone in the program."

MBC founders join a unique program designed to help them launch and scale a new company. They complete the program in just nine months and all are receiving full scholarships that cover the costs for the program.

The MBC program is one of the latest additions to the Eccles School entrepreneurship program that is ranked among the top 10 in the country by *U.S. News & World Report* and the *Princeton Review*.

Marucci Sports acquires Utah's Lizard Skins

Marucci Sports LLC of Baton Rouge, Louisiana, has purchased American Fork-based Lizard Skins LLC. Marucci is a designer and manufacturer of baseball and softball equipment and apparel while Lizard Skins designs and sells grip products, protective equipment, bags and apparel for use in baseball, cycling, hockey, e-sports and lacrosse.

Terms of the transaction were not disclosed.

With the acquisition of Lizard Skins, Marucci is positioned to build on its position in diamond sports while simultaneously developing the company's presence in new sports markets such as hockey and cycling, the company said in a release. Founded in 1993 with a focus on designing products to protect bicycles and riders, Lizard Skins has since expanded to a range of sports and has leveraged its technology to become the official bat grip of Major League Baseball, the grip of choice for various pro cycling teams and its DSP hockey grip tape is a licensed product of the National Hockey League.

Lizard Skins' leadership team, including its founder and current president and CEO Bri-

an Fruit, are expected to continue leading the brand as part of Marucci.

"Adding Lizard Skins' outstanding products to the Marucci family is a terrific opportunity to enhance our offerings," said Kurt Ainsworth, CEO of Marucci. "With its exciting brand, innovative designs and leading technology, Lizard Skins has earned the trust of top athletes, and its strong presence both inside and outside the diamond sports market makes this an exciting partnership. We look forward to welcoming Brian and his team aboard."

"We are thrilled to take this step forward in our growth as a company and become part of the incredible Marucci team," said Fruit. "Our success is a product of our unwavering focus on the demands of elite athletes, and Marucci shares our total commitment to meeting the needs of those customers. I am confident that with support of CODI and Marucci's resources, we will better be able to provide our athletes the top-of-the-line equipment they need to succeed against all competition. I am excited to continue the Lizard

Skins mission to develop, expand and improve equipment for our customers."

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Addepar acquires Layton's AdvisorPeak

Addepar, a wealth management technology platform built for investment advisors and based in Mountain View, California, has acquired AdvisorPeak, a Layton-based portfolio management platform that offers solutions including trading management and portfolio rebalancing for investment professionals.

The AdvisorPeak team and technology are now a part of Addepar, the companies said in a release.

"We are thrilled to welcome the AdvisorPeak team to Addepar. As we've supercharged our growth to become the defacto platform for wealth managers, we've listened closely to our clients. Many sought a native solution to manage portfolios at scale directly within Addepar," said Addepar CEO Eric Poirier. "Our commitment and investment in open architecture and a vast partner ecosystem is what gives our clients the opportunity to choose the components of their overall solution. In getting to know AdvisorPeak over the last year and hearing how much our clients love their product, we saw them emerging as the winner. Our teams share the same mindset and values and we saw a natural fit for

their talented team and powerful technology to join forces with Addepar. We're all eager to continue building together and delivering lasting value to our clients."

"We launched AdvisorPeak with the promise to bring innovation and game-changing solutions to investment advisors. Addepar shares this same commitment and we're excited to work together to help more advisors access powerful trading and rebalancing solu-

tions," said Damon Deru, founder and CEO of AdvisorPeak. "We're delighted to be a part of the Addepar team, which is relentlessly focused on delivering cutting-edge tools to enrich client outcomes. We look forward to continuing to develop our premier trading and rebalancing solutions to meet the needs of today's financial advisors."

Terms of the transaction were not disclosed.

EMPLOYMENT

from page 1

event," said Mark Knold, chief economist at DWS. "Utah's economy has more jobs now than it did prior to the pandemic's onset and that speaks to Utah's economic resiliency. There remains room for improvement as the population's labor force engagement is below what it was before the pandemic. For some, trepidations remain about re-engaging in work, i.e., public interaction. We view this as a natural and short-term condition and not a new normal."

Utah's September private sector was doing better than the

public sector in growing employment numbers, with a 24-month expansion of 4.5 percent compared to the state's overall 3.4 percent growth rate.

Seven of Utah's 10 major private-sector industry groups posted net two-year job gains, led by trade, transportation and utilities (up 17,800 jobs); professional and business services (up 15,500 jobs); construction (up 12,200 jobs); and manufacturing (up 8,800 jobs). Three industry groups with less employment than two years ago are leisure and hospitality services (down 3,500 jobs), natural resources and mining (down 1,200 jobs) and other services (down 600 jobs).

CORPORATE FINANCIAL REPORTS

The following are recent financial reports as posted by selected Utah corporations:

Zions

Zions Bancorporation NA, based in Salt Lake City, reported net earnings applicable to common shareholders of \$234 million, or \$1.45 per share, for the third quarter. That compares with \$167 million, or \$1.01 per share, for the same quarter a year earlier.

Zions operates in 11 western states.

"We are pleased with the quarter's financial results," Harris H. Simmons, chairman and CEO, said in announcing the results. "Following several quarters of weak loan demand, we're particularly encouraged by the loan growth we reported during the quarter, which, excluding PPP loans, was 5.6 percent on an annualized basis.

"We also reported continued strong deposit growth at an annualized pace of 9.3 percent. Credit outcomes remained strong, with net recoveries at an annualized 0.01 percent of total loans, and one of the lowest gross charge-off rates in a number of years. These positive outcomes, together with an improving economic outlook, produced a \$46 million reversal of loss reserves into in-

come," he said.

"We're optimistic that, despite lingering supply chain issues and a tight labor market, the economy seems poised for continued growth over the next several quarters as, thanks to a great deal of government stimulus, consumers and most businesses are emerging from the pandemic in relatively strong condition."

Qualtrics

Qualtrics, based in Provo, reported a net loss of \$286 million, or 56 cents per share, for the third quarter ended Sept. 30. That compares with a loss of \$85.7 million, or 20 cents per share, for the same quarter a year earlier.

Revenue in the quarter totaled \$271.6 million, up from \$192.8 million in the year-earlier quarter.

Qualtrics is focused on experience management.

"Q3 was another outstanding quarter for Qualtrics, and our leadership position has never been stronger as we continue to innovate and define the category we created," Zig Serafin, CEO, said in announcing the results. "Companies in every industry are accelerating their experience transformations, and they're increasingly choosing Qualtrics to build critical relationships with their customers and employees."



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Does your company's profitability and growth hide a multitude of sins?

My client was basking in the glow of strong profitability and amazing demand for his products. His company, a manufacturer and online retailer of high-end attire for pre-teen girls, had reached the "tipping point" that author Malcolm Gladwell identified in his book by the same title.

He had reason to believe that his ship had come in. As we walked his plant floor, he shared his formula for success: exceptionally creative dress designs that had caught the eye of influential New York couture leaders, rapid prototype production, reliable international sources of fabric and other components, a lean manufacturing process and highly effective Internet marketing and sales. How could he possibly lose?

I had to agree. He had created something quite remarkable. However, one of my jobs

as a business coach is to have an observant eye and to ask questions about what I see. In that regard, I noticed huge racks filled with an incredible array of fabric. I asked if this raw inventory had found a temporary home on the racks enroute to becoming new dresses.

My client's reply surprised me. He said, "No, this inventory is remnants of designs that we didn't produce. We used some of it in our prototypes, but it is now scrap."

I then asked if he knew how much money was tied up in this scrap inventory. He said that he didn't, but that he was unconcerned about it. And then he said the words that I hear far too often — words that chill my heart: "We are doing far too well to worry about distractions like that."

I suggested that he look for potential buyers for the scrap, even if he only could get pen-

nies on the dollar for it. But he dismissed the idea; "We're too busy chasing real profit dollars to waste our time on that," he said.

Not even a year later, my client's company was in deep financial trouble. Somehow, in spite of showing profitability on their income statement, they were out of cash. How could this have happened?

Quite simply, my client failed to understand his company's cash conversion cycle. This is the amount of time that his money is tied up in inventory (raw goods, work in process and finished goods), plus the amount of time it takes him to collect accounts receivable, less the time he takes to pay his accounts payable.

Although my client was blessed to collect his receivables rapidly (since virtually all his revenue came through credit card purchases), his cash conversion cycle was, nonetheless, inherently long. The business required significant inventories

of fabric. This was exacerbated by the fact that he was competing in the fashion industry. Even though he had initially been successful in impressing the fashion world, their accolades were fleeting; he had to continually make strong impressions. And when some of his designs and prototypes failed to appeal, a growing pile of scrap fabric accumulated. This was worsened by a failure to purchase small quantities, at least during the initial prototyping stage.

My client simply failed to see his burgeoning inventory as enormous stacks of dollars, clogging up on his shelves.

When we finally sat down and analyzed his situation, he had "grown broke." In order to sustain his booming market, he failed to manage the critical elements of his cash flow. His working capital needs and operating overhead continued to grow while his cash conversion cycle expanded as well. In the end, he determined that his only

option was to close his doors.

My client's myopia on his early success preceded a colossal failure. It is a cautionary tale of which I take no pride. I simply couldn't get his attention on the fact that his strategy, for all its strong points, had some fatal flaws.

My message here today is certainly not to suggest that we shouldn't enjoy the successes of the moment, but, as we do so, to always ask ourselves "what are we missing?" In this regard, we must continually seek the proper balance between generating cash and consuming it.

Too often, small-business leaders fail to recognize that even a profitable business that grows too fast may run out of cash. In the end, this may be the most prevalent reason for business failure.

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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Learning the art (and science) of a prototyping business

"I invented a new product a couple of years ago and obtained a patent for my invention. A few months later, I set up a corporation with two other individuals to develop and market the product.

"The first individual is an 'angel' investor with deep pockets while the second individual runs a local manufacturing company with the ability to produce the invention in small quantities. The three of us are equal directors and shareholders in the corporation.

"At the recommendation of our corporation's attorney, I assigned my patent to the corporation with the understanding I would get it back if the corporation was liquidated.

"From the beginning, we had problems developing a prototype for the product. The manufacturer said the design set out in my patent wasn't workable, and we have made several modifications to the product in order for it to work the way we think our customers will want. Using our investor's money, we have made two modifications to my patent reflecting these changes.

"After nearly two years of tinkering and delays, we still don't have a working prototype of the product we can take to market. As the economy has improved, the manufacturer has obtained 'paying jobs' for his company, and our prototype has become a 'back burner' project for him.

"More worrisome, the manufacturer has hinted that when the prototype is ready, he wants to get a written opinion from a mechanical engineer saying the design is sound. We have an insurance company willing to write a products liability policy for this product, but there's an exclusion in the policy for any design flaws, which I understand is standard for this type of insurance.

"We have approached a couple of mechanical engineers in our area and are being told the cost of obtaining such an opinion would be in the \$15,000 to \$20,000 range. Our investor is understand-

ably nervous about putting that much money into the company without some assurance that the prototype will be finished and we will start seeing some sales. For his part, the manufacturer has told us he is not willing to assume responsibility for any liability that is not covered by insurance and that he needs the engineer's opinion before he will release the prototype to the corporation.

"How do we break this logjam and move forward?"

The problem here is that your manufacturing partner is "wearing two hats." On the one hand, he is an officer and director of your corporation and accordingly has a fiduciary duty to further the corporation's business and affairs. On the other hand, he and his manufacturing company are working under contract to your corporation to develop the prototype. I am assuming that this contract is a "handshake" and has not been formalized in writing.

As the owner of the manufacturing company, your manufacturing partner has a fiduciary duty to that company as well. The two fiduciary duties are in conflict, which must be an uncomfortable position for him.

The first thing you should do is call a meeting with all the shareholders to discuss the situation and try to work things out. If the manufacturer can persuade the investor that the prototype is finished and ready for market, the investor may be willing to advance the funds necessary to obtain the engineer's opinion your manufacturer needs to protect himself.

You may want to suggest that the investor should loan the corporation the money necessary to obtain the opinion. That way if the corporation folds, he gets his money back before anyone else does. You and the manufacturer could "sweeten the deal" by offering to personally reimburse the investor for two-thirds of the cost of obtaining the opinion (your pro rata share of the debt) if the corporation is unable to repay the loan within, say, one year.

If the manufacturer and the investor can't see eye to eye, then you will have to consider hiring another contract manufacturer to develop the prototype — one who does not have conflicting duties and has mechanical engineers on staff who can provide the necessary comfort that the prototype's design is sound. It will probably cost you more money, but you may be able to offer the manufacturer some nonvoting equity in your corporation in exchange for a discounted price.

If all else fails, you may need to dissolve your corpo-

ration, take back your patent (hopefully you kept it in your name with the corporation only as an "assignee") and license it to a manufacturer with sufficiently deep pockets that they can assume all of the risks inherent in making, distributing, marketing and selling an industrial product. Dissolving a corporation usually requires a majority vote of the shareholders, so one of your two partners will have to agree to that.

One last thing: Since it appears your contract manufacturer partner has made changes

to the original design, be sure he has assigned your company all of his intellectual property rights to those changes. If he hasn't, you may be able to transfer only the original design to a new manufacturer, not the "new and improved" version.

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

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Industry Briefs

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

ASSOCIATIONS

• The **American Bankers Association** has elected **A. Scott Anderson** as its chair for the 2021-22 association year. The election took place during ABA's annual convention held in Tampa, Florida. Anderson is the president and CEO of Zions Bank, based in Salt Lake City. The bank's 122



Scott Anderson

locations offer customers a range of financial products. Anderson has more than four decades of banking experience, including leading Zions Bank as CEO since 1998.

BANKING

• **Desert Financial Credit Union**, based in Arizona, has hired **Jeremy Nelson** as chief marketing officer. Nelson has 20 years of experience in the financial industry. Nelson began his career at a credit union in Utah and worked his way up to vice president of direct marketing at a regional credit union serving 1 million members in seven western states. He has a Master of Business Administration in marketing from the University of Utah.



Jeremy Nelson

DIVIDENDS

• The board of directors of **Zions Bancorporation NA**, Salt Lake City, has declared a regular quarterly dividend of 38 cents per common share. It is payable Nov. 18 to shareholders of record Nov. 10. The cash dividend on series A, G and I series shares are payable Dec. 15 to shareholders of record Dec. 1. The cash dividend on the Series J shares is payable March 15, 2022, to shareholders of record March 1, 2022. The board also has announced a share repurchase for the fourth quarter of 2021 of up to \$325 million, equaling 3.2 percent of the market value of the company.

ECONOMIC INDICATORS

• **Utah** is ranked No. 2 on a list of "**most competitive states for manufacturing**," compiled by **Site Selection Group**, a location advisory, economic incentives and real estate services firm. It used

its GeoCision analysis to provide a scoring of all 50 states based on weighted site selection variables that measure primary considerations for manufacturers. The top-ranked state is South Carolina. The bottom-ranked state is New York. Details are at <https://info.siteselectiongroup.com/blog/best-states-for-manufacturing-in-2021>.

• **Utah County** leads a list of Utah counties as a "**place receiving the most incoming investment**," compiled by **SmartAsset**. It identified places that are receiving the most incoming investments in sectors such as business, real estate, government and the local economy as a whole by considering three factors: business establishment growth, gross domestic product growth and new building permits. Utah County was followed, in order, by Washington, Tooele, Wasatch, Salt Lake, Kane, Cache, Juab, Morgan and Iron counties. Details are at <https://smartasset.com/investing/investment-calculator#Utah/incomingInvestment-3>.

• **Salt Lake City** is ranked No. 63 on a list of "**2021's Best Cities for Aspiring Chefs**," compiled by **LawnStarter**. It compared 120 of the biggest U.S. cities offering access to culinary arts programs and school ratings. We also measured career potential based on historical employment growth, long-term job outlook, and current salaries. The top-ranked city is Miami. The No. 120 city is Baton Rouge, Louisiana. On breakout lists, Salt Lake City was No. 1 for best long-term job outlook for chefs and head cooks, No. 2 for the highest average in-state tuition rate, and No. 3 for lowest three-year change in average salary for chefs and head cooks. Details are at <https://www.lawnstarter.com/blog/studies/best-cities-aspiring-chefs/>.

• **Park City** is Utah's "**best place to retire**," according to a seventh annual study by **SmartAsset**. It compared localities across four criteria: tax burden, access to medical care, and opportunity for recreation and social activity. Park City was followed, in order, by Salt Lake City, Bountiful, Ivins, Washington, Cedar City, Vernal, Logan, Price and Ogden. Details are at <https://smartasset.com/retirement/retirement-calculator#utah>.

• **Salt Lake City** is ranked No. 30 on a list of the "**2021 Top 100 Best Places to Live**," compiled by **Livability.com**. It outpaced more than 1,000 cities with populations between 20,000 and 1 million. The rankings were guided by a study by **Livability.com** in partnership with Ipsos and used 50 data points measuring economics, housing, amenities, infrastructure, demographics, social and civic capital, education and healthcare. The top-ranked city

is Madison, Wisconsin.

• **Utah's scones** are ranked No. 34 on a list of **America's favorite breakfast foods**, based on a survey by **MealFinds.com**. No. 1 is Texas' breakfast taco. The least-favorite item is South Dakota's sorghum pie. Details are at <https://www.mealfinds.com/favorite-breakfasts-in-each-state/>.



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GOVERNMENT

• **Jennifer Fresques** recently was sworn-in as the newest member of the **Utah State Tax Commission**. She succeeds **Lawrence Walters**, who stepped down last spring. Fresques previously served as a commercial appraisal manager in the Salt Lake County Assessor's Office.



Jennifer Fresques

• The **public procurement process** to select concessions for **The New SLC Phase 2** is now underway, which includes the 22-gate extension of Concourse A. The first four Delta gates will open in spring of 2023, followed by the addition of 18 Delta gates opening in the fall of 2023. The Request for Proposal (RFP) is available on Salt Lake City's purchasing webpage at www.slcgov.com/purchasing. Interested businesses must be registered on the Utah Public Procurement Place (UPPP) webpage, www.slcpurchasing.com, in order to download documents and submit a proposal. The deadline for proposals is 2 p.m. Jan. 21. Phase 2 has been designed for 19 retail and restaurant spaces totaling 23,873 square feet. A total of 12 food and beverage locations are planned, including two full-service restaurants with alcohol service, a fast food hamburger chain and two dedicated coffee concepts. Seven specialty retail, news and gift and service locations are part of the

Phase 2 extension. A Salt Lake City Department of Airports (SLCDA) selection committee will review the proposals to determine if the submissions meet the minimum requirements before ranking them and meeting with the top-ranked firms.

HEALTHCARE

• **IONIQ Sciences Inc.**, a Salt Lake City-based company developing a rapid and non-invasive multi-cancer screen, has appointed **Aaron B. Dorny** to its board of directors. Dorny's career has focused on improving the operational and financial standing of companies of all sizes. His work has crossed multiple industries, international borders and business disciplines, including accounting, finance, manufacturing, intellectual property, product development, restructuring, and corporate strategic planning, including time at Innovative Coatings, EP Minerals, EaglePicher and Ernst & Young Corporate Finance, as well as in advisory roles for many other organizations. Dorny holds a Master of Accountancy from Brigham Young University.

• **Newport Healthcare**, a national network of healing centers for teens and young adults with primary mental health disorders, has opened a location in Oakley to serve families throughout the U.S. Newport offers a family-systems approach, providing gender-specific, individualized, integrated programs that encompass clinical therapy, academic or career support, and experiential practices.



Aaron Dorny

HOSPITALITY/FOOD SERVICE

• **Lodging Dynamics Hospitality Group**, a Provo-based hotel operator, has been selected to manage the **Home2 Suites by Hilton Phoenix Avondale** in Arizona. It is the company's fifth new management contract this year, with a combined nearly 1,000 hotel rooms. The Home2 Suites Avondale features 120 suites.

INVESTMENTS

• **Build Capital Partners**, Salt Lake City, has launched **Lane VC**, an autonomously managed venture capital firm focused on the electric vehicle market and adjacent businesses linked with the mobility industry. Lane VC succeeds Build Mobility and will manage the existing portfolio of Build Mobility, which was established in 2019 with an initial investment into XOS Trucks. Since then, the firm has seen XOS go public, and continued to invest in mobility startups in Europe and the Americas. Lane VC will continue to deploy capital across Europe and the Americas, primarily leading direct investment rounds with initial investments of up to \$25 million. It will be led by **Kasey Evans**, who has led Build Mobility since joining Build in early 2019. Build will continue to participate in EV investments with Lane VC.



Kasey Evans

see BRIEFS next page



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Industry Briefs

from previous page

- **Volley**, a Lehi-based asynchronous messaging application company, has announced a \$5.5 million seed investment from investors and a group of angels. The round was led by Silicon Valley-based **Shasta Ventures**, followed by Silicon Slopes-based **Peterson Ventures**. Other participants are **Godard Abel**, CEO of G2 Crowd; **Todd Pedersen**, CEO of Vivint; **Austen Allred**, CEO of Lambda School; **Nathan Stoll**, former CPO of Strava; and **Scott Paul** and **Natalie Paul**, serial entrepreneurs and angel investors.

MANUFACTURING

- **Red Cat Holdings Inc.**, a Puerto Rico-based software provider for the drone industry, has announced that its **Teal Drones** subsidiary has opened a U.S.-based manufacturing facility in Salt Lake City. The 13,000-plus-square-foot facility will be substantially focused on quality standards-based processing and manufacturing and will scale the operation to full capacity over the coming months. The facility also enables the expansion of the Teal team.

NONPROFITS

- Registration has opened for **Utah Food Bank's 16th Annual Utah Human Race**, set for Thanksgiving morning in Sandy. Participants in the family-friendly 5K/10K fun run have a direct impact on the 511,000 Utahns facing hunger because every registration fee and sponsorship dollar benefits Utah Food Bank. The race route begins and ends at the Sandy Promenade at 10200 S. Centennial Parkway. Both races begin at 8 a.m., and all ages and ability levels are welcome. Online registration closes at noon Nov. 22. Details are at www.UtahHumanRace.org.

PHILANTHROPY

- **Gov. Spencer J. Cox**, along

with officials from **Zions Bank, World Trade Center Utah**, Utah's refugee resettlement network and the Afghan community, recently announced the launch of the **Afghan Community Fund**. The state's Refugee Services Office crafted a unified method to align the efforts of the two resettlement agencies, **International Rescue Committee** and **Catholic Community Services**, as well as the **Utah Muslim Civic League** and others. The Afghan Community Fund advisory committee is chaired by **Scott Anderson**, president and CEO of Zions Bank, and **Naja Pham Lockwood**, founder and CEO of RYSE Media. Other members are **Luna Banuri**, Utah Muslim Civic League; **Aden Batar**, Catholic Community Services; **Natalie El-Deiry**, International Rescue Committee; **Miles Hansen**, World Trade Center Utah; and **Asha Parekh**, Refugee Services Office. Details are at <https://www.utahcf.org/afghan-response>.

- Employees and sales representatives of **Sunder Energy**, South Jordan, have donated over \$30,000 to help the humanitarian crisis in Afghanistan. The company also donated to the cause. Working with the **National Peace Corps** and **Friends of Afghanistan**, the funds are intended to secure safe passage for individuals out of Afghanistan, as well as relocation and resettlement costs of Afghan refugees. A solar sales company, Sunder operates in 25 states with 1,000 active sales reps.

REAL ESTATE

- **Walton Street Capital**, Chicago, has acquired **201 Mountain View Park**, a newly constructed 628,611-square-foot Class A industrial park in West Valley City, from a joint venture of **Hines** and a global investment firm. Financial details were not disclosed. The three-building, multi-tenant property is at 6252, 6312 and 6368 W. Beagley Road and occupies approximately 41.5

acres. The sale announcement was made by **Cushman & Wakefield**. Kip Paul and Michael King of Cushman & Wakefield's Capital Markets in Salt Lake City together with Jeff Chiate and Mike Adey of Cushman & Wakefield's National Industrial Advisory Group represented the seller in the transaction. Walton Street Capital also purchased the 95-unit **Quattro** apartment development at 385 E. 400 S., Salt Lake City. Financial terms were not disclosed. That sales was announced by **CBRE**. Eli Mills and Patrick Bodnar of CBRE represented the seller in the transaction, a joint venture among **Wadsworth Development**, **Wolverton Capital** and **dbURBAN**.

- **Arden Group**, in partnership with **Vesta Realty Partners LLC**, has acquired the **Solutionreach** building at 2600 Ashton Blvd., Lehi, from the **Gardner Co.** and **The Boyer Co.** Financial terms were not disclosed. The 145,646-square-foot, five-story Class AAA office property developed in 2016 represents the second office property acquisition in the Salt Lake City area for the partnership in 2021. Cushman & Wakefield brokered the transaction on behalf of the sellers.

- **Guild Mortgage**, a San Diego-based mortgage lending company originating and servicing residential loans, has promoted **Jackie Baggs** to regional operations manager for its Southwest Region. Baggs will oversee continued growth in revenues and build relationships between operations and sales throughout 29 branches in Utah and Nevada. Baggs has 23 years of experience in the mortgage industry and joined Guild in 2019 as Salt Lake City operations manager. She was promoted to district operations manager in 2020.



Jackie Baggs

RECOGNITIONS

- **WeLink**, a Lehi-based fixed-wireless broadband provider, has been selected as winner of the "Residential Broadband Internet Solution Provider of the Year" award in the fifth annual **Mobile Breakthrough Awards** program conducted by Mobile Breakthrough, an independent market intelligence organization. With over 2,600 nominations this year, the Mobile Breakthrough Awards honor excellence and recognize the innovation, hard work and success in a range of mobile and wireless technology categories. All nominations were evalu-

ated by an independent panel of experts within the wireless industry.

- **Impartner**, a Salt Lake City-based pure-play company focused on SaaS-based channel management technology, has been ranked No. 1 in **partner management automation** in a new report from analyst firm **Research in Action**. Impartner earned the position among top 13 global vendors based on over 100,000 data points from 1,500 manager surveys, analyst opinions and vendor evaluations. The Research in Action Vendor Selection Matrix is primarily a survey-based methodology for vendor evaluation, in which 63 percent of the evaluation is based on a survey of enterprise IT or business decision-makers. The remaining 37 percent is based on the analyst's judgment, which is informed by a combination of intensive interviews with software or services vendors and their clients, plus their informed, independent point of view as an analyst.

SCHOLARSHIPS

- The **Utah Jazz** has announced it will extend its **Utah Jazz Scholars** program for an additional season to provide college scholarships to students from underrepresented groups. The program provides one scholarship for every Jazz win in the preseason, regular season and playoffs during the 2021-22 campaign. The first cohort of 30 students began attending college as freshmen this fall as Utah Jazz Scholars. Applications for a second cohort will open on Nov. 15 for scholarships in the 2022-23 academic year. Last season, the program totaled 61 scholarships to cover up to the full cost of attendance, including tuition, books, fees, and room and board, for each recipient's undergraduate education at Brigham Young University, Southern Utah University, the University of Utah, Utah Valley University, Utah State University and Weber State University. The Utah Jazz has partnered with **10,000 Degrees**, a nonprofit that focuses on college access and success programs, scholarships and support, to select scholarship recipients and administer the scholarships.

- **Western Governors University**, based in Salt Lake City, and the **Alpine School District** have announced a partnership to encourage faculty and staff to pursue high-quality, respected credentials through the nonprofit, online university. The benefits to district employees include fee waivers and exclu-

sive scholarship opportunities. Together, WGU and the district have established the **Pathway to Become a Teacher Scholarship**. Valued up to \$5,000, as many as 10 Alpine employees will be selected to receive that award, to be applied to an approved, WGU bachelor's or master's degree program. Additionally, Alpine employees are eligible to apply for the \$2,500 **WGU K-12 Partner Scholarship**. Both scholarships are intended to lower the financial barrier to a university degree and reward current and prospective teachers for their commitment to educating young people.

SERVICES

- **Aero-Graphics Inc.**, a Salt Lake City-based privately owned, geospatial services company, has appointed **Daryl Southard** as director of business develop-

ment. He will be responsible for expanding the company's national footprint in the engineering and infrastructure markets. Southard has

over 20 years of business development experience in geospatial, aviation, surveying, civil engineering, agriculture, construction, oil and gas, and renewable energy. Southard also has a background in operations management in remote sensing and working with LiDAR and Ortho Imagery.

TECHNOLOGY

- **InMoment**, a South Jordan-based company focused on experience improvement, has appointed **Mehul Nagrani** as general manager of AI product and technology. Nagrani has extensive experience in leveraging machine learning and natural language processing to deliver artificial intelligence products and technology that operationalize experience data to drive better business decisioning. Most recently, Nagrani was the founder and CEO of Fokal AI, an AI automation company and platform for ML applications. Prior to Fokal, Mehul served as the executive vice president and general manager of digital for Univision Communications. He also has been an engagement manager for McKinsey & Co. and an IC design engineer for Micron and Intel.



Daryl Southard



Mehul Nagrani



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Calendar

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

Nov. 2, 9 a.m.

“UNITE Conference,” presented by the U.S. Small Business Administration (SBA), the Small Business Development Center and the SBA’s Veterans Business Outreach Center and is Southern Utah’s celebration of veterans during National Veteran Small Business Week. Keynote speaker Col. Colby Jenkins, former U.S. Army Special Forces Green Beret and director of operations at the Pentagon’s Defense Innovation Unit, will discuss “Building Your A-Team.” Event also will feature a local veteran-owned business panel and a resource fair. Location is Dixie Technical College, 610 S. Tech Ridge Drive, St. George. Details are at bit.ly/uniteconference.

Nov. 2, 9-11 a.m.

Women in Business Golf Clinic, a South Valley Chamber of Commerce event. Location is Glenmoor Golf Course, 9800 S. 4800 W., South Jordan. Cost is \$25 for chamber members, \$30 for nonmembers. Details are at southvalleychamber.com.

Nov. 2, 10 a.m.

“Benefits,” part of the 2021 Employers Council and Paylocity Online Training Series. Free. Details are at <http://info.employerscouncil.org/2021-paylocity-webinar-series>.

Nov. 2, 11:30 a.m.-1 p.m.

Business Alliance Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. No RSVP required. Details are at davischamberofcommerce.com.

Nov. 2, 11:45 a.m.-1 p.m.

Bowling & Networking Lunch, a North Utah County Chamber Alliance event. Location is Fat Cats, 212 W. Pioneer Crossing, Saratoga Springs. Details are at thepointchamber.com.

Nov. 2, 6:30-8 p.m.

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

Nov. 3, 8 a.m.-4 p.m.

“Introduction to Customer Service,” a Salt Lake Community College Employee Development Workshop. Whether face to face,

across the country or across the hall, understanding and meeting a customer’s needs is the key to success. Participants will learn to provide an exceptional experience for internal and external customers. Location is SLCC’s Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$300. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

Nov. 3, 6-9 p.m.

Titan Awards, a South Valley Chamber event. Honorees are Fred Lampropoulos, CEO and chairman, Merit Medical; Peggy Larson, former senior vice president, WCF; and Mike Leavitt, former governor and founder, Leavitt Partners. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Details to be announced.

Nov. 4, 7:45 a.m.-2 p.m.

South Jordan Business Summit and Expo, a South Jordan Chamber of Commerce event. Location is Awaken Church, 322 W. 11000 S., South Jordan. Cost is \$30, \$40 the day of the event. Details are at <https://www.southjordanchamber.org/events>.

Nov. 4, 8 a.m.-3 p.m.

Utah’s Business Diversity Summit, part of the One Utah Summit Series and designed to engage business and community leaders in efforts to create more diverse and inclusive workplaces. Event will feature several keynote speakers, breakout sessions, networking opportunities and resources. Presentations are targeted toward businesses with well-developed diversity and inclusion programs, as well as those businesses without current efforts but who want to engage. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$120. Details are at slchamber.com.

Nov. 4, 6-8 p.m.

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

Nov. 5 and 12

Government Affairs Bootcamp 2021, a Salt Lake Chamber event designed for new and experienced government affairs professionals, company executives and public policy advocates to learn how to improve their effectiveness and understanding of advocating in the state of Utah. Location Nov. 5 is Salt Lake Chamber, 201 S. Main St., Suite 2300, Salt Lake

City. Location Nov. 12 is Utah State Capitol Board Room, 350 State St., Salt Lake City. Cost is \$500 for members, \$750 for nonmembers. Details are at slchamber.com.

Nov. 5, 8 a.m.

First Fridays Business Networking, a West Jordan Chamber of Commerce event. Location is All-Star Entertainment, 1776 W. 7800 S., West Jordan. Cost is \$5 online, \$7.50 at the door. Details are at westjordanchamber.com.

Nov. 9, 7:15 a.m.-3 p.m.

2021 Fall Business Conference, a ChamberWest event with the theme “Strength of the West: Ensuring Business Success” and featuring two keynote presenters, six breakout sessions, exhibitor tables, breakfast and lunch. Opening keynote, titled “Geopolitics and the Impact on Business,” will be delivered by U.S. Rep. Chris Stewart. Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Details are at chamberwest.com.

Nov. 9, 11:55 a.m.-12:55 p.m.

Monthly Women in Business Luncheon, a Cache Valley Chamber of Commerce event. Check website for location. Cost is \$14 for WIB members, \$16 for nonmembers. Details are at cachechamber.com.

Nov. 9, 1-5 p.m.

Crosstalk 2021, presented by the Utah Advanced Manufacturing and Materials Initiative (UAMMI) and Composites World and featuring world experts sharing the latest industry trends and research with composite professionals. Keynote speakers include ranking members of Utah’s Governor’s Office of Economic Opportunity, experts in additive manufacturing, and analysts from the world’s leading research firms. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Nov. 10, 8:30 a.m.-2 p.m.

Utah County Business Summit 2021. Location is Overland Barn, 1713 Erickson Knoll Lane, Eagle Mountain. Details are at thepointchamber.com.

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

Canopy Innovation Summit

2021, presented by Canopy, a cloud-based practice management platform for accounting professionals. Event will highlight recent innovations in the accounting industry and insights into achieving long-term accounting success. Event takes place online. Keynote panel discussing “Innovating for the Future” includes Ron Baker, CPA and founder of VeraSage Institute; Jina Etienne, CPA, CGMA, Etienne Consulting; and Donny Shimamoto, founder and managing director of IntrapriseTechKnowlogies. Free. Details are at <https://www.getcanopy.com/canopy-innovation-summit-2021>.

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

“Let’s Do Lunch,” a South Valley Chamber of Commerce event. Speaker Brandon Fugal, chairman of Colliers International in Utah, will discuss exciting developments and new megatransactions in Sandy, Draper and Riverton. Location is JTC South Campus, 12723 Park Ave., Riverton. Cost is \$5. Details are at southvalleychamber.com.

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

“Lunch & Learn: Department of Workforce Services,” a Park City Chamber/Bureau event. Representatives from the Utah Department of Workforce Services will be presenting on the resources available to businesses when hiring. Location is Blair Education Center, Intermountain Park City Hospital, 900 Round Valley Drive, Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Nov. 10, 5-6 p.m.

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

Nov. 10, 6-7 p.m.

“All You Need to Know About Employee Benefits,” a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC at Utah Valley University. Details are at <https://clients.utahsbdc.org/events.aspx>.

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

Lunch \$ Learn, a Murray Area Chamber of Commerce event. Location is The Point After, 5445 S. 900 E., Murray. Cost is \$25. Details are at murraychamber.org.

Nov. 11, 4-6 p.m.

“She. He. We. Two Voices,

Two Perspectives, One Great Team,” a ULI Utah event focusing on successful female/male business partnerships and how they are stronger working together. Panelists are Mike Richmond and Dana Baird, Cushman & Wakefield; Ruth Hill and Owen Fisher, J.F. Capital; Ashley Atkinson Williamson and Kevin Ludlow, Sequoia Development; and moderator Crystal Maggelet, CEO of FJ Management. Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Cost is \$25 for public/YLG/student members; \$30 for private-sector members; \$35 for public/YLG/student nonmembers; \$40 for private-sector nonmembers. Details to be announced at <https://utah.uli.org/events-2>.

Nov. 11, 6-9 p.m.

Special Veterans Day Dinner, a Davis Chamber of Commerce event in partnership with the Top of Utah Military Affairs Committee. Speaker is Francis Gary Powers Jr., author, historian and speaker. Location is Timbermine Restaurant, 1701 Park Blvd., Ogden. Cost is \$35. Details are at davischamberofcommerce.com.

Nov. 11, 6-8 p.m.

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

Nov. 12

2021 BioHive Summit (previously the Utah Life Sciences Summit), in partnership with BioUtah and featuring speakers and panelists from inside and outside of Utah’s life sciences industry discussing trends, challenges and the future of healthcare and Utah innovation. Event includes a fireside chat with Dr. Dean Li, president of Merck Research Laboratories, with Recursion CEO and BioHive co-founder Chris Gibson about Utah’s innovation landscape, the future of healthcare research and Merck’s efforts in battling COVID-19. Before joining Merck in 2017, Li served as the H.A. & Edna Benning professor of medicine and cardiology, chief scientific officer, associate vice president and vice dean at the University of Utah Health System. Event includes an opening plenary session and three afternoon tracks, plus presentation of the annual BioUtah Awards recognizing leader.

CALENDAR

from page 11

ership and achievement within the industry. Event takes place online. Cost is \$200 (\$250 day of the event). Details are at biohivesummit.com.

Nov. 12, 7:30 a.m.-noon

Fall 2021 Nubiz Symposium. Theme is "Marketing That Moves the Needle." Location is Weber State University, Shepherd Union Building, 3910 W. Campus Drive, Ogden. Cost is \$49 for chamber members (two for one), \$49 for guests, free for chamber partners, free for WSU and OWTC students with student ID. Details to be announced at ogdenweberchamber.com.

Nov. 12, 8-9 a.m.

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 455 12th St., Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

Nov. 12, noon-1:15 p.m.

"Strengthening Your Emotional Health as Women," a Utah Women & Leadership Project Fall Women's Leadership Forum. Speakers include Julie Hanks, founder and director, Wasatch Family Therapy; Tiffany Roe, clinical mental health counselor and owner, Mindful Counseling; Melanie D. Davis, owner and clinical director, Planted Healing Mental Health Practice; and moderator Susan R. Madsen, founder of the Utah Women & Leadership Project. Event takes place online. Details are at <https://www.usu.edu/uwlp/events/upcoming-events>.

Nov. 16, 11:25 a.m.-1 p.m.

Leadership Luncheon, a Cache Valley Chamber of Commerce event. Location is The Riverwoods Conference Center, 615 Riverwoods Parkway, Logan. Cost is \$16 for members and \$17 for nonmembers pre-registered, \$20 for members and \$22 for nonmembers. Details are at cachechamber.com.

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

Business Alliance Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. No RSVP required. Details are at davischamberofcommerce.com.

Nov. 16, 11:30 a.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is The Monarch 455 25th St., Ogden. Cost is \$20 for WIB

members and first-time guests, \$30 for nonmembers. Details are at ogdenweberchamber.com.

Nov. 16, 1-2 p.m.

Networking Class, a West Jordan Chamber of Commerce event. Location is the chamber office, 8060 S. 1300 W., West Jordan. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

Nov. 16, 6:30-8 p.m.

"How to Make Your Website Sell, So You Don't Have To," a Small Business Development Center (SBDC) event. Location is the Orem-Provo SBDC at Utah Valley University. Details are at <https://clients.utahsbdc.org/events.aspx>.

Nov. 16, 7-9 p.m.

Pillar of the Valley Awards Gala, a Utah Valley Chamber event honoring award recipients Alan and Suzanne Osmond. Location is Utah Valley Convention Center, 220 W. Center St., Provo. Details are at thechamber.org/pillar-of-the-valley/.

Nov. 17-19

2021 Annual Convention, a Utah Farm Bureau event with the theme "Rising Up & Moving Forward." Location is the Utah Valley Convention Center, 220 W. Center St., Provo. Registration deadline is Nov. 8. Details are at <https://www.utahfarmbureau.org/Article/2021-Annual-Convention>.

Nov. 17, 8 a.m.-4 p.m.

"Leading People, Projects and Processes," part of the Salt Lake Community College Frontline Leader Workshop Series. Participants will review key project management principles while learning processes for effective team leadership and how to communicate and set guidelines to track progress. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

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

2021 Tourism Fall Forum, a Park City Chamber/Bureau event. Location is Sheraton Park City, 1895 Sidewinder Drive, Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Nov. 17, noon-1:30 p.m.

"Solve the Business Puzzle: 10 C's of Conscious Communication: Essential Pieces of Your Visionary Puzzle," a Women's Business Center of Utah event. Presenter is Celia Alario

of Health Coaching. Event takes place online via Zoom. Free. Details are at wbcutah.org.

Nov. 17, 5:30-6:30 p.m.

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

Nov. 17, 6:30-7:30 p.m.

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

Nov. 18, 7:45 a.m.-5 p.m.

Employer Tax Workshop, a Small Business Development Center (SBDC) event. Location is the Salt Lake SBDC, MCPC 333 at Salt Lake Community College in Sandy. Details are at <https://clients.utahsbdc.org/events.aspx>.

Nov. 18, 8 a.m.-1:30 p.m.

Annual Women in Business Summit, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$65 for chamber members, \$85 for guests (registration is required). Details are at davischamberofcommerce.com.

Nov. 18, 8:30-11 a.m.

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

Nov. 18, noon-2 p.m.

"Strictly Networking," a West Jordan Chamber of Commerce event. Location to be announced. Free (pay if ordering from the menu). Details are at westjordanchamber.com.

Nov. 18, 6-7 p.m.

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

Nov. 19, 8 a.m.-3 p.m.

45th Annual Women & Business Conference and Athena Awards Luncheon, a Salt Lake Chamber Women's Business Center of Utah event featuring the presentation of the Athena International Award and Pathfinder Awards. Location is Grand America, 555 S. Main St., Salt Lake City. Cost is \$85 for

members, \$100 for nonmembers; lunch-only cost is \$65 for members, \$75 for nonmembers. Details are at slchamber.com.

Nov. 19, 8-10 a.m.

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

Nov. 19, noon-1 p.m.

"Twenty-Five Costly HR Mistakes Companies Make and How to Avoid Them," presented by BBSI Utah branches. Location is Athena Beans, 111 W. 9000 S., Sandy. Free. Registration can be completed at Eventbrite.com.

Nov. 23, 10 a.m.

"Year End Reports," part of the 2021 Employers Council and Paylocity Online Training Series. Free. Details are at <http://info.employerscouncil.org/2021-paylocity-webinar-series>.

Dec. 2, 8-9 a.m.

"Coffee Chat with the CEO," a Park City Chamber/Bureau event. CEO Jennifer Wesselhoff will be available for friendly, informal conversation about how the chamber can most effectively serve business and the community. Location is Kimball Junction Visitor Information Center, 1794 Olympic Parkway Blvd., Park City. Free. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Dec. 2, 9-10 a.m.

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

Dec. 3, 11:30 a.m.-1 p.m.

Utah Valley WBN Holiday Luncheon and Silent Auction, a Utah Valley Chamber event. Location is Thanksgiving Point, Garden Room, 3003 Thanksgiving Way, Lehi. Cost is \$35. All proceeds from the auction and luncheon go directly to the scholarship and small-business grant program. Details are at thechamber.org.

Dec. 6, 11:30 a.m.

Holiday Luncheon, a Holladay Chamber of Commerce event that features lunch and Best of Holladay Award announcements. Location is Holladay City Hall, 4580 S. 2300 E., Big Cottonwood Room, Holladay. Free, and open to the public.

RSVPs can be completed at (385) 429-2921.

Dec. 7, 11 a.m.-1 p.m.

Women in Business "Jingle & Mingle" Holiday Luncheon, a ChamberWest event. Location is Western Garden Center, 4050 W. 4100 S., West Valley City. Cost is \$20 by Nov. 30, \$30 thereafter and for nonmembers (please bring a \$5 gift for the gift exchange). Details are at chamberwest.com.

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

Business Alliance Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. No RSVP required. Details are at davischamberofcommerce.com.

Dec. 8, 8 a.m.-noon

"Leadership Secrets of Santa Claus," a Salt Lake Community College Employee Development Workshop. Attendees will learn how Santa juggles employees, equipment, facilities, resources and production, with 10 practical strategies that can be used all year long. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$175. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

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

"Let's Do Lunch," a South Valley Chamber of Commerce event. Small-business panel includes Jennifer Silvester, CEO and senior partner of Silvester & Co.; Dave Khwaja, president of First Touch Consulting; Michele Sauk, senior vice president of commercial banking at Northwest Bank and a Beans & Brew franchise owner; and moderator David Edmunds, founder of The Salt Mine. Location is Cairns Café, MACU Building, 9800 Monroe St., Sandy. Cost is \$15 for chamber members, \$25 for nonmembers. Details are at southvalleychamber.com.

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

Lunch \$ Learn, a Murray Area Chamber of Commerce event. Location is The Point After, 5445 S. 900 E., Murray. Cost is \$25. Details are at murraychamber.org.

Dec. 9, 5-7 p.m.

Winter Member Mixer, a Park City Chamber/Bureau event. Location is Kimball Junction Visitor Information Center, 1794 Olympic Parkway Blvd., Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Eight ways to succeed by embracing the current chaos

There's certainly been a lot of talk these past 18 months about all the chaos in our businesses — and more so, the world around us. The pandemic struck and everything changed in the blink of an eye. Unfortunately, for many businesses, there was no recovery, and it was the end of the line for them. On the other hand, for those who were nimble, were able to pivot and adapt to the changing times, business continued just in some new and different ways.



ANGELA CIVITELLA

Whether it's as major as a pandemic or something on a smaller scale like having too much on your plate, chaos can make or break you. It's not always easy to anticipate what tomorrow will bring, but you can be prepared for things like change, going in a new direction and ready to take on whatever life or work throws your way.

Here are eight ways to embrace the chaos:

1. Go with the Flow. Don't Hold Back the Tide. There are so many things in life that are out of our control. A lot may happen in ways that are different than we had envisioned but trying to fight it and hold back the tide will only leave you under water. Learn to adapt to any circumstance instead of trying to force circumstances to adapt to you. This might sound a little overwhelming at first, but the better you become at just rolling with the punches, the upside is tremendous in both your personal and professional life.

2. Widen Your Horizons. While chaos might seem like an unwelcome surprise when it occurs, it can break you out of stagnation and help you to realize that there is a much larger world of possibilities than you had expected. Innovation born from necessity has helped spur many of the world's greatest inventions and progressive leaps forward. In other words, chaos often leads to bigger and better things.

3. Core Strength. While you may suffer some loss during times of chaos, you will find that you can withstand far more than you had previously thought. Adversity may breed sorrow if you let yourself succumb to it, but it can also help to concentrate and solidify your strengths. Steel cannot be made unless it is put to the fire, but it comes out of the ordeal a stronger material than its constituent parts.

4. Step Lively. Operating a business in times of chaos will help to keep you sharp. You may not have the opportunity to carefully plan and prepare. Chaos can help you learn to think fast and be quick on your feet. You may be able to accelerate your en-

tire evaluation and judgment processes and feel more comfortable making quick decisions.

5. Raze Dilapidated Structures. Most people carry around a lot of physical and emotional baggage. Chaos may force us to discard all but the essentials. While it can be painful, you might also find that you have been unburdened and have a weight that you didn't even realize was there lifted off your shoulders.

6. Passthrough Mindset. Chaos can help us focus on the present and not dwell on the past or live in fear of the future.

Having events simply pass through us lets us put all of our energy into what can be done right now. This will cut the tow line of all the mistakes we made before, and it will help us concentrate

on the task at hand. Making the most of every moment can make every moment more productive.

7. Brainstorming. If we stay in our comfort zone, we will not forge any new paths. Embracing the swirling storm of chaos can take us to many unexpected destinations. These may only be temporary, or it may lead to a new promised land. When we are forced to abandon the old, there is the new — new ideas, new methods, new lives.

8. Looking In, Not Out. Chaos can destroy exterior tangible and intangible structures. Your business may go under, or your home may be destroyed in a natural disaster. While we are all affected by our environment, what chaos cannot change is who we are inside. By learning to turn your attention inward, you will find that you have almost all you need within yourself. You are not


defined by possessions or titles. You are an individual and you carry all of your accumulated talents and strengths with you.

The Takeaway. Life is unpredictable. The direction of your business can change at a moment's notice. One thing is for certain: Things are going to get crazy and overwhelming. Are you ready to act? Are you ready to embrace it? Will you stay level-headed?

Here's a little secret: If things are slow, mundane and always go by the book, it's usually a sign of stagnation. On the flip side of that, the most successful companies are the ones who take the chaos and unpredictability and thrive to the next level.

Which one are you?


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



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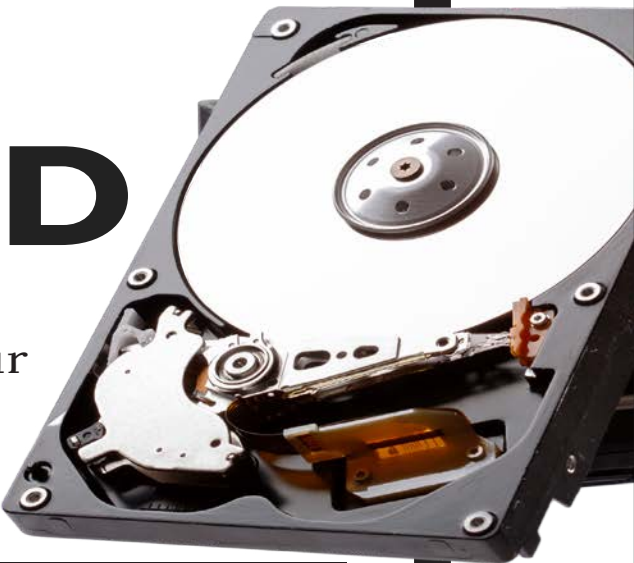
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CALENDAR

from page 12

Dec. 10, 8-9 a.m.

Women in Business Networking, an Ogden-Weber Chamber of Commerce event for WIB members only. Location is The Monarch, 455 25th St., Ogden. Details are at ogdenweberchamber.com.

Dec. 14, 10 a.m.

“Looking Forward to

2022,” part of the 2021 Employers Council and Paylocity Online Training Series. Free. Details are at <http://info.employerscouncil.org/2021-paylocity-webinar-series>.

Dec. 14, 11:55 a.m.-12:55 p.m.

Monthly Women in Business Luncheon, a Cache Valley Chamber of Commerce event. Check website for location. Cost is \$14 for WIB members, \$16 for nonmembers. Details are at cachechamber.com.

Dec. 15, 8 a.m.-4 p.m.

“Change Management for Managers,” part of the Salt Lake Community College Frontline Leader Workshop Series. Attendees will gain tools to effectively plan for and manage the impact of change to a team and organization. Location is SLCC’s Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

Dec. 16, 8:30-11 a.m.

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

Dec. 16, noon-2 p.m.

“Strictly Networking,” a West Jordan Chamber of Commerce event. Location to be announced. Free (pay if ordering from the menu). Details are at westjordanchamber.com.

Dec. 17, 8-10 a.m.

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

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

Business Alliance Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. No RSVP required. Details are at davischamberofcommerce.com.

Dec. 21, 1-2 p.m.

Networking Class, a West Jordan Chamber of Commerce event. Location is the chamber office, 8060 S. 1300 W., West Jordan. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

Jan. 13, 8 a.m.-noon

2022 Utah Economic Outlook & Public Policy Summit, presented by the Salt Lake Chamber and the Kem C. Gardner Policy Institute. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$65 for members before Dec. 17, \$80 thereafter; \$85 for nonmembers before Dec. 17, \$100 thereafter. Sponsorships are available. Details are at slchamber.com.

Jan. 19, 8 a.m.-4 p.m.

“Time Management,” part of the Salt Lake Community College Frontline Leader Workshop Series. Attendees will analyze and explore strategies to use precious resources of time and energy more efficiently and effectively. Location is SLCC’s Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

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SILICON SLOPES

from page 1

UTC did to build it, but we want to shake it up a little bit, make it a little bit cool, and we’re going to make sneakers probably mandatory for all — black-tie and sneakers — and we’re just going to make it a fun event.”

The event also will honor companies and individuals with Silicon Slopes Awards in several categories.

The Hall of Fame website, halloffame.siliconslopes.com, indicates Silicon Slopes will be “honoring a diverse, booming community of entrepreneurs, business men and women, philanthropists, and outright professional legends.”

The jobs board is “something that the community has been looking for for a while,” said Bri Francom, Silicon Slopes’ director of marketing and events.

“It has been difficult to find really great talent as the economy has been growing,” she said, noting that Utah’s unemployment rate has been below 2.7 percent. “And as a result, that hiring process can be difficult.”

The board is at jobs.siliconslopes.com.

The new Silicon Slopes Academy will equip individuals and organizations with resources to develop the talent the organization need, according to Paul Walker, CEO of Franklin Covey.

Academy.siliconslopes.com indicates the academy will be in the form of online training courses and coaches “available anytime, anyplace, and on any device.” It will feature “consistent” human interaction, peer feedback, conversation and collaboration, and on-demand coaching “that keeps training personal and teaches skills that translate in the real world.”

“What we find as we go around the world is, the best organizations, they really are intentional about how they develop their talent, how they improve the skills and capabilities of their people,” Walker said. “And so the academy is bringing these great resources to this great community to make that possible.”

Silicon Slopes also will offer healthcare plans for small businesses (companies with a headcount between two and 50) and individuals. They will be able to get “the choice of the best networks at a better rate,” according to siliconslopeshealthplans.com.

Details are to be announced.



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MANDATE

from page 1

"This is obviously a very big deal, and it's one that I've been talking to my clients about, because there's a lot of concerns about the ability to actually meet the vaccine part of the mandate. ... The vaccine part tends to be the problem, because what do you do if you have people — employees — that don't want to get the vaccine, that say, 'I would rather lose my job than go get the vaccine?'"

Following Biden's order being issued, the White House's Safer Federal Workforce Task Force issued guidance explaining the vaccination requirements and other COVID-19-related safety measures for federal prime contractors and subcontractors pursuant to the order. The guidance requires "covered contractors" to ensure that "covered contractor employees" are fully vaccinated unless the employee qualifies for a medical or "sincerely held religious belief" exemption.

Schoonover said the order applies to workers involved directly in federal contracting but also those who support them, such as billing, human resources and legal personnel at that

company. It also applies to remote workers and those who already have been diagnosed with COVID.

"For those that are truly vaccine-resistant, I've talked to several clients who say, 'I know I'm going to lose this person, I'm going to lose that person. What do I do?'" Schoonover said, adding after a long pause: "Sure hope you didn't come here for an answer to that question."

Many businesses, he said, are "now facing the issue of, what happens?"

"This mandate really is, I think, one of the hot topics in federal government contractors, because they are all facing the same questions: What do I do with this person that is telling me they're not getting vaccinated?"

Schoonover said he hopes that vaccine-resistant employees will get the shots because they will come to realize that they need to keep their job, or, should they leave it, will realize that any other federal government contractor will face that same vaccine mandate.

"That, I hope, is the calculus that's involved here," he said.

The order has the potential to affect tens of thousands of Utahns. A recent report from the Kem C. Gardner Policy Institute

indicates that Utah's defense industry supports 211,000 jobs and contributes over \$19 billion in economic activity, a figure that has doubled since 2015. The largest military installation in Utah, Hill Air Force Base, was the state's sixth-largest employer in 2019, employing 4,521 active-duty military personnel, 1,137 Air Force reservists and 14,174 federal civilians.

Further complicating the vaccination-requirement situation is that the executive order and the guidance do not specify exact penalties if a contracting company does not comply. No fines are listed in the guidance, nor does it contain language saying the government contract would be terminated.

Schoonover suggested that contractors obtain vaccination records from their employees. For employees against a vaccination, the company should provide written exemptions for them and determine what accommodation they need.

The burden of deciding who qualifies for a medical exemption or religious exemption falls on the employer, he said. "I am an employer, too," he said. "I do not want to be in the position of looking at my employee and saying, 'I don't think your religious belief is sincere enough.'"

"It's a difficult issue for small businesses," he said of the order. "It's certainly the one we're seeing more and more questions about, particularly as Dec. 8 moves closer. I wish I had more answers about the effect of the guidance and its impact on small businesses."

Another part of the symposium featured a video linkup with U.S. Rep. Blake Moore from Washington, D.C. He noted that Utah has an "incredibly strong" defense community but said PTAC can help companies wanting to get into government contracting "navigate a very peculiar world" that is "a maze of mirrors" that makes "no sense whatsoever."

Still, the public/private partnerships forged through government contracting result in a stronger nation, he said.

"Government does not do things well," Moore said. "We need the private sector to provide the innovation and the push — technology-wise, process-wise, you name it."

PTAC is part of the Governor's Office of Economic Opportunity. Chuck Spence, PTAC's director, said that even with the COVID pandemic, PTAC worked with suppliers that were awarded more than \$1.5 billion in government contracts dur-

LEGAL NOTICES

Announcement of Appointment and Notice to Creditors

Estate of Ramona Lynn Arrington
Case Number 213902224

Kylee Nichole Ball has been appointed personal representative of this estate. All persons having claims against the decedent must present their claims in writing within three months after the date of the first publication of this notice or the claims will be forever barred.

Written claims may be:

- Delivered or mailed to the personal representative or their attorney at the address below, or
- Filed with the Clerk of the District Court in Salt Lake County. Date of first publication 10/25/2021 Kylee Nichole Ball, Personal Representative (or attorney for personal representative). 781 E. Simpson Avenue Salt Lake City, Utah, 84106 kyleenicholeball@gmail.com 801-608-8196 10/18/20

ing the past year, including \$87 million to companies in rural Utah. PTAC also participated in 76 outreach sessions, including events, trainings, conferences and similar activities.

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