

## OF NOTE



### Need Mom & Dad's help?

Twenty-seven percent of young Utahns have relied on their parents to help pay the bills since the pandemic began, according to a survey by USAWillGuru.com of people 20-29 years old. The highest rate, 31 percent, was in North Carolina. The lowest, 17 percent, was in Hawaii. One in five parents nationally said they are not confident of being paid back.

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## What should firms' policies be toward staff vaccinations?

**Brice Wallace**  
*The Enterprise*

As the COVID-19 vaccine rollout continues, employers are facing a slew of questions about how to handle issues associated with their workforces.

Should companies require employees to have a vaccination? Should they incentivize workers to get a vaccination? Should they do nothing?

Those questions and more were addressed during a recent webinar featuring Parsons Behle & Latimer's employment and labor attorneys. They made clear that companies face a litany of laws, exceptions, court rulings, public policies and public opinion considerations when trying to decide the best approach for their situation.

Generally, employers can require employees to get a vaccination but may be better served by making them voluntary or creating incentives to entice them to do so.

Because vaccines are still not widely available, it's too early to mandate that employees receive them, according to Susan Baird Motschieder, of counsel in Salt Lake City. However, it's not too early to commu-

nicate to both workers and customers about COVID and the vaccines, while steering clear of political statements and opinions.

"You don't necessarily have to decide exactly at this moment, but you can start communicating 'Here's what we're thinking about doing and here's why,'" she said.

Having no policy is unrealistic, she said.

"We have a number of people who don't want to deal with it, and I don't think that that's possible," Motschieder said. "Even by having people ask questions, you have to have an answer."

Whether or not an employer offers employees incentives for vaccinations, companies will want to be able to show "that you have some sort of policy about how you're going to deal with this. And it's beneficial if potentially you can say to your workforce and your customers, 'Hey, 75 percent of our workforce is vaccinated,' or be able to represent that," she said.

Companies that want to mandate the vaccinations can do so, based on government guidance that employers have a duty to

see **VACCINE** page 16



Arizona-based Carvana, the company known for its unique automobile vending machines, will open a car inspection and reconditioning center in Tooele later this year.

## Carvana to open car inspection & reconditioning center in Tooele

A company famous for its car vending machines has made an important selection.

Carvana, based in Tempe, Arizona, will open a vehicle inspection and reconditioning center in Tooele this year. The announcement came after the company was approved for a \$757,736 tax credit incentive by the Governor's Office of Economic Development (GOED) board.

The incentive is tied to the creation of 173 jobs over seven years, but a company official said the number of workers there actually will be higher.

"That is purely Phase One," Todd Ward, manager of development and entitlements related to real estate for the company, told the board. "We do expect to hire several hundred over the first four to five years and look forward to coming to the city of Tooele."

The company sells used vehicles online that then are delivered to customers' homes or offices, or picked up at vending machines. Ward said a vending facility is planned for Lehi, but the new Tooele operation will focus on 150-point inspections that the company conducts on each vehicle. It is an assembly-line operation on cars the company buys wholesale. Reconditioning occurs if the vehicle has minor blemishes.

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## Two-year-old Lehi company planning a huge expansion



Evan Walker, founder and CEO of Route App Inc., poses at his company's Lehi headquarters. The firm announced a major expansion which will mean 3,353 high-paying jobs in the area over the next 11 years.

**Brice Wallace**  
*The Enterprise*

A package-tracking company has laid out a path for expansion in its home state.

Route App Inc., which launched in January 2019 with five employees, has announced it will add 3,353 high-paying jobs over the next 11 years at its Lehi headquarters.

"We've had a very fortunate two years," CEO and founder Evan Walker told the Governor's Office of Economic Development (GOED) board, which approved a nearly \$23.2 million tax credit for the expansion project.

"We're out of Lehi, Utah, which is an area I love to be in. The energy in that area, as you all know, is incredibly infectious and the talent that is developing in Utah is just second to none. So we've been able to grow this world-class, very mature, sophisticated



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

### Officials report that wearing two well-fitting masks reduces C-19 exposure

Health officials from the U.S Centers for Disease Control and Prevention are making the case for wearing two well-fitting masks. Scientists at the center conducted experiments last month to see how well wearing a cloth mask over a three-ply medical procedure mask and knotting the ear loops of a surgical mask and then tucking the excess material close to the face, protects against COVID-19. The tests found that combining the procedures is likely to significantly reduce a person's exposure to the coronavirus.

The tests showed that both these methods helped reduce the exposure to potentially infected aerosols by more than 90 percent in laboratory simulations. The data also showed that wearing a mask helped reduce exposure to aerosol particles that were the size of droplets that spread COVID-19, when compared to wearing no mask at all.

The experiments highlight that "masks work, and they work best when they have a good fit and are worn correctly," CDC Director Rochelle Walensky said. Walensky added that re-useable devices known as mask-fitters were also an option to improve a mask's fit.

Results from one experiment demonstrated that the unknotted medical procedure mask alone blocked 42 percent of the particles from a simulated cough and the cloth mask alone blocked 44.3 percent. The double mask combination blocked 92.5 percent of the cough particles.

In another experiment, the CDC tried to simulate the spread of COVID-19 during breathing when one or both people are properly masked. In the first scenario with only the source of the aerosols wearing a mask, they found coronavirus exposure was reduced by 82.2 percent when double-masking and 62.9 percent with a snug-fitting, knotted

and tucked surgical mask. When the source and receiver of simulated breathing aerosols were both fitted with double masks, or knotted and tucked medical masks, the exposure of the receiver was reduced 96.4 percent and 95.9 percent, respectively, the experiments found.

### Cox, officials aiming for total adult virus vaccination by end of May

Utah Department of Health Executive Director Rich Saunders told a Utah Senate committee recently that Utah will have enough doses of the COVID-19 vaccine to inoculate every Utahn before June. In addressing the Senate Health and Human Services Committee, Saunders said, "We will reach all of the adult population, if 100 percent of them wanted it, by the end of May."

Utah Gov. Spencer Cox agreed with Saunders in a recent COVID-19 update press conference. Cox compared the state's healthcare workers to Utah Jazz star Donovan Mitchell toiling in the fourth quarter of a close game.

"When things are close, but we can see the end and things are going well, and we have a whole bunch of Donovan Mitchells that are stepping up right now," Cox said. "And those are our vaccine providers, those who are working so hard every single day to get vaccines in arms, and that work is starting to pay off."

Cox said that vaccine administration is currently exceeding 100,000 doses given each week. But to meet the June 1 goal, it will take a huge amount of logistical planning that involves Utah at least tripling its current vaccine administration output, he said.

Cox also issued a call for volunteers to help with the massive effort. There is an immediate need for licensed medical professionals who can administer vaccines, but people without medical licenses will be needed in the

coming weeks and months for other vaccine-related tasks.

Volunteers can go to [utahresponds.org](http://utahresponds.org) and register to see volunteer opportunities.

### Chamber supports nationwide drive for liability protection for businesses

Adding to the pressure on Utah's business owners caused by the COVID-19 pandemic is the fear of liability from their actions toward employees, clients and customers. The flood of lawsuits nationwide has already begun to fill up courts.

The Salt Lake Chamber recently joined business leaders across America to call upon Congress to pass liability protection as part of any new coronavirus relief package.

According to Derek Miller, president and CEO of the Salt Lake Chamber, "A temporary and targeted approach to ensuring protection against liability associated with working to sustain the economy throughout COVID-19 is needed to prevent valiant businesses from coming under legal assault through frivolous lawsuits."

The chamber added its endorsement to a letter from over 580 stakeholder organizations along with private sector companies nationwide that was sent to members of Congress urging action on the matter.

"As the administration strives to reopen schools, protect our nation's health and strengthen our economy, these critical protections will help safeguard educational institutions, healthcare providers, businesses and nonprofit organizations from unfair lawsuits," the letter said in part. "Congress must take strong action now and provide a national baseline of liability protection during this national pandemic to prevent an influx of lawsuits from inhibiting our return to a robust economy and healthy citizenry," it concluded.

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# Nu Skin announces plans for leadership transition; Napierski to be CEO

Nu Skin Enterprises Inc. has announced Ryan Napierski, the company's current president, has been selected by the board of directors to become the company's next president and CEO.

Napierski will succeed Nu Skin CEO Ritch Wood, who has decided to retire as CEO effective Sept. 1 after 30 years with the company. Wood will continue as an executive advisor through early 2022,

and it is anticipated that Napierski will assume Wood's position on the board at the 2021 stockholder meeting in June.

Nu Skin is a 35-year-old Provo-based beauty and wellness

products direct sales company with 4,900 employees and more than 800,000 independent distributors worldwide.

Wood, who served as Nu Skin's chief financial officer for 14 years before becoming CEO in 2017, has been a key leader at Nu Skin, the company said in a release. "Under his leadership and vision as CEO, Nu Skin has increased its emphasis on being a customer-focused organization; expanded its product innovation, particularly in beauty devices; and transitioned to a digitally enabled social commerce model. He introduced a greater emphasis on sustainability, including reducing the company's carbon footprint and incorporating environmentally friendly packaging into its products. He also led the company's efforts to build a more integrated and innovative supply chain through the acquisition of several manufacturing companies," the statement said.

"We are grateful to Ritch for his tremendous leadership and all he has done to help position Nu Skin for further growth and success in the years to come," said Steven J. Lund, executive chairman of the board. "Ritch has exemplified our mission and vision every day for more than 30 years and is a force for good in every way. We are equally confident in Ryan and his ability

to continue to lead Nu Skin to a bright and successful future. Together, Ritch and Ryan have built a strategy and vision that I believe will successfully drive Nu Skin forward for years to come."

"It has truly been my honor to be the CEO of Nu Skin and lead an amazing team focused on improving people's lives all around the world. I have such admiration for our global Nu Skin family, including our talented sales leaders and dedicated employees," said Wood.

Napierski, who has been with Nu Skin for 25 years, has served as the company's president for the past four years. Prior to that, he served as president of global sales and operations and lived abroad while serving as president of Nu Skin Japan and of Nu Skin's North Asia region and leading and executing strategy in Europe, the Middle East and Asia. Napierski has a bachelor's degree in business, an MBA from Duke University and a master's degree in international business from Goethe Universitat in Germany.

## CSS Composites plans Richfield expansion

A composites manufacturing company will expand in Richfield, bringing up to 50 jobs, including 30 moving from Gunnison.

The \$15 million project by CSS Composites was announced by the Economic Development Corporation of Utah (EDCUtah), Sevier County and the Governor's Office of Economic Development (GOED).

CSS manufactures high-performance bicycle wheels and rims for brands that use Fusion Fiber technology that CSS developed. For two years, the company has developed a new material and process of manufacturing Fusion Fiber in Gunnison.

Thirty jobs will move to Richfield, where CSS is building a 50,000-square-foot, highly automated manufacturing center that is expected to be complete in September. The company expects to add another 20 jobs in Richfield by the end of 2022.

As part of the process, the company secured funding through a Private Activity Bond from the

Utah Department of Workforce Services and the Rural Jobs Act, working with Enhanced Capital.

"It's a cutting-edge tech center," said Jimmy Seear, company co-founder. "Our team has developed a new manufacturing process with faster processing times that allow us to produce recyclable composite wheels — a first in the market. We're able to be price-competitive while offering a substantially better product than is being produced by an Asian factory, thereby bringing manufacturing back to North America. We have been extremely thankful for the supportive environment the state of Utah offers to businesses to help them grow."

Seear said state and local government have been "extremely supportive" of the project.

"We're also working with Snow College and the Sevier School District to develop workforce curricula to augment our internal training programs," he said. "We're excited for the job growth potential this expansion brings to

rural Utah."

Malcolm Nash, Sevier County economic development director, said Central Utah can support the company "because we have the educational and technical training resources to train a labor pool the company can draw from for years to come."

Dan Hemmert, GOED's executive director, said CSS "represents the cross-section of two of Utah's targeted industries: advanced materials and manufacturing, and outdoor products."

"This expansion supports growth in two critical sectors while bringing jobs and economic diversity to Sevier County, making this announcement very compelling," Hemmert said.

"The management and ownership team of CSS has its roots in aerospace, cycling and advanced manufacturing industries," said Theresa A. Foxley, president and CEO of EDCUtah. "Their experience and vision will accelerate the growth of advanced manufacturing in the central Utah region."



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## GOED approves concert film incentive

A feature documentary of a popular religious concert has been approved for a state incentive.

At the Governor's Office of Economic Development (GOED) board meeting in February, Sometime Productions LLC was approved for a Community Film Incentive Program cash rebate of up to \$52,159 for its production of "Lamb of God: The Concert Film."

GOED documents indicate

that the musical dramatization of the last week of the life of Jesus Christ originally was written as a concert work and is performed by groups around the world every year at Easter. This film, shot at Utah Film Studio in Park City in early February, will be a documentary-like shoot of an intimate live performance of the work.

The production involved 50 cast members and 38 crew and was expected to spend \$260,796 in the state.

The directors are Rob Gardner and Wesley Johnson. Producers are Jennifer Latchman-Atkins and Arthur Van Wagenen.

"We had world-class talent come together on an extremely short timeline and budget to make this happen and can't imagine being able to pull it off without the vocal and musical talent in Utah and the help from the Utah Film Commission and Utah Film Studios," Van Wagenen said in a prepared statement.



Workers put the finishing touches on the new corporate headquarters of Salt Lake City-based general contractor Jacobsen Construction Co. Inc.

"We are elated to be reaching a cherished milestone for Jacobsen that we have looked forward to with great anticipation: a new company home, built by our own hands," said Jacobsen President and CEO Gary Ellis. "Our new headquarters is a tangible way for our company to chart its own course and put present-day and future generations of employees in a position to succeed. Creating our own home meant that we were able to emphasize a workplace that reflects the values, priorities and skills of Jacobsen's people."

The three-story, 63,000-square-foot headquarters includes modern workplace amenities, including a gym, yoga and meditation spaces, "living rooms" designed for informal collaborations, accommodations for electric vehicles, offices with floor-to-ceiling windows, conference rooms, a training room with presentation technology and a café. Jacobsen finalized its move into the new headquarters in late January and early February.

## SBA, Utah Dept. of Veterans Affairs join strategic alliance

The U.S. Small Business Administration and the state of Utah Department of Veterans and Military Affairs have signed a strategic alliance memorandum (SAM) to unify the efforts of the two organizations, share information and align essential services and resources to better serve the veteran- and military-affiliated business community, the SBA said in a release.

"SBA and UDVMA are linked by a common mission: to aid, counsel, assist small business by providing financial, contractual and business development and in doing so increase income to Utah's communities and households," the statement said.

"Signing this strategic alliance gives both partners an opportunity to expand the ranks of entrepreneurs among the military and veteran communities. SBA is proud of the small-business owners and entrepreneurs who continue to play such a critical role in the economic growth and recovery of Utah — in addition to defending the freedoms we all enjoy," said SBA Utah District Director Marla Trollan.

The purpose of this SAM is to develop and foster mutual understanding and a working relationship between the SBA and Utah Department of Veterans and Military Affairs in order to strengthen and expand small-business development in the local area.

Some of the specific ways the organizations will collaborate include sharing programs and services materials, marketing materials and other publications as well as sharing information on each organization's websites; and providing speakers to participate in Department of Veterans and Military Affairs workshops, conferences, seminars and other activities to discuss SBA financing, government contracting and other business topics.

"We believe that our collaboration will provide significant results for those who are starting and growing small businesses within the military community and we are ready to get going on this new partnership," Trollan said.

## Cimarron buys Cal. MSO

Cimarron Healthcare Capital, a Salt Lake City private equity firm focused on making investments in healthcare companies in the lower-middle market, has acquired CareAccess MSO of Ceritos, California. CareAccess is a management services company in the health and wellness industry that partners with primary care physician groups in support of establishing and managing contracts with Medicare Advantage plans. CareAccess' management team is also involved in the investment.

Financial terms of the private transaction were not disclosed.

CareAccess was founded by current CEO Tammy Le, a 20-plus year executive in the Southern California managed care industry, having spent time at several IPAs, Medicare-managed care plans and independent hospitals.

"From my first meeting with Cimarron, it was clear that their understanding of managed care and their partnership orientation

would help me accomplish the lofty goals I have for CareAccess MSO," said Le. "I have already felt the positive impact of their highly relevant relationships and healthcare expertise, and I couldn't be more pleased with what this investment means for our company and our clients."

"We are thrilled to partner with Tammy and the broader CareAccess team to further advance this exciting growth story and are grateful she's entrusted Cimarron with this partnership," said James Nadauld, managing partner of Cimarron.

"Tammy and her team have built a terrific business at the forefront of managed care," said Nick Smith, a principal at Cimarron. "CareAccess' commitment to service delivery, combined with its broad network of industry relationships, provides tremendous support and opportunity to its physician partners to thrive in a value-based care environment."

### JOIN THE FIGHT AGAINST SEX TRAFFICKING

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## CORPORATE FINANCIAL REPORTS

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

### Nu Skin

Nu Skin Enterprises Inc., based in Provo, reported net income of \$73.5 million, or \$1.40 per share, for the 2020 fourth quarter ended Dec. 31. That compares with \$40.1 million, or 72 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$748.2 million, up from \$583.4 million in 2019.

For the full year 2020, the company reported net income of \$191.4 million, or \$3.63 per share, which compares with \$173.6 million, or \$3.10 per share, for 2019. Revenue in 2020 totaled \$2.58 billion, up from \$2.42 billion in 2019.

Nu Skin is focused on consumer products, product manufacturing and controlled-environ-

ment agriculture technology. Its family of companies includes Nu Skin, which develops and distributes a line of beauty and wellness solutions; and Rhyz, a strategic investment arm that includes a collection of sustainable manufacturing and technology innovation companies.

“Our strong fourth-quarter results were driven by exceptional customer growth of 34 percent compared to the prior year,” Ritch Wood, CEO, said in announcing the results.

“We grew revenue in each of our reporting segments with particular strength in the West markets where our brand affiliates have more broadly adopted social commerce to share our products. The successful Boost and Nutricentials product introductions helped generate 28 percent revenue and 29 percent sales leader growth in the quarter. In addition, our manufacturing

segment continued to generate strong results, posting 42 percent revenue growth in the quarter and playing a critical role in our ability to keep product in stock, even with increased demand and global supply chain constraints.”

### Pluralsight

Pluralsight Inc., based in Draper, reported a net loss attributable to the company of \$35.5 million, or 30 cents per share, for the fourth quarter ended Dec. 31. That compares with a net loss of \$32 million, or 31 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$105 million, up from \$88.8 million in the year-earlier quarter.

For the full year 2020, the company reported a net loss attributable to the company of \$128 million, or \$1.15 per share, which compares with a loss of

\$112.7 million, or \$1.19 per share for 2019.

Revenue in 2020 totaled \$391.9 million, up from \$316.9 million in 2019.

Pluralsight is a technology workforce development company that helps companies and teams build better products by developing critical skills, improving processes and gaining insights through data, and providing strategic skills consulting.

### LifeVantage

LifeVantage Corp., based in Salt Lake City, reported net income of \$3.8 million, or 26 cents per share, for the fiscal second quarter ended Dec. 31. That compares with \$4.3 million, or 30 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$59 million, down

from \$61.2 million in the prior-year quarter.

LifeVantage engages in the identification, research, development and distribution of advanced nutraceutical dietary supplements and skin and hair care products.

“We are proud to report continued earnings momentum with 31.6 percent adjusted operating income and 12.6 percent adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) growth while we saw modest declines in revenue of 3.6 percent compared to the prior year period, the highest quarterly revenue in the company’s history and 7.6 percent sequential revenue growth over the first quarter of fiscal 2021,” Steve Fife, CEO and chief financial officer, said in announcing the results.

## COVID-19 Updates

*The following are events that have been included in The Enterprise Calendar listings and subsequently have been postponed or canceled, or have been removed from the organizers’ website calendars. This is not a complete list of postponements or cancellations. Check with organizers to determine if their events will take place.*

### CANCELED

#### Feb. 24

“Power of the P.I.V.O.T.: How to Creatively Pivot Your Business For Success,” a Women’s Business Center of Utah event pre-recorded and available online.

#### Feb. 25

“Coffee with Clancy,” a Women’s Business Center of Utah event pre-recorded and available online anytime.

### POSTPONEMENTS

**2021 Annual Gala**, an Ogden-Weber Chamber of Commerce event that was originally the 2021 Annual Gala & After Party scheduled for Feb. 17, 5:45-10 p.m., at Perry’s Egyptian Theater, 2415 Washington Blvd., Ogden, has been rescheduled for April 15, 7:30-10 p.m., at the same location. Annual chamber awards will be presented. Official change in Ogden-Weber Chamber board officers also will take place. Details are at ogdenweberchamber.com.

**Business to Business Expo**, a Davis Chamber of Commerce event originally scheduled for Aug. 27 at the Davis Conference Center in Layton, has been post-

poned until April 20, 1-5 p.m. Keynote speaker Rob Ferre will discuss “Be the First One on the Dance Floor: How to Create a Movement in Your Business.” Location is Davis Conference Center, 1651 N. 700 W., Layton. Free for attendees. Details are at davischamberofcommerce.com.

**Business After Hours**, a Salt Lake Chamber event, originally scheduled for March 19 and later rescheduled for Sept. 17 at the Utah Museum of Contemporary Art in Salt Lake City, has been rescheduled for spring 2021.

“We Are Utah” **Manufacturers Expo**, a Utah Manufacturers Association event scheduled for Sept. 23 at Mountain America Expo Center in Sandy, has been postponed until spring 2021.

The **South Salt Lake Chamber Annual Celebration**, originally scheduled for Sept. 2 at the Maverik Center in West Valley City, has been postponed to a date to be announced.

**South Jordan Business and Entrepreneurial Summit and Expo**, a South Jordan Chamber of Commerce event originally scheduled for April 29 and later rescheduled for Sept. 10 at the Karen Gail Miller Conference Center in Sandy, has been postponed until a date to be determined.

**Utah Veteran Business Conference 2020**, a Utah Veteran Owned Business Partnership event originally scheduled for May 8 at Salt Lake Community College’s Miller Campus in Sandy, has been postponed until a date to be determined.

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SOUTH VALLEY CHAMBER

## Retirement Solutions

# Offer Competitive 401(k) Benefits for Your Business

No matter how big or small, your Utah business now has more support when offering your employees a retirement package—thanks to the South Valley Chamber Retirement Solution.

The program, administered by TAG Resources, is designed to provide an easy-to-administer option for 401(k) plans.

You'll be able to work with well-known and prominent 401(k) plan providers, and as an extra layer of security, TAG Resources has taken on the highest level of fiduciary liability.

Perhaps the most important benefit of the program is that it follows an aggregate model, allowing your business to provide 401(k) options at a discount, which then allows you to reinvest saved money into better options for your employees. Fees are also less expensive, saving you even more money in administrative costs.



[SouthValleyChamber.com](http://SouthValleyChamber.com)

# WTC Utah forms committees to help Utah businesses reach global markets

The board of directors of World Trade Center Utah (WTC Utah) has formed two new committees to provide more Utah companies with the services and knowledge they need to compete and win globally, the organization said in a release.

“World Trade Center Utah continues to leverage the experienced business and community leaders serving on the organization’s board of directors to accelerate growth for Utah companies eyeing global markets,” the statement said.

Amanda Covington, chief communications and government relations officer at the Larry H. Miller Group of Companies, will chair the Strategic Partnership and Outreach Committee. Brad Bonham, co-founder and CEO of Walker Edison; and Derrick

Porter, CEO of Beauty Industry Group will co-chair the Global Business Services Committee.

“We are deeply grateful for the willingness of our board members to roll up their sleeves and go to work on behalf of Utah companies,” said Miles Hansen, president and CEO of WTC Utah. “Under Amanda, Derrick and Brad’s leadership, these two new committees are going to ensure that WTC Utah services are optimized to maximize the value we are creating for Utah companies and that we can support the best businesses throughout the state, creating prosperity for Utah families and individuals.”

Porter, Bonham and Covington joined WTC Utah’s board in 2020 with the shared vision of making Utah a global destination for business, said Hansen. All three have broad experience working with and leading global organizations.

The Global Business Services Committee will work with the WTC Utah team to develop premium services that are calibrated to generate global growth for Utah businesses. Aaron Starks, WTC Utah vice president of global business services, will staff the committee under Bonham and Porter’s leadership.

“There is no state better than

Utah from which a company can go global,” said Bonham. “Our international expansion was supported by the business-friendly environment, strong talent pool and vast international resources offered here in Utah. I’m thrilled to serve on this committee and look forward to supporting other businesses as they expand internationally.”

“Global Business Services, at its core, is the ability to match unrealized international demand with strategic execution resulting in new profits, new jobs and sustained growth for Utah companies,” said Porter.

The Strategic Partnership and Outreach Committee will support and shape WTC Utah’s efforts to strengthen and coordinate its vast network to benefit the state, WTC Utah members and partners and Utah businesses. As part of this work, the committee will oversee the development and execution of outreach strategies to increase awareness of WTC Utah and partner services, particularly with minority-owned, women-owned and rural businesses. World Trade Center Utah’s Julia Breinholt-Pappas, director of marketing and communications; and Jim Porter, director of business development, will staff the committee, which Covington will chair.



*Facebook has announced that it will be expanding its Eagle Mountain Data Center by more than 900,000 square feet with two new buildings. The company broke ground on the center in 2018 and work continues on the first three buildings on the site, with 12,000 tons of steel and over 100,000 cubic yards of concrete placed to date. At peak, more than 1,500 construction workers will be involved in the project. As part of the installation, Facebook has contracted to add more than 500 megawatts of new solar energy to the Utah grid. Once completed, the Eagle Mountain Data Center will be supported by 100 percent solar energy from Utah installations, the company said.*

*“Facebook’s sustainable expansion in Eagle Mountain shows the long-term commitment this global tech leader has to Utah. Since 2018, this data center has been a tremendous boon to the local economy and we’re extremely grateful for Facebook’s ongoing investment in our state,” said Gov. Spencer Cox.*



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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](mailto:brice@slenterprise.com). The submission deadline is one week before publication.

## BANKING

• **D.L. Evans Bank** has appointed **Abigail Maughan** as operations supervisor for its Brigham City branch. She will oversee day-to-day operations, train employees and recruit new hires. Maughan joins the bank with over two years of banking and financial experience.



Abigail Maughan

## CONTESTS

• Nominations are being accepted for the **2021 Utah Outdoor Recreation Summit Awards**, which have these categories: Economic Impact Award, Social Investment Award, Stewardship Award and Every Kid Outdoors Award. Nominations may be made at <https://www.surveymonkey.com/r/63DPSZQ> or by emailing [outdoorteam@utah.gov](mailto:outdoorteam@utah.gov) (the name of the organization, the category and the reasons for nominating them). The **Utah Office of Outdoor Recreation** will narrow the list to three to five finalists per category. The **Outdoor Recreation Advisory Committee** will vote on the award winners. The summit takes place Sept. 22-23 and Oct. 27-28 at locations to be announced.

## CORPORATE

• **Cricut**, a South Jordan-based craft machine, materials and tool company, has submitted a draft registration statement with the U.S. Securities and Exchange Commission relating to a proposed initial public offering of its common stock. The public offering is expected to follow the completion of the SEC review process, subject to market and other conditions. The number of shares to be offered and the price range for the proposed offering have not yet been determined. Cricut intends to list its common stock on The Nasdaq Global Select Market under the symbol CRCT.

## DEFENSE

• **Integrated ICBM Support Services LLC** (i2S2), a systems engineering and integration company, has announced its plan to establish a presence in Utah in preparation to support the U.S.

Air Force Nuclear Weapons Center's (AFNWC) next-generation mission for national security and strategic deterrence. I2S2 was formed to pursue the ICBM Integrated Services Contract 2.0. It combines the resources and expertise of three industry companies — **Leidos**, **Amentum** and **Apex Systems** — into one entity to meet contract challenges ahead. I2S2 was formed to help usher in a new era of response for the land-based leg of the country's nuclear defense triad. If awarded the ISC 2.0 contract and made fully operational, i2S2 will operate with its own leadership team on the ground in Utah, working in tandem with the Air Force.

## DIVIDENDS

• The board of directors of **Nu Skin Enterprises Inc.**, Provo, has increased the quarterly cash dividend to 38 cents per share. The dividend will be paid March 10 to shareholders of record Feb. 26. It is the 20th consecutive year of paying and increasing the dividend. Nu Skin focuses its efforts around innovative consumer products, product manufacturing and controlled-environment agriculture technology.



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## ECONOMIC INDICATORS

• **Utah** is ranked No. 39 on a list of states with the **most nutrition-related purchases** since the beginning of the COVID-19 pandemic, compiled by cash-back platform company **Ibotta**. It includes products like vitamins, nutrition supplements and dietary supplements. Utah also is ranked No. 29 on a list of states with the **most cleaning supply purchases** during the pandemic, also compiled by Ibotta. Both lists use data from June-December 2019 versus spending in June-December of 2020. Kansas led both lists. Alaska was last in the nutrition-

purchase increases. Kentucky was last on the cleaning-supply-purchase increases.

## INVESTMENTS

• **Opiniion**, a Lindon-based resident feedback and online reputation platform company, has secured a \$3 million financing round led by the **Frazier Group**, with participation from **RET Ventures**, **AIM Ventura Capital** and **Tamarak Capital Partners**. Opiniion is an automated tool for property management companies to collect authentic real-time feedback from residents.

## PHILANTHROPY

• **Snowbird** has announced "**Play It Forward Wednesdays**," a give-back event taking place weekly through April 21. It is designed to support and bolster the local community. Snowbird will donate \$5 of every ticket sale purchased online or at the ticket window for qualifying dates to participating nonprofit organizations. Play It Forward Wednesdays was developed through Snowbird's corporate responsibility commitment, Play Forever, which aims to protect the environment and support our community. Through the Snowbird Play It Forward Fund, each week's proceeds will go to an organization that is focused upon local relief, environmental initiatives or encourages participation in the outdoors. Guests may also donate directly to the fund without the purchase of a lift ticket. The Feb. 17 participating nonprofit was **Wasatch Adaptive Sports**. Future dates are Feb. 24, **Cottonwood Canyons Foundation**; March 3, **High Fives Foundation**; March 10, **Utah Food Bank**; March 17, **Snowbird Sports Education Foundation**; March 24, **Wasatch Adaptive Sports**; March 31, **SOS Outreach**; and April 7, **Wasatch Backcountry Rescue**. The nonprofits for April 14 and April 21 have yet to be determined.

• To commemorate Black History Month, **Analytic Orange** (AO), a Saratoga Springs-based, teacher-led education publishing company, is offering parents and teachers free lesson plans focusing on historic African American contributions. AO textbooks, teacher editions and support materials will be available soon nationwide for kindergarten through fifth-grade students. All materials will be available through the AO website.

## REAL ESTATE

• **Highland Flats**, an all-rental community featuring integrated affordable housing units, has been proposed for the Highland Estates neighborhood of Park City by a development partnership between **Colmena Group**, **Breen Homes** and **Jake Breen**, managing broker of Berkshire Hathaway HomeServices Utah Properties. Located on a 40-acre parcel, Highland Flats will consist of 410 units, with 35 percent being deed-restricted affordable and workforce housing. The community will include a mix of two-story flats and townhome rentals, a clubhouse, 68 percent dedicated open space, and connected trails. Ten acres have been set aside for a future Catholic church parish. Following a work session with Summit County Planning Commission last October, the developers have modified the proposal based on feedback they received. A public hearing is scheduled for Feb. 23, when the updated proposal will be presented.

## RECOGNITIONS

• **SkyWest Inc.**, St. George, has been named to the list of "**America's Best Employers 2021**," compiled by **Forbes**. Of the 500 employers, SkyWest is the only regional airline on the list. Forbes' selections were based on an independent survey of more than 50,000 U.S. employees. SkyWest Inc. is the holding company for SkyWest Airlines and SkyWest Leasing, an aircraft leasing company.

• **England Logistics**, a Salt Lake City-based freight brokerage firms, is ranked No. 51 on the "**Training Top 100**" list, compiled by **Training** magazine. It is the fourth consecutive year the company has been included in the rankings. The list ranks companies' excellence in employer-sponsored training and development programs.

## RETAIL

• **Hobby Lobby** has opened a new store in Spanish Fork. It is the company's ninth Utah location, among more than 900 stores across the U.S. **Gordon Harris** is the manager of the 55,000-square-foot store at Canyon Creek Parkway and Market Place Drive.

## TECHNOLOGY/LIFE SCIENCES

• **MX**, a Lehi-based company focused on enhanced financial data, has announced that **Jon Winkelried**, **Mike Zappert** and **Derek Zanutto** have joined the MX board of directors. The



Jon Winkelried



Mike Zappert



Derek Zanutto

board appointments follow TPG and CapitalG's recently announced investment in MX. Winkelried is co-CEO and a partner at TPG. Prior to TPG, he was with the Goldman Sachs Group Inc. for more than 27 years until he retired in 2009 as president and co-chief operating officer. Zappert is a partner at TPG Growth who leads software and enterprise technology

investment and strategy across the TPG Growth and The Rise Fund platforms. Zanutto is general partner at CapitalG and lead investor in the company's data, security and SaaS-based enterprise software portfolio companies. Prior to joining CapitalG, Zanutto spent a decade invest-

see BRIEFS next page



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# Industry Briefs

from previous page

ing in companies such as Uber, Airbnb, Lynda.com, and CAA at investment firms TPG, Hellman & Friedman and GIC.

• **Ivanti Inc.**, a Salt Lake City-based automation platform, has appointed **Erik Randles** as senior vice president of global channels and alliances. He will



**Erik Randles**

focus on growing Ivanti's relationships and business with partners, developing a global integrated partner ecosystem in support of Ivanti's growth strategy. Randles will also launch Ivanti's global partner program later this year. Randles has more than 20 years of experience leading global business development, alliances and channel partner sales programs at both public and private companies. He joins Ivanti from VMware, where he led global business development and alliances for VMware's cloud management SaaS business. Prior to VMware, Randles led partner organizations at several large public and hyper-growth private companies, including Hewlett-Packard Enterprise SimpliVity, Symantec and Veritas.

• **Podium**, a Lehi-based company offering a customer messaging platform for businesses, has appointed **John Foreman** as chief product officer and **Tim Milliron** as executive vice president of engineering. Foreman most recently was chief product officer at Mailchimp, where he started in

2011 as the chief data scientist, working his way up until he was guiding all product strategy and operations. His background includes authoring a book on demystifying data processes, along with analytics work for large businesses (Coke, Royal Caribbean, Intercontinental Hotels) and the government (DoD, IRS, DHS).



**John Foreman**



**Tim Milliron**

Milliron most recently was vice president of engineering at TripActions. He previously was executive vice president of product development at Lytro and continued leading multi-site engineering teams at Google following its 2018 acquisition of Lytro. Before that, he held engineering and product leadership positions at Twilio and worked for over a decade at Pixar as a technical director and director of engineering. Podium also named several other executives recently. **Hally Pinaud**, head of product marketing, previously was head of product marketing at Gainsight. **Omar Nagji**, senior vice president of strategic sales, previously was vice president of enterprise at Alto Pharmacy. **Tasha Bishop**, executive vice president of customer success, previously was vice president of customer success at Smartsheet.



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# Succeeding in Your Business

## Are you a 'small business' or a 'startup'?

For the past 30-plus years, this has been a column for people who run small businesses. But what exactly is a "small business"?

Well, 50 years ago, we knew what a small business was: a storefront somewhere in town that could accommodate only a few customers at a time, run by a local family and selling everyday stuff.

That type of small business still exists but many, if not most, are on the road to extinction (or migrating online). Today there are two types of "small business": the traditional small business and the startup. While

the two are often lumped together, there are considerable differences between them, and people who serve those businesses (including yours truly) need to be mindful of those differences.

A traditional small business is one which:

- **Engages in a Retail, Service or Other "Non-Scalable" Business.** A non-scalable business is one where the profit

margins remain relatively stable or decline as the business grows. Such a business has to spend more to earn more and the growth curve looks like a straight line. Just about any retail or service business is

non-scalable: A service provider's ultimate product is his or her time, and there are only 24 hours in a day. The only way such a business can grow is for the owners to work more hours or for the business to add people who will work more hours.

- **Serves a Local or Regional Market.** Some studies show that most people will not travel more than 3 to 5 miles to go to a gym. So, if you run a gym (and are lucky enough to be open during the pandemic), virtually all your clientele probably come from within a very small radius. Generally, any business that draws almost all its customers from a 5- to 15-mile radius is a traditional

small business.

- **Is Owned by the Same People Who Run the Business.** There is no distinction between "labor" and "management" in a traditional small business. The owners are the people who do the work.

- **Is Designed to Stay Small.** There is no "exit strategy" for a traditional small business. It is designed to run until it shuts down. If it's a family-run business, the objective is to create an income stream for future generations of family members.

By contrast, a startup is a small business that:

- **Engages in a "Scalable" Business.** A scalable business is one where the profit margins increase as the business grows, and the growth curve is a parabola. Think manufacturing, technology and media.

- **Serves a National, International or Global Market.** A startup draws its customers worldwide.

- **Is Owned (at Least Partially) by Passive Investors.** Ownership and management are not the same in a startup. Nobody expects passive investors (such as "angels" and venture capitalists) to pitch in and work weekends when orders fall behind.

- **Is Designed to Grow Big and "Exit" at Some Point.** Investors in startups are not committing to the long term; most want to see a return on their investment in five to seven years. That will happen only if the startup launches an initial public offering or is acquired by a much larger company. Startups plan their exit strategy from the moment they are formed.

Not only do startups and traditional small businesses have different needs for services, but their cultures are significantly different as well, and they place different demands on their lawyers, accountants, consultants and other service providers.

As businesses generally become more dependent on technology and operate on the Internet, the distinction between startups and traditional small businesses is blurring. Yesterday's brick-and-mortar

retail store on the local commercial strip is a web-based business today selling goods nationally or worldwide; just go to any UPS store on a Saturday afternoon and count the number of boxes.

During the COVID-19 pandemic, many small restaurants discovered they could not only survive but also increase their profitability by encouraging online orders and curbside delivery. They are selling more, and they find they don't need as many waiters, bussers and kitchen staff — which increases margins, to the point that a significant number of restaurants are opting to become "ghost kitchens" without onsite tables and serving staff.

Traditionally, small businesses financed their operations with bank loans, while startups were able to tap into venture capital and the securities markets. The growing popularity of crowdfunding as a means of raising capital has enabled many traditional small businesses with large social media followings to tap into equity capital markets for the first time without the need to deal with banks. Recent changes to the securities regulations allow businesses to raise up to \$5 million a year via crowdfunding, and many businesses engaged in food, beverage and entertainment businesses are taking advantage.

If you are a popular local business, start thinking like a startup. There are three strategies you need to adopt now:

- Reduce brick-and-mortar operations to a minimum: Make it a goal to generate more than half your 2021 sales from online customers.

- Cast your marketing and advertising efforts to a wider geographic area and get comfortable with shipping and delivery options.


- Build your following of satisfied customers on social media and start thinking of them as future passive investors.

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

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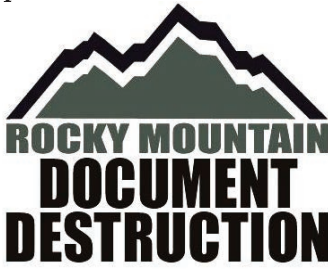
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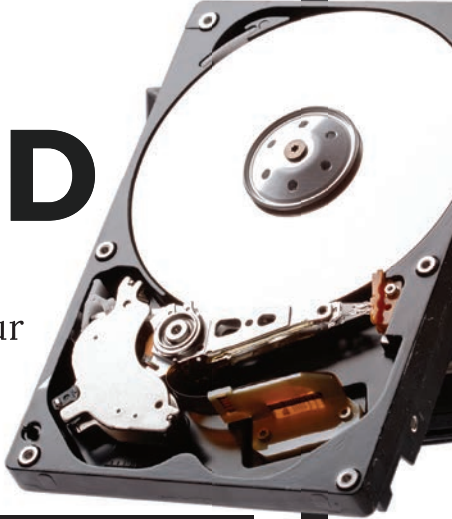
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# Calendar

Calendar listings are provided as a free service to our readers. Information about upcoming events may be sent to [brice@slenterprise.com](mailto:brice@slenterprise.com). The submission deadline is one week before publication. NOTE: Because of concerns with the coronavirus, events listed here may be postponed or canceled. Check with organizers to determine if individual events are taking place.

## Feb. 22, 10-11 a.m.

**“Monday Mashup with Amber,”** a Women’s Business Center of Utah open discussion event taking place each Monday. Moderator is Amber Murray, WBCUtah business advisor and owner of See Your Strength. Event takes place online via Zoom. Details are at [wbcutah.org](http://wbcutah.org).

## Feb. 23, 10 a.m.

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

## Feb. 23, noon-1:30 p.m.

**“Women in Business-Legislature,”** a South Valley Chamber event featuring female legislators speaking via Zoom. Location is Salt Lake Community College’s Miller Campus, Gail Miller Conference Center, 9750 S. 300 W., Sandy. Cost is \$20. Details are at [southvalleychamber.com](http://southvalleychamber.com).

## Feb. 23, 11:45 a.m.-1 p.m.

**Women in Business Luncheon,** an Ogden-Weber Chamber of Commerce event that takes place online via Zoom. Theme is “Find Your Strengths.” Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## Feb. 24, 8-9:30 a.m.

**Industry Breakfast,** a Silicon Slopes event in partnership with the South Valley Chamber of Commerce, the cities of Sandy and Draper, and Salt Mine Productive Workspace. Speaker Alan Matheson, executive director of the Point of the Mountain State Land Authority, will discuss the latest developments with the Point of The Mountain redevelopment plan. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy (event also will be streamed live at the Salt Mine YouTube channel). Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## Feb. 24, noon-1 p.m.

**“Solve the Business Puzzle: Instagram Tips for Business,”** a Women’s Business Center of Utah event that takes place online via Zoom. Free. Details are at [wbcutah.org](http://wbcutah.org).

## Feb. 25-26

**Entrepreneur & Investor Life Science Summit 2021,** presented by BioUtah and the University of Utah PIVOT Center and designed to bring investors and innovators together to showcase Utah entrepreneurship. Event will feature industry experts speaking on topics such as funding, operating and developing life sciences companies. Financing options for angel-, early- and later-stage companies will also be presented. Event takes place online. Early-bird cost is \$75 for BioUtah members, \$150 for nonmembers. Details are at [https://whova.com/portal/registration/eilss1\\_202103/](https://whova.com/portal/registration/eilss1_202103/).

## Feb. 25-27

**RootsTech Connect,** a virtual conference that will replace the planned in-person event scheduled for Feb. 3-6 at the Salt Palace Convention Center in Salt Lake City. Presented by FamilySearch International and focused on family histories, event will feature keynote presentations and more than 300 breakout sessions. Keynote speakers include Sharon Morgan, founder of OurBlackAncestry.com; Francesco Lotoro, an Italian musician who is saving music written in concentration camps; Lorena Ochoa, former Mexican professional golfer and entrepreneur; and Nick Vujicic, award-winning author. Free. All content will be available following the live event for at least 12 months. Details are at [rootstech.org](http://rootstech.org).

## Feb. 25, 7:45 a.m.-5 p.m.

**Employer Tax Workshop,** a Small Business Development Center (SBDC) event featuring presenters from a CPA firm, the Utah State Tax Commission, the Utah Department of Workforce Services, the Utah Labor Commission, the U.S. Department of Labor and WCF Insurance. Location is Salt Lake Community College’s Miller Campus, The Mill (Building 5), Floor 3, Room 333, 9690 S. 300 W., Sandy. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## Feb. 25, noon-1 p.m.

**Women in Business Meeting,** a Box Elder Chamber of Commerce event. Location to be announced. Cost is \$10. Details are at [boxelderchamber.com](http://boxelderchamber.com).

## Feb. 25, 3:30-4:30 p.m.

**“Strategies to Win Customers For Life,”** a Women’s Business Center of Utah event that takes place online (available statewide). Free. Details are at [wbcutah.org](http://wbcutah.org).

## Feb. 25, 5-8 p.m.

**Digital Marketing Strategy,**

hosted by The Mill at Miller Campus. Course is a hybrid in-person/online class. Course meets in-person three times: Feb. 25, March 4 and March 11, 5-8 p.m., at Salt Lake Community College, 9750 S. 300 W., Sandy. Presenters are Tony Passey, digital marketing professor at the University of Utah and CEO and founder of Firetoss; and Toby Eborn, senior vice president of digital strategy at Firetoss and instructor at the South Valley Chamber’s digital marketing seminars. Cost is \$149 for three in-person classes and online lectures; \$99 for Zoom access to three live sessions and online lectures; \$249 for VIP session, three-in-person classes and online lectures; \$199 for VIP plus Zoom sessions and online lectures. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## Feb. 25, 5:30-7 p.m.

**Chamber Mixer,** a West Jordan Chamber of Commerce event. Location to be determined. Cost is \$5 for chamber members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## Feb. 25, 6-8 p.m.

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

## Feb. 26, 8 a.m.-5 p.m.

**37th Annual Investors Choice Conference,** a Venture-Capital.Org event, featuring 19 CEOs pitching their startups to investors. Speaker Dan Hemmert, executive director of the Governors of Economic Development, will discuss the state of the economy and Gov. Spencer Cox’s economic plan. Keynote speaker is Carine Clark, a three-time high-tech CEO and general partner at Pelion Venture Partners. Afternoon keynote is a fireside chat with Kim Polese, chairman at CrowdSmart. Roundtable topics are “How to be a Good Angel Investor and Setting Your Investments Up for Future Success” and “Economic Outlook 2021 and Beyond.” Location is The Slopes Evnts Center, 14216 Bangerter Parkway, Draper, as well as online. Details are at [www.investorschoice2021.eventbrite.com](http://www.investorschoice2021.eventbrite.com).

## Feb. 27, 8-9:30 a.m.

**“Legislative Roundup,”** presented by ChamberWest, the South Jordan Chamber of Commerce and Southwest Valley Chamber of Commerce, and taking place every Saturday during the legislative session (ending March 6). Event takes place online. Details are at [chamberwest.com](http://chamberwest.com).

## Feb. 27, 8-9:30 a.m.

**“Legislative Update,”** a South Jordan Chamber of Commerce event that also takes place March 6. Event takes place online via Zoom. Details are at [southjordanchamber.org](http://southjordanchamber.org).

## Feb. 27, 2-6 p.m.

**Winter Olympic-Themed Anti-Gala Fundraising Event,** a Utah Olympic Legacy Foundation event featuring alpine and snowboard races, a laser biathlon experience, opportunities to learn to Nordic jump, fire pits, food trucks, beverages and a mobile silent auction. Location is Utah Olympic Park, Park City. Cost is \$200. Firepit sponsorships accommodate 10 guests for \$2,500. Details and ticket information are at [UtahOlympicLegacy.org](http://UtahOlympicLegacy.org).

## March 2, 9-10:30 a.m.

**“Starting Your Business 101,”** a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

## March 2, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon,** a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Cost is \$12 with lunch. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## March 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>.

## March 3, 3:30-4:30 p.m.

**“Business Connections,”** a ChamberWest event that takes place online. Free, but registration is required. Details are at [chamberwest.com](http://chamberwest.com).

## March 4-5

**2021 Intermountain Deal-Source Summit and Ski Event,** an ACG (Association for Corporate Growth) Utah event designed to celebrate Utah dealmakers and create new growth opportunities. Summit is March 4. Ski event is March 5, with details to be announced. Event takes place online. Free for ACG members, \$49 for nonmembers. Details are at <https://www.acg.org/utah/events/2021-intermountain-dealsource-and-ski-event>.

## March 4, 7:30-9 a.m.

**Morning Speaker Series,** an Ogden-Weber Chamber of Commerce event. Location is the Weber Center, 2380 Washington Blvd., Ogden. Free for chamber

members and first-time guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## March 4, 7:45-9:15 a.m.

**“Coffee and Connections,”** a Murray Area Chamber of Commerce event that takes place the first Thursday of each month at Kings Peak Coffee Roasters and the third Thursday of each month online via Zoom. Details are at [murraychamber.org](http://murraychamber.org).

## March 4, 1:30-2:30 p.m.

**“Salt Lake Chamber-Business Live!”** a virtual networking event. Free for members, \$10 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

## March 4, 6-8 p.m.

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

## March 5, 8-10 a.m.

**“Friday Forum,”** a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at [thechamber.org](http://thechamber.org).

## March 8, 9-10 a.m.

**2021 International Women’s Day Celebration,** co-hosted by the Women’s Business Center of Utah and World Trade Center Utah. Location to be determined. Free, but registration is required. Details are at [wbcutah.org](http://wbcutah.org).

## March 9, 11:55 a.m.-12:55 p.m.

**Monthly Women in Business Luncheon,** a Cache Valley Chamber of Commerce event. Cost is \$14 for members, \$16 for nonmembers. Location to be announced at <https://cachewomeninbusiness.square.site/>.

## March 9, noon-1 p.m.

**Women in Business Professional Growth Series,** a ChamberWest event. Speaker Denece G. Huftalin, president of Salt Lake Community College, will discuss “Reframing Leadership.” Event takes place online via Zoom. Cost is \$10. Details are at [chamberwest.com](http://chamberwest.com).

## March 10, 11:30 a.m.-1 p.m.

**“Let’s Do Lunch,”** a South Valley Chamber event. Speaker is Jim Kimball, president of Real Salt Lake. Location is Real Salt Lake, 7984 S. 1300 E., Sandy. Cost is \$15 for members, \$25 for nonmembers. Details are at [southvalleychamber.com](http://southvalleychamber.com).

## CALENDAR

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### March 10, noon-1 p.m.

**“Workforce Resilience Through Mental Fitness,”** presented by the Salt Lake Chamber and Utah Community Builders. Event takes place online. Details are at slchamber.com.

### March 10, 5-6:30 p.m.

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

### March 11, 8 a.m.-5 p.m.

**“Intro to Excel,”** a Salt Lake Community College Employee Development Workshop focusing on organizing, formatting and calculating data using Microsoft Excel software. This introduction discusses the ribbon, mini toolbar, ranges, formulas, charts and basic spreadsheets. Location is SLCC’s Miller Campus, 9750

S. 300 W., Sandy. Cost is \$249. Virtual participation is available. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

### March 11, 8-9 a.m.

**“Eggs and Issues,”** a Box Elder Chamber of Commerce event. Free. Details are at [boxelderchamber.com](http://boxelderchamber.com).

### March 11, 11 a.m.-noon

**“Creating a Social Media Plan,”** part of the Women’s Business Center of Utah “Key Business Skills” series. Speaker is Emily Ashby, CEO of Camera Coats. Event takes place online via Zoom. Free. Details are at [wbcutah.org](http://wbcutah.org).

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

**Women in Business Virtual Lunch,** a Davis Chamber of Commerce event. Speaker is Andre Kay, CEO and founder of Sociallybuzz. Event takes place online via Zoom. Free (no registration required). Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### March 11, noon-1 p.m.

**“Business During Hours,”** an Ogden-Weber Chamber of Commerce event that takes place online via Blitzzr. Free for members and first-time guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### March 11, 4-5 p.m.

**“Building Equitable Communities,”** part of a three-part Speaker Series presented by United Way of Salt Lake. Speaker is Jim Shelton, former deputy secretary of the U.S. Department of Education. Event takes place online. Free. Cost for entire series is \$30 (other parts of the series take place Aug. 11 and Oct. 27). Details are at <https://uw.org/speaker-series-building-equitable-communities/>.

### March 11, 5-7 p.m.

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

### March 11, 6-8 p.m.

**“Business Essentials,”** a

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

### March 12, 7:30-8:30 a.m.

**“Eggs and Issues,”** a Murray Area Chamber of Commerce event. Details to be announced at [murraychamber.org](http://murraychamber.org).

### March 12, 8 a.m.

**Silicon Slopes Cup,** a scramble-style golf event supporting the local startup and tech community of Utah. Check-in is at 8 a.m., followed by golf from 9 a.m.-2 p.m. Location is SunRiver Golf Club, 4210 Bluegrass Way, St. George. Cost is \$1,200 per foursome. Sponsorships are available. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

### March 12, 8-9 a.m.

**Women in Business Networking,** an Ogden-Weber Chamber of Commerce event that takes place online via Zoom. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### March 12, noon-1:15 p.m.

**“When Women Don’t Speak: What It Takes for Women To be Heard,”** part of the Utah Women & Leadership Project’s Spring Women’s Leadership Forum. Speakers are Jessica Preece, Brigham Young University associate professor of political science and co-director of the Gender & Civic Engagement Lab; and Christopher Karpowitz, BYU co-director of the Center for the Study of Elections and Democracy and professor of political science. Event takes place online. Details are at <https://www.usu.edu/uwlp/events/upcoming-events>.

### March 16-17

**Utah Safety Conference & Expo,** a Utah Safety Council event. The fifth annual conference will feature breakout sessions, keynote speakers, and an expo highlighting the latest in safety products and services. Keynote speakers are Lorraine M. Martin, president and CEO, National Safety Council; Jack Jackson, senior safety consultant, SafeStart; Col. Janise M. Carroll, commander, 75th Air Base Wing, Hill Air Force Base; and Danny Smith, senior safety consultant, SafeStart. Event takes place online. Cost is \$200 for members, \$300 for nonmembers. Details are at <https://web.cvent.com/event/46b1ef12-a856-401a-8424-98295545b784/summary>.

### March 16, 8 a.m.-4 p.m.

**“Business Writing,”** part of the Salt Lake Community College Frontline Leader Workshop Series and focusing on critical writing skills to achieve clar-

ity, organization, readability and accuracy in business messaging. Location is SLCC’s Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Virtual participation is available. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

### March 16, 10 a.m.

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

### March 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 \$20 for members and \$22 for nonmembers; \$16 for members and \$17 for nonmembers preregistered. Details are at [cachechamber.com](http://cachechamber.com).

### March 16, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon,** a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Cost is \$12 with lunch. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### March 17, 8-9:30 a.m.

**Executive Forum,** a South Valley Chamber event. Location is Mountain America Credit Union, 9800 S. Monroe St., 11th floor, Sandy. Details are at [southvalleychamber.com](http://southvalleychamber.com).

### March 17, 8-10 a.m.

**M.A.C.H. Speed Networking,** a Murray Area Chamber of Commerce event that takes place online via Zoom. Free. Details are at [murraychamber.org](http://murraychamber.org).

### March 17, 8 a.m.-4 p.m.

**“Lean Office with Simulation,”** a Salt Lake Community College Employee Development Workshop focusing on a strategic business approach for improving overlooked processes that have an impact on every system, activity, employee and customer within an organization. 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>.

### March 17, 3:30-4:30 p.m.

**“Business Connections,”** a ChamberWest event that takes place online. Free, but registration is required. Details are at [chamberwest.com](http://chamberwest.com).

see CALENDAR next page

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## CALENDAR

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### March 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>.

### March 18, 7:45-9:15 a.m.

**"Coffee and Connections,"** a Murray Area Chamber of Commerce event that takes place the first Thursday of each month at Kings Peak Coffee Roasters and the third Thursday of each month online via Zoom. Details are at [murraychamber.org](http://murraychamber.org).

### March 18, 8 a.m.-5 p.m.

**"Intermediate Excel,"** a Salt Lake Community College Employee Development Workshop focusing on organizing, formatting and calculating data using Microsoft Excel software. This course builds upon "Intro to Excel" concepts. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$249. Virtual participation is available. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

### March 18, 1:30-2:30 p.m.

**"Salt Lake Chamber-**

**Business Live!"** a virtual networking event. Free for members, \$10 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

### March 19, 7:30-8:30 a.m.

**"Eggs and Issues,"** a Murray Area Chamber of Commerce event. Details to be announced at [murraychamber.org](http://murraychamber.org).

### March 19, 8 a.m.-12:30 p.m.

**Box Elder Business Summit**, a Box Elder Economic Development Alliance event that is focused on the manufacturing industry in Box Elder County. Speakers include representatives from P&G, Storm Bowling and Nucor Steel. Event will include an update on the Utah Inland Port and a workforce/economy update from the Utah Department of Workforce Services. Event takes place both online and in-person at the Brigham Academy Center, 58 N. Main St., Brigham City. Cost is \$40 in-person, \$20 online. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

### March 23, 11 a.m.

**"The Powerful Significance of One,"** an Urban Land Institute (ULI) event. Speaker is Amy Wilde, author, marketing professional and motivational speaker. Event takes place online via Zoom. Details are under "Events" at [uli.org](http://uli.org).

### March 23, 11:45 a.m.-1 p.m.

**Women in Business Luncheon**, an Ogden-Weber Chamber of Commerce event that takes place online via Zoom. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### March 23, 11:30 a.m.-1 p.m.

**Women in Business Luncheon**, a South Valley Chamber event. Location is Salt Lake Community College, 9750 S. 300 W., Sandy. Details are at [southvalleychamber.com](http://southvalleychamber.com).

### March 24, noon-1 p.m.

**"Solve the Business Puzzle: Customer Management Systems,"** a Women's Business Center of Utah event that takes place online via Zoom. Free. Details are at [wbcutah.org](http://wbcutah.org).

### March 24, 1-5 p.m.

**Defense Manufacturing Research Symposium**, a World Trade Center event hosted by the Utah Advanced Materials and Manufacturing Initiative (UAMMI) and Utah Defense Manufacturing Community and featuring defense manufacturing research opportunities in which manufacturing companies can participate. Speakers include Angie L. Tymofichuk, deputy assistant secretary of the Air Force for logistics and product support; Col. Nathan Diller, director of AFWERX (future Air Force

Programs for Agility Prime and Space); Robert O'Brien, director, advanced design and manufacturing, Idaho National Laboratory; and Tom Lockhart, director of engineering, Air Force Nuclear Weapons Center. Event takes place online. Free. Details are at <https://www.uammi.org/events/defense-mfg-symposium-mar2021>.

### March 25, noon-1 p.m.

**Women in Business Meeting**, a Box Elder Chamber of Commerce event. Location to be announced. Cost is \$10. Details are at [boxelderchamber.com](http://boxelderchamber.com).

### March 25, 5:30-7 p.m.

**Chamber Mixer**, a West Jordan Chamber of Commerce event. Location to be determined. Cost is \$5 for chamber members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

### March 25, 6-7 p.m.

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

### March 25, 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>.

### March 26, 7:30-8:30 a.m.

**"Eggs and Issues,"** a Murray Area Chamber of Commerce event. Details to be announced at [murraychamber.org](http://murraychamber.org).

### March 29, 2:30-6:30 p.m.

**Utah Valley Job Fair**, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., Exhibit Hall A, Provo. Details are at [thechamber.org](http://thechamber.org).

### April 1, 7:30-9 a.m.

**Morning Speaker Series**, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### April 1, 7:45-9:15 a.m.

**"Coffee and Connections,"** a Murray Area Chamber of Commerce event that takes place the first Thursday of each month at Kings Peak Coffee Roasters and the third Thursday of each month online via Zoom. Details are at [murraychamber.org](http://murraychamber.org).

### April 1, 1:30-2:30 p.m.

**"Salt Lake Chamber-Bus-**

see CALENDAR page 16

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## CALENDAR

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**Business Live!** a virtual networking event. Free for members, \$10 for nonmembers. Details are at slchamber.com.

### April 1, 6-8 p.m.

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

### April 2, 8-10 a.m.

**"Friday Forum,"** a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at thechamber.org.

### April 6, 10 a.m.

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

### April 6, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon,** a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Cost is \$12 with lunch. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### April 7, 3:30-4:30 p.m.

**"Business Connections,"** a ChamberWest event that takes place online. Free, but registration is required. Details are at chamberwest.com.

### April 9, 8-9 a.m.

**Women in Business Networking,** an Ogden-Weber Chamber of Commerce event that takes place online via Zoom. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### April 13, 7:30 a.m.-noon

**Women & Business Spring Conference,** a ChamberWest event. Location is the Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City, as well as online. Details to be announced at chamberwest.com.

### April 13, 4:30-6 p.m.

**"YEA Shark Tank,"** a South Valley Chamber event. Location is Loveland Living Planet Aquarium, 12033 S. Lone Peak Parkway, Draper. Details are at [southvalleychamber.com](http://southvalleychamber.com).

### April 14, 11:30 a.m.-1 p.m.

**"Let's Do Lunch,"** a South Valley Chamber event. Location to be determined. Details are at [southvalleychamber.com](http://southvalleychamber.com).

### April 15, 7:30-10 p.m.

**2021 Annual Gala,** an Ogden-Weber Chamber of Commerce event that was originally the 2021 Annual Gala & After Party scheduled for Feb. 17, 5:45-10 p.m. Annual chamber awards will be presented. Official change in Ogden-Weber Chamber board officers also will take place. Location is Peery's Egyptian Theater, 2415 Washington Blvd., Ogden. Cost is \$25. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### April 15, 7:45-9:15 a.m.

**"Coffee and Connections,"** a Murray Area Chamber of Commerce event that takes place the first Thursday of each month at Kings Peak Coffee Roasters and the third Thursday of each month online via Zoom. Details are at [murraychamber.org](http://murraychamber.org).

### April 15, 8 a.m.-5 p.m.

**"Intro to Excel,"** a Salt Lake Community College Employee Development Workshop focusing on organizing, formatting and calculating data using Microsoft Excel software. This introduction discusses the ribbon, mini toolbar, ranges, formulas, charts and basic spreadsheets. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$249. Virtual participation is available. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

### April 20, 8 a.m.-4 p.m.

**"Coaching For Results,"** part of the Salt Lake Community College Frontline Leader Workshop Series and focusing on developing coaching relationships to help the people on your team improve performance and ensure productivity and profitability for your 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>.

### April 20, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon,** a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Cost is \$12 with lunch. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### April 20, 1-5 p.m.

**Business to Business Expo,** a Davis Chamber of Commerce event. Keynote speaker Rob Ferre will discuss "Be the First One on the Dance Floor: How to Create a Movement in Your Business." Location is Davis Conference Center, 1651 N. 700 W., Layton. Free for attendees. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### April 21, 8 a.m.-4 p.m.

**"Lean Manufacturing 101,"** a Salt Lake Community College Employee Development Workshop focusing on gaining a clear understanding of eight wastes in manufacturing and real-world approaches for reducing wastes in a factory simulation. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$300. Virtual participation is available. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

### April 21, 8-10 a.m.

**M.A.C.H. Speed Networking,** a Murray Area Chamber of Commerce event that takes place online via Zoom. Free. Details are at [murraychamber.org](http://murraychamber.org).

### April 21, 3:30-4:30 p.m.

**"Business Connections,"** a ChamberWest event that takes place online. Free, but registration is required. Details are at [chamberwest.com](http://chamberwest.com).

### April 22, 8 a.m.-5 p.m.

**"Intermediate Excel,"** a Salt Lake Community College Employee Development Workshop focusing on organizing, formatting and calculating data using Microsoft Excel software. This course builds upon "Intro to Excel" concepts. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Virtual participation is available. Cost is \$249.

## VACCINE

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provide a workplace free from recognized hazards likely to cause death or serious physical harm. However, even mandates must allow for employee exceptions based on religion, disability and pregnancy/nursing.

Companies preferring to make the shots voluntary have plenty of options for incentives, including money, paid time off or paid time off sometime in the future.

And rather than mandate vaccinations or make them voluntary, companies also can opt to "encourage and track" vaccinations, go through the steps to become a vaccination provider and administer the shots themselves, or have a third party administer the vaccinations.

"What I want you all to take away from this is, you should look at vaccinations as part of your overall strategy," said Amy Lombardo, a shareholder in the Boise office. "So take a look at what your business continuity plan already says, what the status is of your employees now, and how are you going to use vaccinations

Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

### April 27, 10 a.m.

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

### April 27, 11:45 a.m.-1 p.m.

**Women in Business Luncheon,** an Ogden-Weber Chamber of Commerce event that takes place online via Zoom. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### April 27, 11:30 a.m.-1 p.m.

**Women in Business Luncheon,** a South Valley Chamber event. Location to be determined. Details are at [southvalleychamber.com](http://southvalleychamber.com).

### April 28, noon-1 p.m.

**"Solve the Business Puzzle,"** a Women's Business Center of Utah event that takes place online via Zoom. Free. Details are at [wbcutah.org](http://wbcutah.org).

### April 29, 7:15-9 a.m.

**2021 Partners in Education Appreciation Breakfast,** an Ogden-Weber Chamber of Commerce event. Location is Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden. Free. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### May 4, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon,** a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Cost is \$12 with lunch. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### May 5-6, 8 a.m.-4 p.m.

**"Building and Delivering Effective Training,"** a Salt Lake Community College Employee Development Workshop focusing on the science of training development and delivery to build and organize knowledge in a way that maintains adult learner engagement. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$500. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

### May 5, 3:30-4:30 p.m.

**"Business Connections,"** a ChamberWest event that takes place online. Free, but registration is required. Details are at [chamberwest.com](http://chamberwest.com).

### May 7, 8-10 a.m.

**"Friday Forum,"** a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at [thechamber.org](http://thechamber.org).

to further reach the goals of your office or your workplace."

The federal government expects companies to perform a risk assessment of their workplace. Several factors should be considered to determine the degree of risk.

"It's not necessarily that just one case of COVID is going to be a serious problem. Many businesses have had those already. It's more of, you have to do the work to look at exactly what's going on to determine what your next steps should be," Lombardo said.

"Keep in mind that all of your strategy is going to be subject to what your local health department is doing and how your state decides to distribute the vaccines. I don't think this means that it's too early to think about these issues and decide what we're going to do, but be aware that some states are further ahead than others and that you need to know how you're going to interact with the priorities that are set and know that your people may not be able to get a vaccine yet."

Liz M. Mellem, office managing shareholder in Missoula, urged companies to thoroughly document their COVID-related activities and ensure that proce-

dures are being implemented correctly. Both she and Lombardo also stressed that vaccinations are only one layer of protection against COVID and will not replace social distancing, masks and hygiene layers.

"We have evidence that the vaccinations are very effective, but not yet that they prevent person-to-person transmission," Lombardo said. "So you may be protecting people in your office but not stopping the spread, which is somewhat of a difficult distinction to understand."

Laurence B. Irwin, of counsel in Reno, said companies should get up to speed on their local statutes and proposals related to the coronavirus, in part as a way to avoid litigation.

"If you follow the controlling health standards and you're not doing anything exceptionally, grossly negligent or somebody's doing something of an intentional nature," he said, "you will be protected for the most part and immune from a lawsuit for transmission in the workplace."

A recording of the webinar is available at <https://www.parsonsbehle.com/multimedia/covid-19-vaccinations-in-the-workplace-mandatory-voluntary-or-none-at-all-video>.





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**CARVANA***from page 1*

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The \$42.5 million project is expected to generate more than \$53.4 million in new wages over seven years and nearly \$3.8 million in new state tax revenue during that time. The incentivized jobs are projected to pay an average of \$55,700.

Ward praised state and Tooele for working with the company, allowing it to open the operations by year-end.

"Because of that [cooperation], that was a much faster schedule than what we could achieve in either the state of Nevada or in the state of Colorado, both of which are on the I-80 northern route for our logistics nationwide," he said.

While the company has most of its operations in the East, its only inspection centers west of the Mississippi River are in Fort Worth, Texas; Phoenix; and Arkansas, near the river. One will be built soon in Northern California.

"This [Tooele] facility is the sweet spot that we need in the West in order to link our logistics system on that northern route, since we do have that southern route along I-10 already covered," Ward said.

Tooele Mayor Debbie Winn said she is grateful that Carvana selected Tooele, "not only to provide jobs for us, but help to increase our tax base so that we will be able to collect additional property taxes from this area, which will greatly benefit our community."

Ward said Carvana will rely on the local community to help with employee training.

"With this number of jobs that we'll be looking at over these three to four years and getting ramped up, it does require significant partnerships with the local community, so we'll be reaching out with the help of Mayor Winn and workforce development, to vocational schools, tech schools, whatever is around that we can utilize and work with as a partnership in order to find these employees."

"We are very grateful," Winn said, "that they are willing to work with our technology college and will be able to train these individuals and then have [employees'] jobs right here in the community so they won't have to leave to travel to the Wasatch Front."

Carvana has experienced year-over-year revenue growth in excess of 100 percent for each of the past four years.

Ward said the company has been "very surprised" by the demand in the used-car market, but

its business model prior to the COVID-19 pandemic already featured touchless delivery "before that was a term."

"So we were able to continue operations when a lot of other retailers were not able to. Now, a lot of them have adjusted and have been able to continue on. But we were fortunate up there at the very beginning that we were not shut down anywhere nationwide and were continuing to operate, but it is fascinating watching the used-car market right now and how hot it really is."

"Carvana has changed the car-buying experience, especially during a worldwide pandemic," Dan Hemmert, GOED's executive director, said in a prepared statement. "This expansion will allow the company to serve the state and the Southwest region better as well as create almost 200 jobs. We wish Carvana the best success as they continue to grow."

Theresa A. Foxley, president and CEO of the Economic Development Corporation of Utah, called the Carvana project "a great win for Tooele City."

"Furthermore, the company has committed to the community through a significant investment in workforce development," she said. "Carvana employees will have substantial means to better themselves through training and education."

in many instances it comes from the Route app."

Route's tracking allows customers to deal with post-purchase actions in a single location, Walker said.

"Why we feel that's so important to the future of e-commerce is, the more disparate and disconnected things get inside e-commerce, having this need to have a centralized place of everything you order in a single location becomes hyper-relevant," he said.

Walker said the company likes to say it is "less than a logistics space and more of a communications space." For example, if a customer's order is moving from New York to Los Angeles but gets delayed in a Chicago snow storm, Route informs the customer, saving merchants the time, trouble and cost of dealing with customer inquiries about the delay. Those inquiries are expensive and non-revenue-generating for the merchants.

The company's growth last year was in part due to the COVID-19 pandemic "but more holistically just from e-commerce growth in general," Walker said.

The nearly \$17.3 million expansion project is expected to generate new wages of nearly \$2.25 billion over 11 years and new state tax revenue of about \$115.9 million during that time. The average wage of the new jobs is projected at \$131,100.

Carine Clark, chair of the GOED board, said the company

has huge growth potential because only 5 percent of global commerce occurs online.

"So over the next five years, just that movement alone, even terrible companies will do well," she told Walker. "Thank goodness you're not a terrible company, but you have the opportunity to just explode. So I'm super-impressed and proud with what you've done with your team."

In a prepared statement, Dan Hemmert, GOED's executive director, called the project "a big win for Utah" and added that "we are amazed at the growth and the opportunities Route will bring to Utahns."

"We're always glad when an innovative technology company, with experience in other markets, selects Utah," said Theresa A. Foxley, president and CEO of the Economic Development Corporation of Utah. "Route's expansion not only bolsters Silicon Slopes as a whole but also strengthens our state's industry expertise in e-commerce."

"Lehi welcomes Route to our ever-growing technology sector and expects great things from them in the future," said Marlin Eldred, economic development director for Lehi City. "Route is changing the way customers track packages, resolve claims and engage with brands. Route's focus and vision to change the consumer experience and turn one-time shoppers into loyal customers is a game-changer for online sales."

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**ROUTE APP***from page 1*

technology team right here out of Utah and it allows us to kind of stay put, which we plan to do."

Route's platform takes a holistic approach to online shopping, helping consumers track their orders — and alerting them about any shipping problems — and aiding in claims resolutions, while providing merchants with what is essentially shipping insurance for customers' online purchases.

"We are so excited about our growth in Utah, and I think what we're able to do with this group here today just allows us to lean more heavily into the state and keep the growth going," Walker said.

Route tracks more than 12 million packages each month. Its network includes more than 1.5 million app users and more than 7,200 merchants. The company has 330 employees at offices in Lehi and Los Angeles.

"Probably all of us have experienced the goodness of Route," said Mel Lavitt, chairman of the GOED board's incentives committee. "We order something, and we're told when it shipped, where it is, when it's at the mailbox or when it's going to get to our home. And we always think that information comes directly from the [seeling] company, but

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