

OF NOTE



Just out for a drive

For the second consecutive year, Utah tops the CarInsurance.com list of best states for driving because of its better-than-average road conditions, low crash-related fatality rates and below-average auto insurance premiums. In second place is Minnesota, while California is dead last in the rankings.

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Sentiment strong as economy reopens

Brice Wallace
The Enterprise

After building up Central Park Pet Retreat over the past eight years, Jackie Hansen didn't want to close its doors, despite a pandemic.

And she didn't.

The Salt Lake City pet day care and boarding business now is getting back to normal, which wasn't the case a year ago.

"The pandemic is tough," she said last week during National Mom and Pop Busi-

ness Owners Day. "I think our lowest point was we had two employees and two pets, but we stayed open."

That was despite her husband suggesting the shop shut down, but Hansen said "there was no way we were going to do that" after demonstrating the company's strength in the years before the pandemic.

"I see a very positive growth in boarding day care and also in dog training. ... We see a real positive outlook," she said.

She's not alone in her optimism. Despite the harsh impacts of the pandemic on the economy, Utah small businesses are ex-

pressing positive sentiment about the economic recovery.

"They're ready and able to reopen as the economy reopens," Zions Bank economist Robert Spendlove said during a news conference at the pet retreat. "Freshly vaccinated people will soon be able to reenter our workforce, be able to reenter our society and once again restart what we were doing before, whether it's going to the dry cleaner, going to the movies or even going on a cruise."

Several numbers back up that projection. Three in five Utah small businesses have fully recovered or expect to be fully recovered by September, and 40 percent have already returned to pre-pandemic levels. The U.S. Census Bureau's latest Small



A rendering by architecture firm ESa shows Steward Health Care's current vision for its new St. George-area hospital. Slated to open in October 2023, the facility will be built on a new healthcare campus in the city of Washington.

Steward Health Care set to build new hospital in Southern Utah

Steward Health Care, the nation's largest private, physician-owned healthcare network and operator of five Northern Utah healthcare facilities, has finalized plans to build a new state-of-the-art hospital serving the St. George area. Steward, which currently operates 35 hospitals across the U.S., plans to break ground this July. Steward said it is investing in construction of the facility, which plans to begin serving patients in October 2023.

"Steward Health Care believes St. George is one of the most exciting communities in the country — poised for exponential growth — and we are more than

ready to grow with it," said Dr. Ralph de la Torre, chairman and CEO of Steward Health Care Systems LLC. "By expanding our footprint in Utah, we'll bring our vision for high-quality, affordable, community healthcare to more patients. Our pioneering model will continue to focus on delivering the very best in care to ensure patients are spending less time in the hospital and more time pursuing their healthy, active lives in the St. George community."

Steward said its research shows the re-

Proposed developments at the east entrance of Zion National Park have the potential to boost already-strong tourism economic impacts in Kane and Washington counties over the next decade.

A new report by the Kem C. Gardner Policy Institute indicates that the developments — a new visitor center, electric shuttle fleet, hiking trails and lodging — could result in 545 new jobs and \$36.9 million in GDP growth per year from 2020 to 2030.

The Kane County impacts include supporting an average of 451 new jobs each year, \$16.5 million in additional earnings, \$29.6 million in new GDP, and \$4.4 million in added state and local tax revenue per year. The impacts for Washington County are projected to be an average of 94 new jobs each year, \$4.3 million in additional earnings, \$7.3 million in new GDP, and \$1.1 million in added state and local tax revenue annually.

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Report: Zion NP development will boost tourist trade

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\$45 million P-EBT food assistance program to help feed Utah families

More than \$45 million of Pandemic Electronic Benefits Transfer (P-EBT) assistance has been made available to qualifying Utah families. The P-EBT benefit, which began March 31 and helps cover food purchases, will be sent to households with children who temporarily lost access to free or reduced-price school meals due to pandemic-related school closures during the 2020-21 school year. Payments will be made over the next several months for qualifying children from qualifying schools.

"We want all Utahns to have the help they need, especially when it comes to feeding our children," said Muris Prses, Department of Workforce Services Eligibility Services assistant director. "School lunch is an essential meal for many families and this benefit will cover food costs incurred because of school closures and adjusted schedules."

P-EBT eligibility is determined by the Utah State Board of Education (USBE) based on participation in the National School Lunch Program, free or reduced-price school meal status and the days a student was remotely or virtually attending school. To receive P-EBT, students must be signed up for free or reduced-price school meals. Parents have until May 10 to sign up through their schools to receive a payment for the 2020-21 school year. Customers who received SNAP (Supplemental Nutrition Assistance Program) from September 2020 to the most current month and are eligible for P-EBT will automatically receive P-EBT benefits on their SNAP EBT card. A P-EBT card (similar to a debit card) will be sent to qualifying households that do not receive SNAP.

"USBE is working with local districts, public charter and private schools to determine which sites and students meet the criteria for P-EBT benefits due to limited access to school meals," said Kathleen Britton, USBE director of Child Nutrition Programs.

P-EBT is a federal food assistance program created by Congress as part of the Families First Coronavirus Response Act. Information is available at jobs.utah.gov/pebt.

Xlear submits Pre-Emergency Use Authorization request for nasal spray

American Fork-based Xlear Inc has filed a Pre-Emergency Use Authorization (Pre-EUA) request with the U.S. Food and Drug Administration (FDA) seeking approval to make claims that the company's Xlear Nasal is approved for use in preventing SARS-CoV-2 (COVID-19) virus transmission and infection. The Pre-EUA is a first step in seeking formal authorization of nasal spray as a tool to help in combatting the coronavirus.

Xlear previously filed a pre-EUA seeking approval for use of the nasal spray as a medical device in combatting COVID-19. However, because the FDA determined that Xlear "works against the virus," the FDA told Xlear it would need to be considered as a drug or combination product to receive an EUA.

"Seeing that the FDA says Xlear works against the virus, we have decided to seek EUA approval as a drug," said Nathan Jones, Xlear's CEO.

Xlear's Pre-EUA request is based on recent studies showing the nasal spray is virucidal (it kills the virus); antiviral (it blocks the adhesion of the virus to the nasal membrane, which is how most people get sick from COVID-19); antibacterial against streptococcus bacteria, which is the leading cause of bacterial pneumonia; and it reduces

both the duration and severity of illness when used to treat COVID-19 patients.

Xlear is currently sold in over 50,000 pharmacies, grocery stores and online as a nasal spray, Jones said.

"Xlear doesn't require the EUA to be sold and used — we only need an EUA to be able to inform people about the benefits of using Xlear to protect themselves from COVID-19," Jones said. "It's insane. Without the EUA, the Federal Trade Commission won't let us simply inform people about new, published, independent scientific studies. We hope to move forward quickly with FDA to address gaps in current prevention and treatment strategies against SARS-CoV-2. People should be using Xlear as part of a layered defense to prevent getting COVID-19."

Utah tribes will receive COVID-19 Indian Housing Block Grant funding

Five tribal communities in Utah are in line to receive part of \$450 million in U.S. Department of Housing and Urban Development Indian Housing Block Grants (IHBG). The funds will be distributed to help tribes carry out affordable housing activities to protect the safety and health of their tribal members and communities, the department said.

The Utah tribes that will receive funds include the Goshute Reservation Confederated Tribes (\$301,363), the Northwestern Band of the Shoshone Nation (\$136,610), the Paiute Indian Tribe of Utah (\$1,373,780), the Skull Valley Band of Goshute Indians (\$35,007) and the Ute Indian Tribe of the Uintah & Ouray Reservation (\$1,040,921).

"HUD understands the significance of our responsibility to serve American Indian and Alaska Native families, and the department is dedicated to working in a government-to-government manner with tribes to quickly bring much-needed relief to tribal communities," said HUD Secretary Marcia L. Fudge.

Indian Housing Block Grants primarily benefit low-income American Indian and Alaska Native families. The amount of each grant is based on a formula that considers local needs and housing units managed. Eligible activities for the funds include housing development, operation and maintenance, modernization of existing housing, housing services to eligible families and individuals, housing management services, crime prevention and safety activities and model activities that provide creative approaches to solving affordable housing problems in Indian country, the department said.

Pandemic Assistance for Producers launched to aid ranchers & farmers

The U.S. Department of Agriculture has established a new effort to bring financial assistance to farmers, ranchers and producers who felt the impact of COVID-19 market disruptions. The new initiative, USDA Pandemic Assistance for Producers, will reach a broader set of producers than in previous COVID-19 aid programs, the department said. USDA is dedicating at least \$6 billion toward the new programs.

The department also said it will develop rules for new programs that will put a greater emphasis on outreach to small and socially disadvantaged producers, specialty crop and organic producers, timber harvesters, as well as provide support for the food supply chain and producers of renewable fuel, among others. Existing programs like the Coronavirus Food Assistance Program (CFAP) will fall within the new initiative and, where statutory authority al-

lows, will be refined to better address the needs of producers.

USDA Pandemic Assistance for Producers was needed, said Agriculture Secretary Tom Vilsack, after a review of previous COVID-19 assistance programs targeting farmers identified a number of gaps and disparities in how assistance was distributed as well as inadequate outreach to underserved producers and smaller and medium operations.

"The pandemic affected all of agriculture, but many farmers did not benefit from previous rounds of pandemic-related assistance. The Biden-Harris administration is committed to helping as many producers as possible, as equitably as possible," said Vilsack. "Our new USDA Pandemic Assistance for Producers initiative will help get financial assistance to a broader set of producers, including to socially disadvantaged communities, small and medium-sized producers, and farmers and producers of less-traditional crops."

The new payments will go out under the existing CFAP rules; however, future opportunities for USDA Pandemic Assistance will be reviewed for verified need and during the rulemaking process, USDA will look to make eligibility more consistent with the Farm Bill. Moving forward, USDA Pandemic Assistance for Producers will utilize existing programs, such as the Local Agricultural Marketing Program, Farming Opportunities Training and Outreach, Specialty Crop Block Grant Program, and others to enhance educational and market opportunities for agricultural producers.

Full details and application process instructions for the new program are available at www.farmers.gov.

SBA raises EIDL loan amount limit to \$500,000 for 24 months of damage

The U.S. Small Business Administration has increased the maximum amount small businesses and non-profit organizations can borrow through its COVID-19 Economic Injury Disaster Loan (EIDL) program. Starting the week of April 6, the SBA is raising the loan limit for the COVID-19 EIDL program from six months of economic injury with a maximum loan amount of \$150,000 to up to 24 months of economic injury with a maximum loan amount of \$500,000.

"More than 3.7 million businesses employing more than 20 million people have found financial relief through SBA's Economic Injury Disaster Loans, which provide low-interest emergency working capital to help save their businesses," said SBA Administrator Isabella Casillas Guzman. "However, the pandemic has lasted longer than expected and they need larger loans. Many have called on SBA to remove the \$150,000 cap. We are here to help our small businesses and that is why I'm proud to more than triple the amount of funding they can access."

Businesses that receive a loan subject to the current limits do not need to submit a request for an increase at this time. "SBA will reach out directly via email and provide more details about how businesses can request an increase," said Utah District Director Marla Trollan. "As soon as we have more information, we will make it available."

Any new loan applications and any loans in process when the new loan limits are implemented will automatically be considered for loans covering 24 months of economic injury up to a maximum of \$500,000.

The new relief builds on SBA's previous March 12

see COVID NEWS next page

Morris Murdock & Columbus to merge

Two major Utah travel industry companies have announced that they are merging. Morris Murdock Travel of Salt Lake City and Columbus Travel of Bountiful said they are becoming one “to strengthen and enhance travel programs and opportunities available to the traveling public.” The merger will create the largest seller of leisure, vacation, cruise, escorted tours, meetings and incentive travel in Utah and the Intermountain area, leaders of the two companies said.

Both Morris Murdock and Columbus offer vacation and family travel and escorted tours to domestic and international destinations. Additionally, Morris Murdock operates Black Pearl Luxury Services. Morris Meetings & Incentives, a division of Morris Murdock Travel, specializes in incentive, award and meeting travel. The incentive travel departments of MMI and Columbus will be combined, the companies said.

“We are excited to combine the strengths of both companies and offer the traveling public and companies increased value and more destinations and travel options,” said Brian Hollien, president of Morris Murdock.

Hollien will serve as president of the combined travel company. Mark Faldmo, president of Columbus Travel, echoed Hollien’s statement. “We have always had a great respect for Morris Murdock Travel and are looking forward to combining the strengths of both companies to enhance the travel experience of our clients,” he said.

Morris Murdock has offices in Salt Lake City, Draper, Provo/Orem, St. George, Ogden and Billings, Montana. Columbus Travel is headquartered in Bountiful. The gross bookings for Co-

lumbus Travel, Morris Murdock and Morris Murdock affiliates in Florida and Arizona were in excess of \$170 million in 2019.

“Our merger is motivated by opportunity,” said Hollien. “Combining the talent and knowledge of our travel experts with the increased buying power we will have with vendors and travel suppliers, will create new and exciting travel opportunities and better value for our customers and employees alike.”

“Travel is coming back strong. Combining the strengths

and buying power of Morris Murdock and Columbus is a big win for travelers,” said Columbus Travel CEO Larry Gelwix, known as the “Getaway Guru” and host of the syndicated “Travel Show” radio broadcast. “Travelers will see more travel options, greater value and more special pricing, deals and opportunities.” Gelwix and Faldmo will serve as officers with the combined company. Both companies will continue to operate for the time being under their own names. The merger is expected to close later this year.

Drought loans available

Small nonfarm businesses in Box Elder, Davis, Morgan, Salt Lake, Tooele and Weber counties are now eligible to apply for low-interest federal disaster loans from the U.S. Small Business Administration for damages suffered because of reduced revenues caused by drought in Davis County that last began last March. The announcement came from Director Tanya N. Garfield of SBA’s Disaster Field Operations Center-West.

SBA eligibility covers both the economic impacts on businesses dependent on farmers and ranchers that have suffered agricultural production losses caused by the disaster and businesses directly impacted by the disaster, Garfield said.

Small nonfarm businesses, small agricultural cooperatives, small businesses engaged in aquaculture and most private nonprofit organizations of any size may qualify for Economic Injury Disaster Loans of up to \$2 million to help meet financial obligations and operating expenses which could have been met had the disaster not occurred.

“Eligibility for these loans is based on the financial impact of the disaster only and not on any actual property damage. These loans have an interest rate of 3 percent for businesses and 2 percent for private nonprofit organizations, a maximum term of 30 years and are available to small businesses and most private nonprofits without the financial ability to offset the adverse impact without hardship,” Garfield said.

By law, SBA makes Economic Injury Disaster Loans available when the U.S. Secretary of Agriculture designates an agricultural disaster. The secretary declared this disaster on March 12.

Businesses primarily engaged in farming or ranching are not eligible for SBA disaster assistance. Agricultural enterprises should contact the Farm Service Agency about the U.S. Department of Ag-

riculture assistance made available by the secretary’s declaration. However, nurseries are eligible for SBA disaster assistance in drought disasters.

Information and application forms are available online at <https://disasterloanassistance.sba.gov/>. The deadline to apply for economic injury relief is Nov. 12.

Salty Dot buys Florida agency

Salty Dot Inc., a Salt Lake City-based insurance technology and brokerage company, has acquired automobile dealership point-of-sale insurance company Purple Insurance of Ft. Myers, Florida.

“The transaction will further drive Salty’s product-first strategy, speeding up the in-dealership sales process while delivering value to customers,” Salty said in a release. Salty has 42 auto dealers under contract for in-dealership insurance sales. Purple’s lead generation and marketing platform is embedded into a store’s dealership management systems, enabling the dealer to capture a larger percentage of the untapped opportunity to offer car insurance as part of the car buying experience.

“It was always Purple’s dream to offer an end-to-end technology solution while being both dealer and customer-focused, and

we achieved that by teaming up with Salty,” said Jim Maxfield, founder of Purple Insurance. “Together, we speed the sales process through a technology platform that eases the auto insurance experience, unlocking opportunities for existing Purple and Salty partners.”

Along with the purchase of Purple’s assets, founder Jim Maxfield will become Salty’s chief sales officer, initially focused on embedded insurance opportunities undertaken at the point of sale.

“I am excited to welcome Jim to the Salty team,” said James Hall, founder and CEO of Salty. “There is enormous potential for embedded insurance in the automotive market and beyond. The acquisition of Purple Insurance not only accelerates our technology capabilities as a product-first company but also further enhances the user experience.”

Mercato acquires Cloud Elements

Salt Lake City’s Mercato Partners has acquired Denver-based enterprise automation software company Cloud Elements from UiPath through its Traverse Growth Fund III. Cloud Elements specializes in application programming interface (API) integration and management. The transaction price was not announced.

“Cloud Elements has incredible technology, making API-based integrations fast and efficient. This latest step in their journey is the culmination of a great deal of vision and execution,” said Josh Christensen, principal investor at the Traverse Fund and new Cloud Elements board member. “Mark Geene and the Cloud Elements team have worked tirelessly to pioneer a new and better way for companies to integrate with APIs. Their list of Fortune 500 clients and the acquisition by UiPath both serve to validate the breakthrough advantage of the Cloud Elements approach. We are very happy for the team and proud to have played a part in their story.”

“Mercato has been with us since 2018, and they’ve been insightful partners,” said Geene, CEO and co-founder of Cloud Elements. “They really understood the unique challenges of building a cutting-edge tech company in a market like Denver. Josh and the members of the Traverse Performance Team were always there for our questions and projects. Their involvement really helped us get to where we find ourselves today.”

Mercato Partners is a multi-strategy investment firm which specializes in overlooked and underserved markets, Christensen said. Mercato provides both capital and operational guidance for rapidly scaling companies in the technology and branded consumer segments.

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announcement that the agency would extend deferment periods for all disaster loans, including COVID-19 EIDLs, until 2022 to offer more time for businesses to build back. In order to shift all EIDL payments to 2022, SBA will extend the first payment due date for disaster loans made in 2020 to 24 months from the date of the note and to 18 months from the date of the note for all loans made in the calendar year 2021.

Questions about SBA COVID-19 EIDL and disaster loan payments can be emailed to DisasterCustomerService@sba.gov or directed to SBA’s Customer Service Center at 1-800-659-2955.



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Salt Lake City area multifamily market strong despite economic uncertainty

The Salt Lake City area multifamily real estate market continues to show strong sales and further cap rate compression despite recent economic challenges. Those are among the findings of CBRE Commercial Real Estate's semi-annual "Greater Salt Lake Area Multifamily Market Report" released last week. Encompassing data from 2020 with a 2021 forecast, the report offers detailed insight into the multifamily market along the Wasatch Front.

Utah's strong market fundamentals have allowed the state to quickly recover from the uncertainties 2020 presented. End-of-year sales volume hit \$1.63 billion, the fourth year in a row that sales achieved levels in excess of \$1 billion. Vacancy rates also increased slightly from 4.3 percent at mid-year to 4.5 percent by year-end. Also of note, Salt

Lake County experienced a 28 percent increase in year-over-year absorption, indicating the strength and resiliency of the market.

"Some have voiced concerns about our market potentially overbuilding multifamily product in the past few years, but activity indicates a well-balanced market," said Patrick Bodnar, first vice president at CBRE. "Demand has continued to meet the increasing supply of units. Many people continue to migrate to Salt Lake for work opportunities in addition to seeking an amazing and affordable quality of life."

"Utah was recently ranked as the No. 1 economy in the nation by 24/7 Wall Street, and the strong performance of the Salt Lake multifamily segment is evidence of this market's adaptability and resiliency during challenging times," said Eli Mills, CBRE

senior vice president.

The report said that demand has continued to meet the increasing supply of units. At the current rate of absorption, demand

will outpace supply in 2021. It also said that cap rates are extremely aggressive and have seen continued compression. Rent growth has slowed and currently

sits at 1.4 percent year-over-year, with vacancy only up slightly, according to the report. The report also predicted a record number of new property deliveries in 2021.

CORPORATE FINANCIAL REPORTS

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

HealthEquity

HealthEquity Inc., based in Draper, reported net income of \$5.4 million, or 7 cents per share, for the quarter ended Jan. 31. That compares with a net loss of \$200,000, or less than one-half of one cent per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$188.2 million, down from \$201.2 million in the year-earlier quarter.

For the full fiscal year 2020, the company reported net income of \$8.8 million, or 12 cents per share, which compares with \$39.7 million, or 58 cents per share, in 2019.

Revenue in 2020 totaled \$733.6 million, up from \$532 million in 2019.

HealthEquity and its subsidiaries administer health savings accounts and other consumer-directed benefits for our more than 12 million accounts in partnership with employers, benefits advisors and health and retirement plan providers.

"The team delivered strong results in fiscal 2021, growing revenue by 38 percent to \$734 million and adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) by 23 percent to \$241 million," Jon Kessler, president and CEO, said in announcing the results.

"Fiscal 2022 is off to a fast start as well, with early client and partner wins as well as the acquisi-

tion of Luum, which will help our clients return to work."

Co-Diagnostics

Co-Diagnostics Inc., based in Salt Lake City, reported net income of \$12.8 million, 43 cents per share, for the fourth quarter ended Dec. 31. That compares with a net loss of \$1.7 million for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$27.1 million.

For the full year 2020, the company reported net income of \$42.5 million, or \$1.52 per share, which compares with a loss of \$6.2 million, or 37 cents per share, for 2019.

Revenue in 2020 totaled \$74.6 million, up from \$214,974 in 2019.

Co-Diagnostics is a molecular diagnostics company with a platform for the development of molecular diagnostic tests.

"This year marked a critical inflection point in our ability to establish Co-Diagnostics as a leading global molecular diagnostic company, driving innovation through our proprietary technologies across the infectious disease market," Dwight Egan, CEO, said in announcing the results.

"Our CoPrimer technology platform is well-positioned to continue to play a significant role in providing the U.S. and many countries around the world, needed access to coronavirus testing. Demand for our Logix Smart COVID-19 Test drove record sales this year and, although COVID-19 test sales may not be as robust as in 2020, we anticipate demand for our portfolio of products to contin-

ue in 2021."

Egan said that "as the world seeks normalization, we anticipate continued demand for our COVID-19 tests and other diagnostic products as testing becomes a part of the long-term protocol for many organizations."

Clene

Clene Inc., based in Salt Lake City, and wholly owned subsidiary Clene Nanomedicine Inc. reported a net loss of \$19.3 million, or \$1.10 per share, for the year ended Dec. 31. That compares with a loss of \$16.2 million, or 93 cents per share, for 2019.

Revenue in 2020 totaled \$206,000. The company reported no revenue in 2019.

Clene is a clinical-stage biopharmaceutical company dedicated to revolutionizing the treatment of neurodegenerative disease using nanocatalysis.

"We are thrilled to enter this new year as a public company following the recent close of our merger and concurrent financing, which was enabled by several key milestones achieved in 2020," Rob Etherington, president and CEO, said in announcing the results.

Etherington said the company is "well-positioned to continue the momentum of our clinical programs. ... It is with great energy and dedication that Clene will continue working towards its mission of developing bioenergetic nanocatalysts as a new class of drugs to treat significant unmet medical needs in neurodegenerative diseases while driving further value for its stakeholders."

Ivanti closes purchase of Cherwell

Ivanti Inc., an IT management and security company based in South Jordan, has closed its acquisition of Cherwell Software of Colorado Springs, Colorado. Cherwell provides IT service and assets management software for the healthcare, finance, education and government sectors. Terms of the transaction were not disclosed.

Ivanti is backed by major investors Clearlake Capital Group LP of Santa Monica, California, and Boston-based TA Associates.

"This business combination cements Ivanti's position as the only enterprise service management vendor to offer end-to-end service and asset management from IT to lines of business and from every endpoint to the IoT edge," Ivanti said in announcing the closing. "It also accelerates Ivanti's innovation at the intersection of unified endpoint management, zero-trust security and en-

terprise service management."

"We are excited to welcome the Cherwell team into the Ivanti family," said Jim Schaper, Ivanti chairman and CEO. "Together, we will build a deeper and more vertically oriented enterprise service management solution that delivers excellent experiences for every employee wherever they work, while enabling IT teams to improve operational speed, cost, and accuracy of service."

Ivanti said it plans to integrate Cherwell's no-code and low-code applications. The Ivanti Neurons platform will connect the enterprise service management portfolio with the company's unified endpoint management and zero-trust security solutions, providing a single method for enterprises to proactively, predictably and autonomously self-heal and self-secure devices and self-service end users, Ivanti said.

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After five idle years and numerous discarded plans, construction is finally underway on the former site of the defunct Plum Tree Shopping Center in Provo. Located at the corner of University Parkway and 2230 North, The Mix at River's Edge is a mixed-use development now owned by Brighton Development.

Being built on the site of the failed strip mall, the development includes 293 multifamily units, 300,000 square feet of Class A office space, a 124-room luxury hotel and 105,000 square feet of retail space.

"This redevelopment project has been anticipated for many years with our citizens anxious for progress to replace the retail blight," said Keith Morey, Provo economic development director. "Watching the property lay dormant has been difficult, but the reality of its reawakening and transformation is truly exciting."

"The location is one of the best in Utah County for development opportunities and long-term value, given its proximity to two universities and University Parkway," said Nate Pugsley, CEO of Brighton Development. "As a company, we couldn't be more excited to invest a little bit of time, money and resources to improve this part of Provo."

Resetting your business strategy for 2021 success

It's not clear whether 2020 was a wake-up call or if it put us all to sleep. The worldwide pandemic caught everyone by surprise, forcing us to reassess how we interact with each other and how we conduct business. For some, this was a call to action; for others, it seemed to usher in a year of fear and uncertainty that froze them in place.

Now that we're well into 2021, it seems incumbent on us to firm up our strategies for moving forward. In each of our enterprises, we need to realign ourselves with our purposes, the value propositions we offer to our customers and the values that govern our actions. This alignment sets the stage for execution, for how we lead our teams and what we do every day.

All of this must be done, of course, in the context of making money and growing the value of our businesses. For many enterprises, this is where we've lost our way in 2020. Companies that were financially stable for years found that the "new normal" didn't provide the profits and cash they required. Many couldn't adapt and ultimately went out of business.

As we work with CEOs and business owners today, we recognize that for many, the most pressing need is to stop the metaphorical bleeding of 2020 — to get them financially stable. As much as that is a numbers game, it is also a psychological challenge. Much of the confidence in traditional strategies has been shattered. While there is still merit in some of the standard answers, it is more essential than ever to customize solutions for each company and leader.

Your customized solutions will begin to emerge with a candid assessment of where you are *right now*. That means taking an honest, critical look at three financial documents: your most current income statement (P&L), balance sheet and cash flow statement. Simply put, you can't solve a problem if you don't accurately recognize its characteristics, its dimensions and its severity.

There are four critical questions that you should consider here:

1. Do you understand your financial statements? Many, if not most, CEOs are not trained in accounting and finance. If you don't understand your financials, please invest in becoming financially literate.

2. Do you trust the numbers? Are they up to date? Can those who prepare them give you the answers you need?

3. What do your financials tell you about your current profitability, cash position and value? Each financial statement tells a story, and more than anyone else, *you* should know what that story is.

4. What are your options for bringing about the greatest positive outcomes, both short-term and long-term? How will you lead for future success?

This process will not stray too far from the numbers, but it begins with the psychology. *You must begin to realize that you can win this game!* But this will only happen if, after acknowledging where you are, you begin to develop an action plan.

When company finances are tight, it is likely that you will put a heavy focus on improving the efficiencies of your business. This typically involves greater attention to budgeting, eliminating as much waste as possible in your operating processes. While this is wise, recognize the tradeoffs between efficiency and effectiveness.

An example might be increasing your efforts on collecting accounts receivable. Not a bad idea — up to a point. While this enhances cash flow, too much intensity here may drive away customers who have also struggled in 2020. Effectiveness may demand that you moderate some of your efforts in increasing A/R efficiency.

Early in my career, I was a product manager for a Fortune 100 company. They placed heavy emphasis on manufacturing productivity. While I couldn't argue with the importance of the efficiencies they were seeking, I had a different concern. The products that were in highest demand with my customers were constantly backordered. My customers were becoming angry, and some were turning to my competitors. This led me to question our factory folks: Why couldn't they keep my most important products in stock?

After some investigation, the answer became clear. Our high-demand products were not the most efficient to produce. Long, efficient runs of other products



RICH TYSON



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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

see TYSON page 10

Business Tech

Using Microsoft Teams as your phone system

Microsoft has always been the backbone of office work. Documents, presentations and spreadsheets are what businesses use every day to write down, communicate and track what is happening. Knowing your way around Microsoft Office is synonymous with understanding how to use a computer.

While the standard programs found in Microsoft Office are timeless productivity tools, it isn't everything that the Windows overlords have to offer. The shift to the cloud has necessitated the development of Microsoft Teams, where departments can chat and collaborate on projects. But that isn't where it ends either.

Microsoft is working on digging itself deeper into your culture and giving you even more powerful tools to conduct your business. One of those tools is the aptly named Phone System.

What is Microsoft Phone System?

Phone System is Microsoft's answer to making calls for your business. It works as an extension of Microsoft Teams to place both calls within the office and across the globe.

Phone System replaces a private branch exchange (PBX), the system that offices have in place to make calls to each other without an outside line. The expensive hardware is replaced by cloud capabilities that integrate with the Teams app.

This means that calls can be placed on any device, anywhere. Computers, mobile devices and traditional phones all have access to the same interoffice communication capabilities to connect your team, whether they are in the office next door or working remotely. A smartphone already has the hardware, while a computer uses any headset to place and receive calls.

If calling coworkers isn't enough, the system can also be connected to the public switched telephone network (PSTN). A business then has the capabilities to use the same app to handle all of their calling needs.

Signing up for Phone System doesn't mean that a company has to ditch all of its existing infrastructure. The service is flexible enough to adjust as needed. A manager can purchase a Microsoft calling plan, making Microsoft

your phone carrier. If there is an existing infrastructure in place, then the system can connect to connect a business to its current PSTN carrier.

Administrators have full control over the options available to each user. Individual plans determine whether a user has a domestic plan or an international one, depending on their specific needs. So, the accounting department, which makes all of their calls to other people in the department, can use a cheaper domestic plan while sales teams still have access to international calling.

What features are included?

Phone System was designed with enterprise in mind. The service offers a litany of features to handle whatever your business needs are.

Of course, there is voicemail, which is automatically set up as soon as the user begins their service. They'll also have caller ID, voice switching and call forwarding at their fingertips.

Then there are other perks like call queues. Yes, you'll be forcing callers to listen to tinny recordings of outdated songs, but while they do that, they are waiting on hold automatically, and they will be transferred to the next available call agent. There can be a single queue or many, depending on the call volume a business gets.

Auto attendants are part of the package too, so those automated menus can be used to funnel the right callers to the right departments. Like everything on your new voice system, this takes place on the cloud, so they can be transferred anywhere in the world.

Like Office 365, the system is constantly updated and your business will always be using the latest version. Having Office 365 is already a solid step towards integrating Microsoft telephony into your current system. It works with all of the features you already use from Microsoft, including your calendar, email, SharePoint, document collaboration and team chats.

How much does it cost?

This isn't a straightforward question because the number



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see TECH page 12

Industry Briefs

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

BANKING

• **WebBank**, a Salt Lake City-based industrial bank, has appointed **Shannon Hutchings** as senior vice president of engagement, brand and strategy deployment.



Shannon Hutchings

An employee of WebBank for 10 years, Hutchings most recently served as vice president of lean/operations and has been instrumental in the execution of the bank's lean and payments initiatives, vendor management program and helped stand up and lead WebBank's Diversity, Equity and Inclusion (DE&I) Council.

• **TAB Bank**, Ogden, has provided a \$5 million rediscount credit facility for a trucking factoring company based in Michigan. The facility is based on a multi-year agreement and will provide the means necessary to grow and expand the company's growing portfolio. The company was primarily looking for a funding partner with experience in lending to and financing companies in the trucking industry. Their search led them to TAB Bank.

ECONOMIC INDICATORS

• **Weber State University** is ranked No. 17 on a list of the "Top 20 Best Contract Management Certificate Programs for 2021," compiled by **Great Business Schools**. The University of Washington was top-ranked. American Military University in Charles Town, West Virginia, was top-ranked on the list of "Top 10 Best Contract Management Bachelor's Programs for 2021." Arizona State University was top-ranked on the list of "Top 10 Best Contract Management Master's Programs for 2021."

• **Salt Lake City** is ranked No. 104 on a list of "2021's Best Cities for Water Quality," compiled by **LawnStarter**. It compared the 200 biggest U.S. cities on seven key factors, from consumers' overall satisfaction with their water to the number of homes lacking basic plumbing. The top-ranked city is Columbus, Ohio. The bottom-ranked city is Garden Grove, California. Details are at <https://www.lawnstarter.com/blog/studies/best-cities-for-water-quality/>.

EDUCATION/TRAINING

• **Rowland Hall**, a Salt Lake City-based independent coeducational college-preparatory day school, has hired **Chandani Patel** as its first director of equity and inclusion. In this endowed role, made possible by a \$2.4 million donation from the Cumming Family Foundation, Patel will support Rowland Hall's core value of welcoming everyone and elevate the school's longstanding commitment to diversity, equity and inclusion (DEI). Patel has taught and written extensively about how concepts of race, identity and belonging shift across places, languages and cultures. She has spent the past 10 years advancing DEI initiatives across a number of institutions, most recently as the director for global diversity education at New York University.



Chandani Patel

• Faculty, staff and students at **Weber State University** now have access to a suite of cutting-edge technology through the university's ongoing **Digital District** project, thanks in part to CARES funds, which supported the university's transition to online learning. A wide array of tools are now available for faculty in Lampros Hall on the Ogden campus, including a podcast studio, mobile SMART Board TVs, technology-enhanced collaboration spaces, and an active-learning classroom. The classroom can quickly shift from accommodating a lecture to fostering group work in high-tech pods. There are also individual workspaces where faculty can develop online, virtual and technologically enhanced face-to-face courses, with instructional designers and teaching experts nearby to provide assistance. **Adobe** leaders have announced Weber State as its newest **Adobe Creative Campus**, a designation given to a select group of colleges and universities around the world that are driving the future of digital literacy. **Jason Barrett-Fox**, assistant professor of rhetoric and writing studies, has been recognized as a Faculty Fellow, sharing techniques with fellows from other colleges and universities and focusing on how he has integrated Adobe tools into his first-year composition courses at Weber State.

GOVERNMENT

• The **Governor's Office of Economic Development (GOED)** recently announced **Daniel Royal** as its director of corporate growth and business development. Royal will play a key role in attracting



Daniel Royal

new businesses to the state and managing GOED's flagship incentive program, the post-performance EDTIF tax credit program. Royal is a familiar face at GOED and the state of Utah, formerly serving in various roles since 2012. He started as an intern on the International Trade and Diplomacy team, then transitioned to the Office of Rural Development. His previous tenure at GOED was four years. Royal also worked at the Governor's Office of Energy Development, where he managed the office's incentives program, including the High-Cost Infrastructure Tax Credit. Royal most recently worked for Charleston County Economic Development in South Carolina, where he directed the county's business recruitment efforts.

• The **Central Wasatch Commission** has launched the 2021 call for ideas for new projects specific to the project area of the Central Wasatch Commission, which includes Millcreek Canyon, Big and Little Cottonwood Canyons, and the Wasatch Back. This call is specifically focused on projects that protect the ecosystems or watershed originating in the project area, improve canyon transportation or transit, steward year-round recreation, and sustain the economic viability of the Wasatch Canyons. The commission was formed in 2017 through an interlocal agreement and is comprised of nine jurisdictions along the Central Wasatch Front and Back. Its mission is to implement the Mountain Accord, which laid out proposals for addressing four major issue areas specific to the Central Wasatch Mountains: transportation, economic viability, environmental sustainability, and recreation stewardship. Details are at cwc.utah.gov.

INVESTMENTS

• **Neighbor**, a Lehi-based self-storage marketplace, has secured \$53 million in a Series B investment led by proptech and real estate investor **Fifth Wall Ventures**, along with marketplace experts, including DoorDash's **Tony Xu**, StockX's **Scott Cutler** and returning investor **Andreessen Horowitz**. Neighbor will use the investment to expand its network of hosts and renters, which currently spans rural, suburban and urban markets in all 50 states. In addition to leading the round, Fifth Wall Ventures will facilitate opportunities for Neighbor to partner with the firm's roster

of investors and limited partners, specifically real estate investment trusts.

• **HandsFree Labs Inc.**, a Vineyard-based hands-free footwear technology company, has secured a \$3 million round of financing led by the **Frazier Group**. In addition to licensing its technology portfolio, **HandsFree Labs** uses its technologies to power **Kizik** footwear, a brand of hands-free shoes. **Skip Lei** will be executing the footwear business side for Kizik and Handsfree Labs. Lei spent more than 30



Skip Lei



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years at Nike, including running the global tennis category, creating Nike's Quick Strike program, and serving as the product liaison to the brands that Nike owned.

LAW

• **Holland & Hart** has hired **Michelle Quist** as part of its commercial litigation practice in Salt Lake City. Quist has experience in complex civil litigation, regulatory and appellate matters. She also represents clients in a wide range of commercial litigation matters, including business torts and breach of contract cases, and



Michelle Quist

in environmental and natural resources litigation matters, including public lands litigation. Quist began her legal career practicing in New York at Milbank, Tweed, Hadley & McCloy. She then worked as a staff attorney for the U.S. Court of Appeals for the 10th Circuit. She also turned her advocacy skills to writing daily editorial articles and columns for *The Salt Lake Tribune* and providing political commentary and analysis for news and media organizations. She received her J.D. from Brigham Young University's J. Reuben Clark Law School and her bachelor's degree from BYU.

• **Armstrong Teasdale** has hired associate **Tanner B. Camp** for the firm's litigation practice in Salt Lake City. Camp regularly represents clients in complex legal matters in state and federal court, including contract and trade



Tanner Camp

secrets disputes, environmental actions and white-collar criminal investigations. Camp has experience representing clients in multimillion-dollar matters involving a wide array of claims, from environmental torts to theft of trade secrets, across industries. Prior to joining Armstrong Teasdale, Camp was in private practice at a trial boutique in Southern California. He also held summer associate positions with several firms in Utah and Texas.

NONPROFITS

• **Visit Salt Lake**, a private, nonprofit corporation promoting Salt Lake as a convention and

see BRIEFS next page



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Industry Briefs

from previous page

travel destination, has launched **"Fuel the Fun,"** an incentive-based travel campaign promoting overnight visitation to Salt Lake County's South Valley area. By booking just two or more nights at participating South Valley lodging properties, travelers can select between a \$50 Sinclair gas card or a \$50 VISA gift card. The Sinclair cards are valid for gas or merchandise at all Sinclair Gas Station locations while the VISA gift cards may be used nationwide for both in-store and online purchases.

OUTDOORS

• **Ski Utah** has hired **Alison Palmintere** as director of communications. Palmintere was the 2012 Ski Utah PR intern and has worked in PR for Caesars Entertainment on the food and beverage side, as well as Vegas.com, where she spearheaded SEO efforts.



Alison Palmintere

She joins Ski Utah after spending almost a year in Hakuba, one of Japan's largest ski towns, where she opened Goryu Village's first wine bar and snowboarded in her spare time.

PHILANTHROPY

• **Bank of America** has named **Neighborhood House** and **Volunteers of America Utah** as its inaugural **Neighborhood Builders** program awardees in Utah. The program recognizes both nonprofits for their work to address issues fundamental to

economic mobility, specifically access to critical wraparound, mental health, housing and healthcare services, as well as affordable family support, youth programs, pre-school and adult care. As part of the program, each organization receives a \$200,000 grant, a year of leadership training for the executive director and an emerging leader, a network of peer organizations across the U.S., and the opportunity to access capital to expand their impact. Including **Neighborhood Builders**, Bank of America awarded more than \$1 million to Salt Lake-area organizations in 2020, including \$400,000 in funding and nonprofit leadership skills development training to advance economic mobility.

REAL ESTATE

• **Woodbury Corp.**, a real estate management and development company, in partnership with **WPI Enterprises**, has announced the opening of **TJ Maxx** at The Meadows shopping center in American Fork. It contains 22,000 square feet. The company also announced **Alvera at The Meadows**, new living residences, will be available this spring and offer one- to three-bedroom apartments. Nearly 50 living spaces are anticipated to become available this spring, followed by another 96 units later this summer.

RECOGNITIONS

• **Nu Skin**, a Provo-based company offering beauty and wellness products, has been ranked the **world's top brand for beauty device systems** for the fourth consecutive year by **Euromonitor International Ltd.**, a publisher of market

research on the skin care industry. Nu Skin's customer base totals more than 1.5 million consumers.

• **Visit Salt Lake**, a private, nonprofit corporation promoting Salt Lake as a convention and travel destination, recently presented **Eddie Canaday** with its 14th annual **Dianne Nelson Binger Sales Leadership Award**.



Eddie Canaday

It is the second time he has earned the honor during his 12 years at VSL. Canaday is director of convention sales in the D.C. market and diversity market development director. The award is presented to Visit Salt Lake's top salesperson in honor of Dianne Binger, who served Visit Salt Lake, then known as the Salt Lake Convention & Visitors Bureau, and the community for 18 years, becoming president & CEO in 2001. Canaday worked in concert with his Salt Lake-based counterparts to close some of the year's largest bookings, conventions being held 2021 through 2028 and ranging in size from 3,500 attendees to more than 14,000 attendees.

• **Eight hospitals in Utah** have been ranked among the top 100 rural and community hospitals and critical access hospitals in the U.S. for 2021 by the **Chartis Center for Rural Health**, a rural healthcare organization. The list of **top rural and community hospitals** includes **Ashley Regional Medical Center** in Vernal, **Bear River Valley Hospital** in Tremonton, **Castleview Hospital** in Price, **Cedar City Hospital**, and **Sevier Valley Hospital** in Richfield. **Garfield Memorial Hospital** in Panguitch, **Sanpete Valley Hospital** in Mount Pleasant, and **Beaver Valley Hospital** in Beaver are ranked as top rural critical access hospitals. Chartis scored hospitals in 36 independent indicators across eight categories, such as quality of care, patient outcomes, affordability and financial efficiency. Also, **Cedar City Hospital** and **Sevier Valley Hospital** are on a list of the **20 highest-ranked prospective payment system hospitals in the U.S.**, based on an evaluation by the Chartis Center. It considered factors for the top 20 rural and community hospitals based on eight indices: inpatient market share, outpatient market share, quality, outcomes, patient perspective, cost, charge and financial efficiency.

• A University of Utah student team, **uAir**, recently won the \$20,000 grand prize at the **2021**

Utah Entrepreneur Challenge, in which teams from Utah universities competed for \$60,000 in cash and prizes. The statewide business-model competition is managed by the **Lassonde Entrepreneur Institute**, a division of the David Eccles School of Business at the University of Utah, and sponsored by **Zions Bank**. **uAir** offers an innovative inhaler that streamlines the design to be more portable with fewer puffs, leading to less medical waste and more financially accessible inhalers. Other winners are second-place **Clean Seat**, UofU (\$15,000); third-place **SpeechCloud**, UofU (\$10,000); **Speech Cloud** with the **Ident Solutions Technology Award** (\$2,500); **Morr Décor**, Southern Utah University, with the **Actium Partners Bootstrap Award** (\$2,000); **Gaia Technologies**, UofU, with the **Jones Waldo Intellectual Property Award** (\$1,500); **Morr Décor**, **Mobile Moon Co-op** (Westminster College), **Judgement Day** (Salt Lake Community College) and **Powder Soles** (Utah State University) with the **Ballard Spahr and Workman Nydegger Emerging Entrepreneur Awards** (\$1,000 each); and **BidMyCrib**, UofU, with the online voting **Jones Waldo People's Choice Award** (\$1,000).

• **Acti-Vest**, a team from Juan Diego Catholic High School, won the \$10,000 grand prize at the **2021 High School Utah Entrepreneur Challenge**, a high school business-idea competition with \$25,000 in cash and scholarships. The competition is hosted by the **Lassonde Entrepreneur Institute**, a division of the David Eccles School of Business at the University of Utah, and sponsored by **Zions Bank**. **Acti-Vest** presented an idea for a vest that uses ultrasonic sensors to calculate the distance between obstacles and a visually impaired wearer to warn them of nearing objects. Other winners are **Pocket Garden**, Hillcrest High School, with second place (\$5,000); **Eggshell Remover**, Springville High School, with third place (\$2,500); and **Ringo Leveling the Testing Field**, West High School, with the most votes in the public online voting (\$500). Also, several students were awarded a position with the **Lassonde Founders** program, which includes a \$1,000 housing scholarship for students to live and launch together at **Lassonde Studios**: **Ava Cocco**, **Genevieve Hohaia**, **Gianna Hohaia**, **Jennifer Ong**, **Katherine Sexton**, **Lily Miller**, **Maíra Howcroft** and **William Jesperson**.

SERVICES

• **Ancestry**, a Lehi-based family history and consumer genomics company, has appointed **Lorrie Norrington** as an independent member of its board of directors. She previously served as an advisor to Ancestry from May 2019 to December 2020.



Lorrie Norrington

Norrington has more than 30 years of operating experience in technology, software and Internet businesses. She currently serves as an advisor and in an operating partner capacity for Lead Edge Capital. Prior to Lead Edge, she was president of eBay Marketplaces and led all eBay businesses in 39 countries. Prior to that, she was the CEO of Shopping.com Inc., an online shopping comparison site acquired by eBay in 2005; served as an officer at Intuit; and led a variety of businesses at the General Electric Co. over a 20-year period. Norrington serves on the boards of Colgate-Palmolive, HubSpot, Autodesk and Eventbrite. Previous boards include DIRECTV, Shopping.com, McAfee, TaskRabbit, Catawiki and Lucasfilm.

• **Spherion Staffing** has opened an office at 204 E. Harvey Milk Blvd. in downtown Salt Lake City to specialize in meeting the demand for IT talent in Silicon Slopes and partnering to give back



Jon Eborn

to the causes that matter most to its clients. The new technology-focused office is opening with the support of the market's Spherion franchise owner, Ron Zarbock. Since 2007, Zarbock has grown Spherion's presence in the state and regionally now to seven offices along Utah's Wasatch front and Idaho's Treasure Valley. **Jon Eborn** will serve as director for the new office. He has insider knowledge of the local technology industry and has networked within the independent IT consultant scene in Salt Lake City.

TECHNOLOGY/ LIFE SCIENCES

• **Yoodlize**, a Provo-based tech startup offering a peer-to-peer rental application, has used crowdfunding platform Wefunder to raise \$500,000. The company said it will use the funds to expand

see BRIEFS page 12



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Succeeding in Your Business

Setting up an affiliate program? Here are the pros and cons

"I have a small line of consumer products that I promote mostly from our company website.

"A number of my competitors have set up affiliate programs in the past year, where people can sell their stuff from their own websites and get a commission. I'm thinking about doing the same, but our products have a 'luxury' cachet that I'm afraid will be diluted if the affiliates don't maintain a high-quality brand image.

"Is there any way I can create an affiliate program but ensure that my brand image won't be diluted in the marketplace?"

In the world before the Internet, companies hired sales representatives, or "reps," who would sell their merchandise —

often within strictly defined territories — in exchange for a commission on each sale they made that didn't fall through (for those who have no clue how that world worked, see Arthur Miller's 1949 play "Death of a Salesman")

In a digital world, yesterday's sales rep is today's "affiliate."

In an affiliate program, people sign up with a brand (usually but not necessarily consumer-facing) and agree to sell the brand on their own websites, social media pages and other online

venues, via a link unique to each affiliate. When the customer clicks on that link, he or she is directed to the brand's website, which automatically records that the affiliate is responsible for introducing that customer. If the customer buys something from

the brand's website within a specified time period — usually 60 to 90 days — the affiliate is credited with the sale and receives an agreed-upon commission at the end of the month or calendar quarter.

For brands, it's a low-cost way to market and promote their products. For affiliates, it's a way to generate passive income without having to carry an inventory, interface with customers, ship and fulfill orders, process returns, collect overdue payments or deal with problems for which sales reps in the brick-and-mortar world are responsible.

As this reader points out, however, an affiliate program can create as many problems as it solves. Here are some things to think about before you take the plunge:

What Merchandise Will the Affiliates Sell? Especially when

starting a new program, resist the temptation to offer affiliates access to only the stuff you're having a hard time selling. Just keep in mind that the affiliate earns commissions on the gross sales price, not your net profit — so offering them only low-margin merchandise is likely to erase any margin on items sold through the program.

How Do You Make Sure Only the "Right Ones" Join the Program? Especially for a company that sells high-end, luxury consumer goods, you can't afford to let everyone into your program who wants to join. You should be allowed to view their website and social media pages to determine that their brand image is the same quality as yours and that they handle themselves in a professional manner. You also want to be sure that they do not carry competing merchandise and have some knowledge of the types of merchandise they offer on their site. An affiliate that's offering jewelry and pet supplies on the same page is not going to be a good fit for your business.

What Does the Affiliate Get, and When? Your website should clearly describe for potential affiliates:

- How much commission they get on each sale.
- The "cookie duration" for any sale (the period of time from the moment a customer clicks on your site using the affiliate's link to the moment they purchase something there).
- Any minimum sale requirement (e.g., commissions are paid only on sales over \$100).
- How commissions will be affected by rebates and returns.

What Should Your Affiliate Agreement Say? Your affiliate agreement should have, at the very least, clauses:

- Requiring them to obey all federal and state consumer protection and advertising laws, including the federal CAN-SPAM Act regulating email marketers and

the Federal Trade Commission's Guidelines on Endorsements and Testimonials for bloggers.

- Reducing the affiliate's commission to reflect any discount you grant a customer on a particular item.

- Allowing you to terminate the affiliate relationship for any reason, or no reason, as long as you pay any commissions owed for sales that take place before the termination date.

- Explaining that rebates and refunds granted to customers will be credited against commissions due the affiliate the following month.

- Requiring them to notify you when they make changes to their website.

How Much Support Will You Give Your Affiliates? To ensure that your affiliates are living up to your brand image, you may want to create their marketing materials yourself and require their use on the affiliate's website. You should also consider a monthly newsletter with special deals, one-time coupon codes and other incentives.

Should You Sign Up With an "Affiliate Platform"? If the thought of managing dozens or hundreds of "remote reps" makes you nervous, a number of software companies offer affiliate management programs that will automatically sign up and scrutinize potential affiliates, issue their customized links, track website clicks and sales, pay commissions and otherwise help you manage your affiliate relationships — for a monthly subscription fee, of course. Among the most popular software solutions: ShareASale, Rakuten Advertising, TapAffiliate, Titan Affiliate, Referral Rock and Post Affiliate Pro.

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

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TYSON from page 6

were given priority over what our customers wanted. We were sacrificing effectiveness (serving our customers) for efficiency. The long-term ramifications of this would have been lost market share and profits, as well as a negative effect on company cash flow as we stockpiled huge quantities of very efficiently manufactured products that were not in high demand.

This is a time to reset, to put the fears and concerns of 2020 behind you. You need to believe that you can do this, then assess where you are, why you are there and develop plans to make this year — and the years to come — much more fruitful and prosperous.

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

Calendar

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

April 5, 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.

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.

April 6, 1-1:45 p.m.

"A Post-Pandemic Economy," a World Trade Center Utah event featuring Jamie Dimon, chairman and CEO of JPMorgan Chase & Co., and Jon Huntsman, chair of World Trade Center Utah. They will assess the economic state of the globe and across markets and discuss their views on the year ahead, lessons learned from an unprecedented 2020 and how companies can approach global trade in a post-pandemic world. Event takes place online. Registration can be completed at <https://game.jpmorganchase.com/global-event-management-adfs/registration/welcome/59e2fbd4ade81387ef66c92a9606ed07/28ecbe93b9475010a8ce196dd1b91795>.

April 6, 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>.

April 7, noon-1 p.m.

"Grow With Google: Connect with Customers and Manage Your Business Remotely," a Women's Business Center of Utah event focusing on Google tools that can help business owners

work and manage their business during this time of uncertainty, and insights on more online and timely resources for small businesses. Event takes place online (available statewide). Free. Details are at wbcutah.org.

April 7, 4-5 p.m.

"Actionable Advice on What U.S. Businesses Should Do About China," part of the "China Paradox" series presented by World Trade Center Utah, the Orrin G. Hatch Foundation and the U.S.-China Business Council. Speakers are Tim Stratford, chairman emeritus at the American Chamber of Commerce in China and managing partner at Covington & Burling LLP Beijing; Bill Zarit, chairman of the American Chamber of Commerce in China and senior counselor at The Cohen Group; and Jeremie Waterman, president of the U.S. Chamber China Center. Free. Details and registration are available at https://wtcutah.formstack.com/forms/china_paradox.

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 8, 11 a.m.-noon

"Developing Effective Employment Policies for the New Way We Work," a Salt Lake Chamber event. Salt Lake-based SixFifty worked with the law firm Wilson Sonsini to update over 50 employment policies that account for the COVID pandemic, vaccines and a workforce that's more remote, mobile and diverse. Speakers include SixFifty CEO Kimball Parker and Adrienne Jack, director of legal product. Event takes place online. Details are at slchamber.com.

April 8, 11:30 a.m.-12:30 p.m.

Women in Business Online Luncheon, a Davis Chamber of Commerce event. Speaker Sarah Ceo will discuss "Mindfulness & Balance." Free (no registration required). Details are at davischamberofcommerce.com.

April 8, 1-2 p.m.

"Virtual Q&A," a Park City Chamber/Bureau event featuring CEO Jennifer Wesselhoff. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

April 8, 3-4 p.m.

"Transit-Oriented Development: Developing Large Scale Mixed-Use Projects," a ULI (Urban Land Institute)

Utah event. Speaker is Richard Vogel, senior vice president of the Related Cos. Event takes place online via Zoom. Cost is \$15 for private-sector ULI members and \$20 for nonmembers, \$10 for public/young leaders/students that are members, \$15 for public/young leaders/students who are nonmembers. Details are at <https://utah.uli.org/events-2/>.

April 8, 4-6 p.m.

"Wine & Whine," a South Jordan Chamber of Commerce event. Location is Embassy Suites, 10333 South Jordan Gateway, South Jordan. Details are at <https://www.southjordanchamber.org/events>.

April 8, 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>.

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

"Eggs and Issues," a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at Eventbrite.com.

April 9, 8-9 a.m.

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

April 9, 8 a.m.

"Automate, Delegate & Eliminate," presented by the Women's Business Center of Utah and WOW. Speaker is Benevieve Pinelli. Event takes place online via Zoom. Free. Details are at wbcutah.org.

April 9, noon-1:15 p.m.

"Rising Athenas, Male Allies and the Power of Gender Partnership," a Utah Women & Leadership Project event. Speakers are Davis Smith, associate professor of sociology at the U.S. Naval War College; and Brad Johnson, professor of psychology, clinical faculty associate at the U.S. Naval Academy, John Hopkins University. Event takes place online. Free. Details are at <https://www.usu.edu/uwlp/calendar/?id=76537>.

April 9, 2-6 p.m.

2021 Job Fair, a ChamberWest event in collaboration with the Granite School District, Jordan School District, Salt Lake Community College and the Utah Department of Workforce Services. Open to high school stu-

dents 2-4 p.m. and open to the community 4-6 p.m. Location is Granger High School, 3580 S. 3600 W., West Valley City. Free for ChamberWest members, \$50 for nonmembers. Details are at chamberwest.com.

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

Women & Business Spring Conference, a ChamberWest event. Keynote presenters are April Townsend of Townsend Consulting; Aimee Winder Newton, Salt Lake County councilwoman and 2020 gubernatorial candidate; and Michelle McCullough of DreamBoard Media. Location is the Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City, as well as online. In-person cost is \$75 through April 6 and \$95 thereafter and for nonmembers; virtual cost is \$50. Details are at chamberwest.com.

April 13, noon-1:30 p.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>.

April 13, noon-1 p.m.

"What Does It Mean to be a Trail Town?" presented by the Utah Office of Outdoor Recreation and the Utah Trail Forum. Speaker is Amy Camp, author of *Deciding on Trails: 7 Practices of Healthy Trail Towns*. Event takes place online. Free. Registration can be completed at Eventbrite.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.

April 14, 9-10 a.m.

"Prepare for Your Restaurant Revitalization Fund Grant Application," a Women's Business Center of Utah event taking place online via Zoom (available statewide). Free. Details are at wbcutah.org.

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

"Let's Do Lunch: Meet and Connect," a South Valley Chamber event. Location is Lowe's Riverton, 12462 Creek Meadow Road, Riverton. Cost is \$15 for members, \$25 for nonmembers. Details are at southvalleychamber.com.

April 14, noon-1 p.m.

"Workforce Resilience Webinar: Shining Light on Our Biggest Crisis," a Salt Lake

Chamber event focusing on the clinically depressed. Presenter Dr. Matthew Thiese, assistant professor at the University of Utah's Rocky Mountain Center for Occupational and Environmental Health, will share what has been proven to successfully treat depression, why it makes sense for your organization to care, and, how you can help yourself and your organization feel better immediately. Details are at slchamber.com.

April 14, 5-6:30 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>.

April 15, 11:30 a.m.-12:30 p.m.

Online Chamber Luncheon, a Davis Chamber of Commerce event that takes place online via Zoom. Free (no registration required). Details are at davischamberofcommerce.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.

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 15, 8-11 a.m.

"Meaningful Metrics: Measurement Isn't Enough," presented by Salt Lake Community College and iMPact Utah. Event includes an introduction to OKR (Objectives and Key Results), the three-part system behind globally successful companies. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Free, but registration is required. Virtual participation is available. Details are at <https://impactutah.org/events/meaningful-metrics-slcc/>.

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

2021 Annual Gala, an Ogden-

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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.

April 16, 7:30-8:30 a.m.

"Eggs and Issues," a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at Eventbrite.com.

April 16, 8-11 a.m.

"Designing Corporate Women's Networks, Initiatives and Leadership Programs," a Utah Women & Leadership Project event. Speaker is Susan Madsen of the Utah State University Jon M. Huntsman School of Business and director of the UWLP. Event takes place online. Free. Details are at <https://www.usu.edu/uwlp/calendar/?id=76537>.

April 16, 8-10 a.m.

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

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

Drive Thru Job/Resource Fair, a South Jordan Chamber of Commerce event. Location is the Bingham High School parking lot, 2160 South Jordan Parkway, South Jordan. Details are at <https://www.southjordanchamber.org/events>.

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: 9-10 a.m.

"Bagels & Business: 16 Things Every Entrepreneur Is Doing Wrong." Location is Salt Lake Community College,

Building 5, Room 333, 9750 S. 300 W., Sandy. Virtual participation is available. Free. Details are at <https://clients.utahsbdc.org/events.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.

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

Business Women's Forum 2021 Spring Mixer hosted by Rob Ferre. Cost is \$5 for members, \$10 for nonmembers, \$25 for doughnut boxes. Details are at slchamber.com.

April 20, noon

Professional Development Series Program, a ChamberWest event. Speakers are Theresa Foxley, president and CEO of the Economic Development Corporation of Utah; and Dan Hemmert, executive director of the Governor's Office of Economic Development. Event takes place online via Zoom. Cost is \$15. Details are at chamberwest.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.

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 Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. 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.

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.

April 21, 9 a.m.-3 p.m.

Mexico Industry Breakout

Sessions, presented by the Governor's Office of Economic Development, World Trade Center Utah and the Mexican Consul General's office. Theme is: "Opportunities with the United States' Third-Largest Trading Partner." Event is in preparation for a governor-led trade mission to Mexico this October. Sessions are "Manufacturing," 9-10 a.m.; "Aerospace and Advanced Manufacturing," 10:30-11:30 a.m.; "Information Technology," 12:30-1:30 p.m.; and "Agribusiness," 2-3 p.m. Event takes place online. Registration can be completed at https://wtcutah.formstack.com/forms/vtm_mexico_industry_breakouts.

April 21, 5:30-6:30 p.m.

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

April 21, 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>.

April 22, 7:30-8:30 a.m.

"Eggs and Issues," a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at Eventbrite.com.

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

"Intermediate Excel," a Salt Lake Community Col-

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across the Wasatch Front and beyond. Yoodlize's customer base contains 1,200 listings and more than 3,000 users in the Provo/Orem area.

TRAVEL & TOURISM

• The **International Dark Sky Association** has awarded **International Dark Sky Park** designations to **Fremont Indian** and **Goosenecks** state parks. These parks bring the total dark sky designations to 10 within the Utah Division of State Parks system. This is more designations than any other state park system in the world. Staff at both parks have worked over the past five years to make people aware of the value of natural darkness. They have consistently monitored the quality of their night skies and held frequent dark sky education events.

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

April 22, 10-11 a.m.

"How to be a Vendor at Your Local Farmers' Market," a Women's Business Center of Utah event. Speaker is Alison Einerson, executive director of Urban Food Connections of Utah. Event takes place online (available statewide). Free. Details are at wbcutah.org.

April 22, 1-2 p.m.

"Virtual Lunch & Learn: Using Canva for Free Quick & Easy Graphic Design," a Park City Chamber/Bureau event for members only. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

April 27, 8:30-10 a.m.

"2021 Small Business Series for Success: Sales, Marketing and Advertising," part of the six-part Small Business Series presented by ChamberWest, in partnership with the Small Business Development Center, the city of West Jordan, West Valley City

Economic Development and the city of Taylorsville Economic Development. Location is Jordan Valley Water Conservancy District, Conservation Garden Park Education Center, 8276 S. 1300 W., West Jordan. Other sessions are "Lean Product Development" on May 25; "Financial Success and Tax Strategies" on June 29; "HR: Attracting and Retaining Employees" on Sept. 28; "Funding, Financing and Cash Flow" on Oct. 27; and "Five Ways to Grow Your Business" on Nov. 30. Cost is \$99 for the series or \$20 per session for members, \$160 for the series or \$30 per session for nonmembers. Details are at chamberwest.com.

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

Women in Business Luncheon, a South Valley Chamber event. Speaker is Kim Fisher, Waterford.org national spokesperson. Location is Draper City Council chamber, 1020 Pioneer

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TECH

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goes up and down depending on what businesses need from its plan and what features it plans to use. While mileage may vary, there are two main plans that Microsoft offers. Also, keep in mind that these services are not offered on their own. They are add-ons to an existing Microsoft Teams subscription.

Microsoft 365 Business Voice is designed for small to medium-sized businesses. They cap the number of users at 300. The service comes with a cloud-based calling system, 3,000 minutes of domestic phone time per month, dial-in conferencing and access to the service through the app on any device.

Microsoft 365 E5 is the enterprise option. There are no restrictions on the number of users for an account. The plan comes with PBX capabilities that are controlled through the Teams app, and audio-conferencing works on any device with up to 300 attendees at a time.

Why may Microsoft

Phone System be for you?

Adding this to an app like Microsoft Teams that you are

already using definitely has its appeal. The increased cohesion of having fewer tools allows people to collaborate more with less training. Combining new and old technologies can also work to bring together cross-generational teams.

While younger generations prefer to collaborate through open work chats, the older ones stubbornly stick to what they know: phone and email. Adding all of these tools into one makes it easier to bridge the gap and allow the full brilliance of the team to shine.

While there are other options out there, the problem of juggling too many tools is becoming a big issue for enterprise operations. Data and workflows can get siloed, isolating people and making it harder to work together.

The people working together in teams have to put forth the effort to communicate regardless of what tool they use. A tool like Microsoft Phone System may not be a magic bullet. Still, it is a viable option to connect an enterprise remotely, using any device, all using the same interface.

Bahar Ferguson is president of Wasatch I.T., a locally owned Utah outsourced IT provider.

CALENDAR

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Road, Draper. Cost is \$20. Details are at southvalleychamber.com.

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

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 455 25th St., Ogden. Cost is \$20 for WIB members, \$30 for nonmembers. Details are at ogdenweberchamber.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.

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.

April 29, noon-1 p.m.

"Funding for Growth" Workshop, a Women's Business Center of Utah event that takes place online (available statewide). Free. Details are at wbcutah.org.

April 30, 7:30-8:30 a.m.

"Eggs and Issues," a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at Eventbrite.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.

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. Virtual participation is available. 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.

May 6, 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>.

May 7, 7:30-8:30 a.m.

"Eggs and Issues," a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at Eventbrite.com.

May 11, 9-11 a.m.

"Pay the IRS Less Without Going to Jail," a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, Building 5, Room 333, 9750 S. 300 W., Sandy. Virtual participation is available. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

May 11, 11:30 a.m.-3 p.m.

Women in Business Golf Clinic, a ChamberWest event that includes lunch, lessons on both the driving range and putting green, and contests. Location is The Ridge Golf Club, 5055 S. West Ridge Blvd., West Valley City. Cost is \$75 for early-bird members (received by May 4); \$99 for nonmembers and for members after May 4. Details are at chamberwest.com.

May 12-13

2021 Global Value-Based Healthcare Virtual Symposium, the kickoff of a year-long event that will include webinars, white papers, discussions, and action plans co-hosted by the David Eccles School of Business at the University of Utah and the Green Templeton College at the University of Oxford. Event will feature experts who will move beyond theory and into practical application by providing concrete steps regarding the transition to value-based care. Early-bird cost is \$75. Details are at <https://eccles.utah.edu/value-based-healthcare/global-value-based-healthcare-symposium/>.

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

"Let's Do Lunch," a South Valley Chamber event. Location is All-Star Bowling & Entertainment, 12101 S. State St., Draper. Details are at southvalleychamber.com.

May 12, 5-6:30 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>.

May 13, 9-10 a.m.

"Courage-Building Skillsets That All Daring Leaders Have, and You Can, Too," a Women's

Business Center of Utah event taking place online (available statewide). Free. Details are at wbcutah.org.

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

Health Care Heroes Combined Luncheon, a Davis Chamber of Commerce event taking place online. Details to be announced at davischamberofcommerce.com.

May 13, noon-1 p.m.

"Business During Hours," an Ogden-Weber Chamber of Commerce event. Speakers from Ogden-Weber Technical College will discuss "Investing in Employee Success." Event takes place online via Zoom. Free for employees of chamber members and first-time guests. Details are at ogdenweberchamber.com.

May 13, 1-2 p.m.

"Virtual Lunch & Learn: Use YouTube to Grow Your Business," a Park City Chamber/Bureau event for members only. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

May 13, 6-8 p.m.

"Business Essentials," a Small Business Development

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ZION PARK

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“Zion National Park is a top driver of Utah’s travel and tourism economy,” said Jennifer Leaver, the Gardner Institute’s senior tourism analyst and lead author of the report. “One hundred years after its 1919 designation, Zion ranked as the fourth-most-visited of all 62 U.S. national parks.”

For the report, Gardner worked with park managers and stakeholders to project Zion visitation over a decade, considering recent visitation trends, the self-limiting effects of park crowding, and the possible impacts of proposed east park developments to help local decision-makers make informed decisions on the future of the park.

The report found that Zion is, by far, the state’s most popular national park, accounting for over 40 percent of Utah national park visitation and one-third of all Utah national park visitor spending. In 2019, its visitors spent a record \$253.6 million in Kane and

Washington counties, supporting 4,438 jobs, \$140.5 million in earnings, \$235.3 million in GDP, and \$42.2 million in state and local tax revenue.

State officials have worried about the high visitation at Utah’s national parks and its effects on the quality of visitors’ experiences there. One plan to address that is the Red Emerald Plan, developed by the Utah Office of Tourism and aimed at improving the visitor and community experience as these new developments are completed.

“Public-private investment in infrastructure, including a new visitor center, electric shuttle system, over 40 miles of new trails, and new lodging and retail services, will help with Zion National Park overcrowding and create both good jobs and economic growth across Kane and Washington counties,” said Kane County Commissioner Brent Chamberlain.

The full Gardner Institute report is at <https://gardner.utah.edu/wp-content/uploads/ZionsReport-Feb2021.pdf>.

HOSPITAL

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gion is currently underserved medically, with only one acute care facility available to patients. The new hospital will be located in Washington, a connecting city to St. George and a major center of Washington County, with about 250,000 residents living within a one-hour drive. Steward’s new hospital is set to anchor the Zion Medical Village, a planned community positioned to provide healthcare to the growing region.

“St. George is set to see a roaring demand for new healthcare services in the years ahead,” said Brian Dunn, Steward’s West Region president. “Steward will work closely with our community partners in Southern Utah to meet this need and unlock access to affordable, economically sustainable care and wellness.”

Dunn said the hospital will offer a full range of care, including orthopedics, cardiovascular care, neurosurgery and other out-

patient services, with additional compatible medical facilities set to open on the same campus.

In the weeks ahead, Steward said it will announce plans for an outdoor groundbreaking event.

The Steward facilities along the Wasatch Front are the Davis Hospital in Layton, the Jordan Valley Medical Center in West Jordan, Jordan Valley Medical

Center’s West Valley campus in West Valley City, Mountain Point Medical Center in Lehi and the Salt Lake Regional Medical Center in Salt Lake City. Headquartered in Dallas, Steward also operates hospitals in Arizona, Texas, Arkansas, Louisiana, Florida, Ohio, Pennsylvania and Massachusetts and employs over 40,000 healthcare workers.

MOM & POP

from page 1

Business Pulse Survey indicates that seven in 10 small businesses have fully recovered or expected to do so in next few months, with nearly half operating at pre-pandemic levels and another one-fourth expecting a return to normal within six months.

Mom-and-pop business account for “the vast majority of businesses in Utah,” Spendlove said. Ninety-nine percent of Utah’s businesses are small businesses.

“And they really are the lifeblood of the economy. They create jobs, they give our neighborhoods their unique flavors and they bring our communities together. Over the past year, many of these businesses have struggled and many of us have realized just how important these businesses are to us. We’ve missed being at restaurants, we’ve missed going to the movie theater and going to the gym. Sadly, we’ve even seen many of these businesses shut down during COVID and during the pandemic.”

Despite the pandemic’s impacts, many of Utah’s small businesses have shown “incredible resilience,” he said. “They’ve really reinvented themselves and reimagined ways that they can safely serve their customers,” he

said, adding that many businesses have aided their communities by getting meals to struggling people and donating supplies to food banks.

Meanwhile, Utah has continued to have one of the nation’s strongest economies. It’s unemployment rate is a mere 3 percent, second-lowest in the nation behind only South Dakota, while the national rate is 6.1 percent.

“When we look at the overall employment sector in our country, we also see that the Utah job market has now fully recovered from the effects of the pandemic, versus the U.S., which is still down 6 percent,” Spendlove said.

Sectors with the strongest employment growth in Utah are construction, trade, and finance and professional services. Construction has benefited from low interest rates; high in-migration of people from outside the state; and continuing major projects such as the reconstruction of Salt Lake City International Airport, the Utah Inland Port, the Utah State Prison relocation and many road and rail projects.

“While many businesses continue to struggle,” Spendlove said, “I’m confident that as more vaccines roll out and more people get inoculated, that we will continue to see Utah’s economy continue to grow and thrive and return to the strength that we’ve seen over the years of our state.”

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

May 14, 7:30-8:30 a.m.

“Eggs and Issues,” a Murray Area Chamber of Commerce event. Location is Mimi’s Café, 5223 S. State St., Murray. Registration can be completed at Eventbrite.com.

May 14, 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.

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


Business Alliance Network-

ing 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.

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

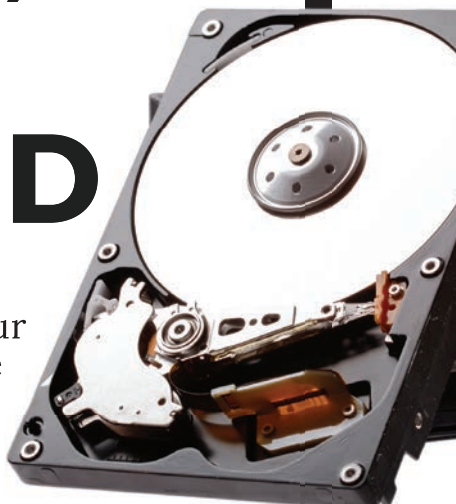
“Applying Leadership Principles,” part of the Salt Lake Community College Frontline Leader Workshop Series and focusing on maximizing performance as you practice coaching, employee development and non-performance conversations in a legal and effective manner. Location is SLCC’s Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Virtual participation is available. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

see CALENDAR next page




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CALENDAR

from previous page

May 18, 10 a.m.

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

May 19, 8 a.m.-noon

"Lean Pit Crew Challenge," a Salt Lake Community College Employee Development Workshop focusing on strengthening your team and learning how to eliminate wasteful processes while physically active in a racing pit stop simulation. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$325. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>

May 19, 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.

May 19, 5:30-6:30 p.m.

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

May 20, 7:30 a.m.-noon

Nubiz Symposium. Location to be determined. Details are at ogdenweberchamber.com.

May 20, 7:45 a.m.-5 p.m.

Employer Tax Workshop, a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, Building 5, Room 333, 9750 S. 300 W., Sandy. Virtual participation is available. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

May 21, 7:30-8:30 a.m.

"Eggs and Issues," a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at Eventbrite.com.

May 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.

May 25, 8:30-10 a.m.

"2021 Small Business Series for Success: Lean Product Development," part of the six-part Small Business Series presented by ChamberWest, in partnership with the Small Business Development Center, the city of West Jordan, West Valley City Economic Development and the city of Taylorsville Economic Development. Location is Jordan Valley Water Conservancy District, Conservation Garden Park Education Center, 8276 S. 1300 W., West Jordan. Remaining sessions are "Financial Success and Tax Strategies" on June 29; "HR: Attracting and Retaining Employees" on Sept. 28; "Funding, Financing and Cash

Flow" on Oct. 27; and "Five Ways to Grow Your Business" on Nov. 30. Cost is \$99 for the series or \$20 per session for members, \$160 for the series or \$30 per session for nonmembers. Details are at chamberwest.com.

May 25, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a South Valley Chamber event. Location is All-Star Bowling & Entertainment, 12101 S. State St., Draper. Details are at southvalleychamber.com.

May 25, 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.

May 27, 1-2 p.m.

"Virtual Lunch & Learn: Chamber 101," a Park City Chamber/Bureau event. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

May 28, 7:30-8:30 a.m.

"Eggs and Issues," a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at Eventbrite.com.

June 3, 9-10 a.m.

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



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June 4, 7:30-8:30 a.m.

"Eggs and Issues," a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at Eventbrite.com.

June 8, 10 a.m.

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

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

"Let's Do Lunch," a South Valley Chamber event. Location is All-Star Bowling & Entertainment, 12101 S. State St., Draper. Details are at southvalleychamber.com.

June 11, 7:30-8:30 a.m.

"Eggs and Issues," a Murray

Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Registration can be completed at Eventbrite.com.

June 11, 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.

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

"Effective Presentations," part of the Salt Lake Community College Frontline Leader Workshop Series and focusing on planning, designing, developing and delivering coherent and convincing oral presentations. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

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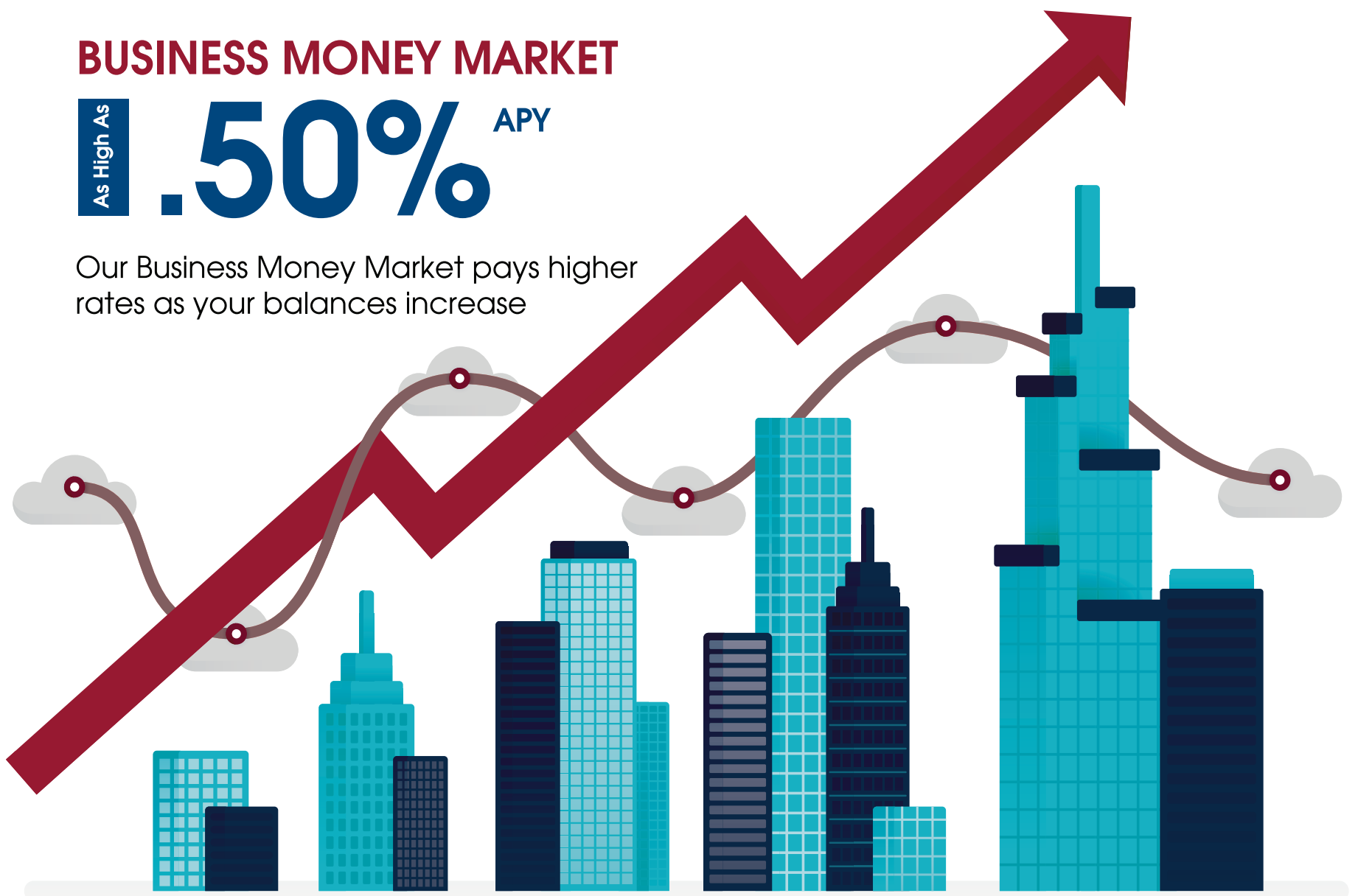
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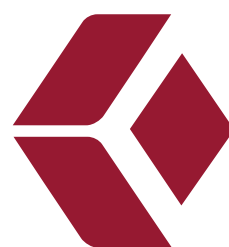
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