

OF NOTE



Child care by computer

Utah parents are allowing their children to spend over 40 percent more time online than before the COVID pandemic, according to a survey by Solitaired.com. More than half admit lockdowns would have been harder without their kids having access to online games, and 55 percent of parents say they've bonded more with their children since the start of the pandemic.

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Strong travel signaling 'Utah is back'

Brice Wallace
The Enterprise

People, and Utah's economy, are on the move.

Statistics indicate that travel and tourism are among the economic sectors bolstering Utah's rebound in the wake of the COVID-19 pandemic.

"The busy Fourth of July travel weekend is a great sign that our travel and tourism industry is making a strong come-

back," Robert Spendlove, Zions Bank senior economist, said during an economic forecast news conference last week. "A boost in summer travel will have far-reaching impacts on our economy, bringing back jobs and stimulating additional growth."

Bill Wyatt, Salt Lake City International Airport executive director, was more succinct. "Salt Lake is definitely back. The airport is back. Flying is back," Wyatt said over the din of the hustle and bustle of the airport, where the news conference was held.

Spendlove noted that the past year was difficult for Utah and the U.S. because of the pandemic. "However, it's exciting to see that travel is returning to our state," he said.

Utah travel industry is expected to be buoyed by a strong July 4 weekend nationwide. AAA is expecting the travel figures nationally to reach 48 million, which would be the second-highest July 4 volume on record and an increase of 40 percent from a year ago.

see TRAVEL page 19



When Micron Technology decided to discontinue manufacture of its 3D XPoint memory chip, its 2 million-square-foot Lehi factory was idled. Texas Instruments has now bought the facility and will covert it to manufacture its own 300-millimeter wafer computer chips.

Texas Instruments to pay \$900M for Micron's idled Lehi factory

John Rogers
The Enterprise

Micron Technology Inc. has found a buyer for its Lehi fabrication plant. The memory-chip maker has announced that Dallas-based Texas Instruments (TI) has agreed to buy the more than 2 million-square-foot facility for \$900 million in cash.

Micron had put its Utah factory up for sale in March, as it wanted cease production of its 3D XPoint memory chips that it had developed in partnership with Intel

Corp. The company had expected to find a suitable buyer and reach a sale agreement by the end of this calendar year.

Micron said that the facility's total economic value is \$1.5 billion. In addition to the \$900 million that TI will pay for the Lehi facility, Micron expects to realize another \$600 million from sales of equipment, tools and other assets at the factory. It also revealed that it has already sold some of the assets and intends to retain additional assets to be used at its other facilities.

Micron, in partnership with fellow chip-

Thermo Fisher's new Ogden plant to hire up to 450

Ogden will be the site of a \$44 million assembly and manufacturing facility expected to have as many as 450 employees by next year.

Thermo Fisher Scientific Inc., a Massachusetts-based scientific instrument manufacturer, will have the facility operational in September at the Business Depot Ogden industrial business park.

The announcement about the facility was made recently by Ogden City officials. The 55,000-square-foot facility will include 20,000 square feet of clean room space for bioprocess container assembly and chamber manufacturing.

The company manufactures single-use bioprocess containers, which hold liquids used in the manufacturing process for COVID-19 vaccines and other therapeutics.

"We are so excited that Thermo Fisher has decided to locate and invest in Ogden," said Ogden Mayor Mike Caldwell. "This is really another great win for our community's economic and employment growth, continuing our positive momentum as more discover that Ogden is the perfect place for business."

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see THERMO FISHER page 18



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

Healthcare and community groups join to address C-19 mental health

Utah has historically had a poor rating for addressing mental health and the COVID-19 pandemic has made it worse. Mental health problems worldwide have reached an all-time high in the past 18 months.

A group of Utah healthcare and community organizations has teamed up to address the problem in Utah. The Utah Department of Human Services, Latino Behavioral Health, the Utah Pride Center and Intermountain Healthcare have joined forces to help each address the crisis using \$67 million in community contributions to improve access to mental healthcare for marginalized people in Utah.

"The organizations and groups that we are collaborating with have been the heart and soul of our community," said Mikelle Moore, Intermountain Healthcare senior vice president and chief community officer. "We recognize we need to expand our own services, and we're doing that."

The partnership emphasized the need to improve mental healthcare accessibility in Utah among underrepresented communities that are disproportionately affected by mental health issues, especially LGBTQ and Latino people.

"We all deserve a seat at the table. Diversity and unity are not opposites," said Doug Thomas, director at the Utah Department of Human Services.

There are also positive developments coming from the pandemic. Mental health help access has dramatically increased through telehealth opportunities. Thomas said that between March and April 2020, Utah saw an increase in telehealth, going from serving just over 200 people to 14,000.

Intermountain Healthcare has focused on connecting people with providers in their community through its Behavioral Health Clinical program. Intermountain has launched a mental health hotline at 833-442-2211 to help people understand clinical concerns, manage insurance issues and find a provider. This hotline took about 6,500 calls from April 2020 through April 2021.

Navigating behavioral health can be challenging, especially for people who may be fragile and already suffering, said Tammer Atallah, licensed clinical social worker and executive clinical director of Intermountain's program.

"The goal of this service is to really help connect people and make a precise connection so that it limits that risk," Atallah said. "It's more important now than ever before."

SBA extends deadline for Navigator program COVID relief applications

The U.S. Small Business Administration (SBA) has announced an extension of the deadline for small businesses to apply for financial assistance under the Community Navigator Pilot Program. SBA will now accept proposal submissions through July 23 with award decisions expected by September.

The Community Navigator Pilot Program, established under American Rescue Plan Act of 2021 for pandemic relief, is designed to provide help for the nation's smallest businesses, with a priority focus on those owned by socially and economically disadvantaged individuals, as well as women and veterans.

"The SBA Community Navigator provides an opportunity for organizations to promote SBA programs and resources to support small businesses during their recovery," said Marla Trollan, Utah's SBA district director. "Our women, veteran and socially disadvantaged businesses often lack resources or don't know how to easily access them. We will work closely with our partners to help the smallest of businesses and underserved entrepreneurs through this program."

"We have to meet small businesses where they are," said Mark Madrid, SBA associate administrator for the Office for Entrepreneurial Development. "This program is designed to empower a hyperlocal approach through a national network of community navigators who are on the ground truly connecting, empathizing and tailoring solu-

tions for our small businesses during critical recovery."

The Community Navigator Program will have a significant impact in revitalizing small businesses through a hub and spoke "navigator" featuring a lead "hub" at the center of a network of "spoke" organizations that deploy community advocates to work with small businesses during recovery. These networks leverage the business development expertise of the central hub organization and the community credibility of spoke organizations to better connect critical resources with small businesses, with the priority focus on those owned by women, veterans, and socially and economically disadvantaged individuals.

Grant awards will range from \$1 million to \$5 million for a two-year performance period. Eligibility requirements and application procedures can be found at grants.gov, funding opportunity number CNP-2021-01.

Survey finds 4 in 10 employers will fire workers who won't work on-site

It's probably wouldn't be a good idea to tell the boss you won't return to workplace when he says it's time following the pandemic. A recent survey by Digital.com, a review website for small-business online tools, products and services, found that four out of 10 employers indicate they will fire workers who won't return to the place of business full-time.

The survey generated responses from 1,500 small business owners and focused on remote work experience during the COVID-19 pandemic and plans for resuming in-person work.

And employers have good reasons for bringing workers back to the workplace. Nearly 50 percent of the survey respondents said most job functions require in-person attendance and 45 percent expressed concerns about a decline in employee productivity while working remotely. Business owners also cited other disadvantages to working from home, such as low employee morale, increased lateness due to oversleeping and distractions and increased miscommunication among staff.

By contrast, only 10 percent of employers will make remote work mandatory and 17 percent said employees will follow a hybrid schedule of on-site and remote work. Survey results also show that most business owners are willing to consider feedback from employees about work schedules. Sixty-nine percent of employers said that they have asked or plan to ask workers for their input on post-pandemic work structure.

"One critical takeaway from this survey is that there's

no one-size-fits-all approach to post-pandemic workplace strategies," said Digital.com's small-business expert Dennis Consorte. "Many business owners want mandatory in-person attendance. They need to get direct feedback from workers, mitigate fears about the virus and demonstrate empathy about other concerns before making such an impactful decision."

According to the report, 42 percent of businesses will require staff to get vaccinated before returning to work on-site. Employers are also in favor of other safety protocols, such as mask mandates and social distancing. Fifty-five percent of small businesses will still require workers to wear a mask, while 52 percent will prohibit or limit close interactions among employees.

Poll suggests we get along better with coworkers if we don't see them

Nearly two-thirds of Utahns who have been working from home during the pandemic say their relationships with colleagues have improved since this transition, compared to a national average of 57 percent. The poll by DesertHopeTreatment.com also showed that 37 percent of Utah respondents say that the lack of after-work drinking over the past year has been a positive contribution to better relationships.

Since working from home (WFH) began over a year ago, office parties after landing a big deal or even after-work beers with colleagues after a long day simply haven't happened. That has eliminated the opportunity for those one or two workers to go overboard on the drinking, which can lead to its fair share of drunken drama. Since these office occasions have been scarce since the pandemic, there has been a corresponding decrease in the drama.

DesertHopeTreatment.com, a leading provider of addiction treatment, conducted a poll of 3,000 employees across the country. When the poll's figures were broken down across states, employees in South Carolina appear to have gotten the friendliest with each other over the past year or so of working from home, with 80 percent saying their coworking relationships have improved during this time. Comparatively, those in Idaho and South Dakota seem to work better together in the same physical location, with only 25 percent of employees saying working from home has improved their coworking relationships.

The poll also found that 42 percent of Utahns surveyed say gossip and office politics have decreased since WFH began during the pandemic.



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Instructure buys EasySoft

Instructure, a developer of learning management software based in Salt Lake City, has entered into an agreement to acquire EasySoft, a technology adoption vendor that helps educators and students to more effectively use education technology products like Instructure's Canvas.

Following the acquisition, Instructure will rebrand EasySoft as "Impact by Instructure" with solutions designed to help institutions improve adoption of education technologies, seamlessly navigate new platforms and evaluate the impact they have on student engagement and outcomes, the company said.

"As we transition into a post-pandemic era, districts and schools are under increased pressure to measure the ROI and positive impact of their technology investments," said Steve Daly, CEO of Instructure. "We believe hybrid learning is here to stay, and whether it's Instructure tools or other industry education technologies, Impact by Instructure is designed to help all education technology solutions demonstrate their usefulness in school communities."

Based in Amsterdam, EasySoft is a 40-person company and a long-time Instructure partner that was founded in 2010 by CEO Michel Visser and Jan Henrick Ejme, the company's chief technology officer.

"As the EasySoft technology becomes Impact, it will be a vital part of the Instructure Learning Platform, driving adoption and engagement," Daly said.

"We have grown very fast as a company in the past couple of years and want to ensure further growth, innovation and expansion of the solutions that we offer," said Visser. "Instructure is a perfect match and at the right time for us so that we can further help accelerate and improve teaching and learning around the world."

Founded in 2008, Instructure has about 1,300 employees in its 10 locations worldwide.

Redistricting website launches

The nonpartisan legislative redistricting committee has launched a website where citizens can stay up to date on the constitution-mandated process and participate as the committee reviews and acts on the drawing of the state's districts. The website is redistricting.utah.gov.

Every 10 years, the Constitution requires the Legislature to redraw new district boundaries based on the most recent population data from the U.S. Census Bureau. This data determines the

ideal size of Utah's Congressional, State Senate, State House of Representatives and State Board of Education districts.

Data from the Census Bureau was delayed due to the COVID pandemic. The Legislative Redistricting Committee expects to receive the data from the Census Bureau by early September. Once the data is available, the Legislative Redistricting Committee will hold town halls across the state to gather input.

RMP announces new solar facility in Iron Co.

Rocky Mountain Power has announced the addition of a new solar energy project to be built in Iron County on behalf of Facebook for its data center in Eagle Mountain. The Appaloosa solar project will be developed under Rocky Mountain Power's Schedule 34 green energy tariff, which allows large customers to purchase renewable energy generated on their behalf.

The project represents 120 megawatts of additional solar capacity in Utah and brings the total amount of in-state solar energy signed to support Facebook's regional data centers to 814 mega-

watts, equivalent to 53 percent of the current net summer capacity of solar generation in Utah, according to Energy Information Administration estimates. These projects support Facebook's 100 percent renewable energy goal for its global operations.

"Utah has been a great home for our data center and we are proud to help add new solar energy to the electrical grid," said Urvi Parekh, head of renewable energy at Facebook. "Our goal is to continue to support all of our operations with 100 percent renewable energy and this partnership with rPlus Energies and Rocky Moun-

tain Power helps us achieve that."

The project will be developed in Iron County by rPlus Energies. It is scheduled to be in service at the end of 2023 and will provide ongoing tax benefits for Iron County.

"We are very pleased to see this Appaloosa Solar project moving closer toward construction to capture the valuable solar energy available in Iron County," said Reed Erickson, Iron County planner. "Collaborative solar development projects, like Appaloosa Solar, benefit our citizens in many positive ways and we recognize the significant contributions made to our community by the solar industry."

"We appreciate the opportunity to work with valued customers like Facebook in helping to provide solutions to meet renewable energy goals," said Michael Lange, Rocky Mountain Power regional business manager. "We look forward to our continued partnership and future collaboration."

Amp Human, Momentous merge

Amp Human, a Park City-based human performance company, has merged with performance nutrition marketer Momentous of Jackson Hole, Wyoming. The companies said that the new company will operate under the Momentous brand name.

Amp Human developed and markets PR Lotion, a bicarb-based product that the company said allows athletes to train harder and recover faster. Momentous develops nutrition formulas in conjunction with training experts from professional sports teams, including teams from the NFL, the NBA, the NHL and Major League Baseball.

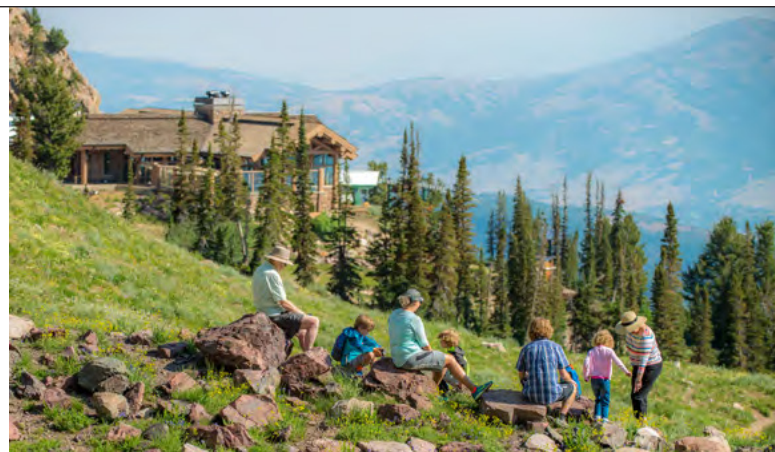
"This merger marks a pivotal moment in the future of human performance," said Jeff Byers, Amp Human co-founder and CEO. "Both Amp Human and Momentous have proven an ability to win at the top of sport, with incredible access and traction through best-in-class products. Our vision to build a human performance company that better serves the needs of athletes in a personalized system will be stronger together. We can't

wait to serve our customers' needs in an unrivaled way."

"The journey so far with Momentous has been incredible, but the partnership with Amp Human has the potential to create a step-change in our growth. Together we are positioned to build the future of personalized human performance for athletes at all levels," said Momentous founder and CEO Matt Wan, who will assume the role of chief product officer for the new company. "I am thrilled to be leading product innovation moving forward in the joint company as this is where my true passion lies. It was clear from my first meetings with the Amp team that we had a shared vision for the space and a desire to look at all aspects of human performance, not just sports nutrition, to serve the full needs of consumers with a unique system-based approach."

Wan said the combined company is already working on 10 new product innovations due to launch in 2021.

Financial terms of the merger were not announced.



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PUBLISHER & EDITOR
R. George Gregersen

PRESIDENT
David G. Gregersen
david@slenterprise.com

VP/GENERAL SALES MANAGER
Dale Dimond
dale@slenterprise.com

MANAGING EDITOR
John M. Rogers
john@slenterprise.com

CONTROLLER
Richard Taylor
richard@slenterprise.com

OFFICE MANAGER
Dionne Halverson
dionne@slenterprise.com

CLASSIFIED DISPLAY
david@slenterprise.com

CIRCULATION
Dionne Halverson
dionne@slenterprise.com

LIST DEVELOPMENT
lists@slenterprise.com

ADVERTISING INQUIRIES
david@slenterprise.com

TO CONTACT NEWSROOM
john@slenterprise.com

ART SUBMISSIONS
art@slenterprise.com

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One of three massive Cat-powered generators sits ready for use in the Snowbird Power Systems electricity generating station in Little Cottonwood Canyon. The station gives the resort the ability to fulfill 100 percent of its power demand.

Power on the mountain

New generating station gives Snowbird ability to produce all of its own electricity

Snowbird, a ski resort in Little Cottonwood Canyon, has introduced its Snowbird Power Systems, a network of facilities that allow the popular resort to provide up to 100 percent of its own electrical power needs. The majority of this system is comprised of a new cogeneration facility that opened late last month. The new generating plant replaces an older generation system that was installed in 1987, making Snowbird the only ski resort in North America and the third in the world to have such a facility.

Snowbird worked with Caterpillar Inc. and Wheeler Power

Systems, a division of Wheeler Machinery Co., to complete the project, using a new 5.3-megawatt cogeneration system anchored by three Caterpillar gas generator sets. The new Snowbird Power Systems facility will allow Snowbird to make its own power and then recycle the waste heat created from power production to warm its buildings and water rather than use new energy sources.

“The creation of Snowbird Power Systems means we have not only updated our stand-alone power grid, ensuring we can be self-reliant, but we have also re-

inforced Snowbird’s Play Forever corporate responsibility commitment to the environment by becoming more efficient,” said Dave Fields, Snowbird president and general manager. “Snowbird Power Systems allows us to save 62,000 dekatherms of natural gas a year — the equivalent of removing the carbon dioxide emissions from burning over 4 million pounds of coal.”

Located 29 miles from the Salt Lake City International Airport, Snowbird’s 2,500 acres of skiable terrain receives more than 500 inches of snowfall per year.

SLC's Cadence Group joins Moss Adams consulting firm

Moss Adams, one of the largest accounting, consulting and wealth management firms in the nation and based in Seattle, has acquired The Cadence Group, a Salt Lake City risk management and advisory firm. Effective Aug. 1, 75 employees from The Cadence Group, including 10 partners, will join Moss Adams.

“Moss Adams is a very well-regarded firm that has shown a deep commitment for their employees and clients,” said Gordy Jacobsen, president of The Cadence Group. “This combination provides us with the ability and resources to further grow our business while offering our clients more services to assist with their success.”

Founded in 2005 in Salt Lake City, The Cadence Group operates primarily from California and Utah, and provides risk management solutions to firms across the country.

“We’re very excited to announce the combination with The Cadence Group, a firm that shares our core values and firm culture,” said Eric Miles, managing partner

of Moss Adams. “With this capable team on board, we’ll double our capacity and increase the types of services we offer to our clients in the risk advisory space.”

“This combination establishes our presence in Salt Lake City, a vibrant innovation hub with some of the most exciting technology companies and startups in the world,” said Chris Schmidt, chairman and CEO of Moss Adams. “In the coming years, we intend to expand our operations with additional personnel and a physical office location in Salt Lake City, allowing us to provide traditional accounting offerings and more consulting capabilities to clients in the region.”

The Cadence Group’s workforce is virtual and will continue to work remotely, primarily from Salt Lake City and San Francisco.

With more than 3,400 professionals across 25-plus locations in the West and beyond, Moss Adams provides companies with specialized accounting, consulting and wealth management services.

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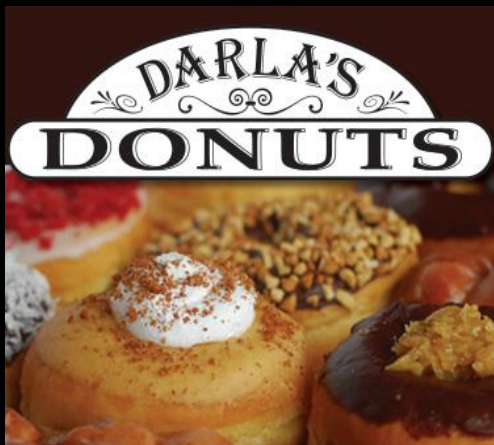
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Your guide to small-business rehiring as the pandemic winds down

When COVID-19 hit, nearly half of small businesses had to furlough or lay off staff members. But as the economy reopens in Utah and businesses rebuild, you may be ready to hire or rehire. Deciding how to staff your business may be heavily influenced by the ongoing pandemic, even as you rebuild for the future.

These four steps can guide you through the hiring process:

1. Determine your current needs. First, examine whether your business model shifted due to COVID-19. If so, your staffing needs may be different. For example, if you are now offering

remote services in Utah or doing more of your business online, you may need a more robust tech team. This could mean rethinking the roles in your business and coming up with new job descriptions.

Action tip: Make a list of the tasks you find yourself putting off or that you or a team member don't feel comfortable doing. This can help you pinpoint the skills you're looking for,

which can in turn help you build a detailed job description that can help you fill the role.

2. Consider the pros and cons of rehiring any laid-off workers. Since many Utah small

businesses can feel like family, you may be tempted to rehire anyone you let go. However, whether you rehire workers may depend on whether your current needs have changed (Step 1). If you still need your former employees' skills, rehiring them can offer big benefits, like a shorter learning curve and loyalty to your business.

However, if you're hoping to rehire former employees to reduce paperwork, be aware that you may need to file the same tax forms and other paperwork that you would with a new hire. Plus, some furloughed workers may not want to come back — whether over safety concerns (especially for in-person work) or because they found work elsewhere. They

may also be less willing to adapt or pivot their roles to reflect any changes you've made to your business while they were let go.

Action tip: Resist the temptation to reach out to previous employees informally. Instead, document any attempt to rehire former employees in writing, including details about the terms. If Congress passes new aid packages or updates the rules governing the forgiveness of loans backed by the Small Business Administration (like the Paycheck Protection Program), this documentation may be helpful.

3. Plan your hiring process. When it comes to searching for talent, you may want to think outside the box. If, after the first two steps, you're still not sure exactly what type of role or employee is best suited to help you rebuild, you might want to hire a worker for a contracted period of time. Or you might hire two part-time roles instead of one full-time employee. Just be sure to check the guidelines around hiring contract workers versus full-time employees.

Once you've come up with a clear role and job description, your search for talent begins. This recruitment process may look quite different in Utah than it did pre-COVID-19.

Even if your business operates in-person, you may have more success finding job candidates if you offer a virtual interview option. Consider what remote interviewing looks like for your company. You might offer remote and in-person options, for instance.

If you're a remote team or want to be extra cautious, create a strategy for remote onboarding as well. Creating a robust digital onboarding process could go a long way in helping new staff feel welcome.

Action tip: Make sure you have technology in place to handle (potentially remote) interviews and onboarding, such as a user-friendly digital calendar for appointments, video-conferencing software for interviews and secure file sharing for important documents.

4. Prepare to answer COVID-related questions. In addition to standard questions around compensation and benefits, potential hires may ask you about your response to COVID-19. Think about how you'll answer questions around safety precautions, sick-day policies, health insurance and remote work.

Candidates may also ask whether a role has room for growth or if it's temporary and rooted in COVID-19-specific changes to your business. They may also be curious to know how you would handle their role if COVID-19 upticks again or if your business faces any new forms of uncertainty.

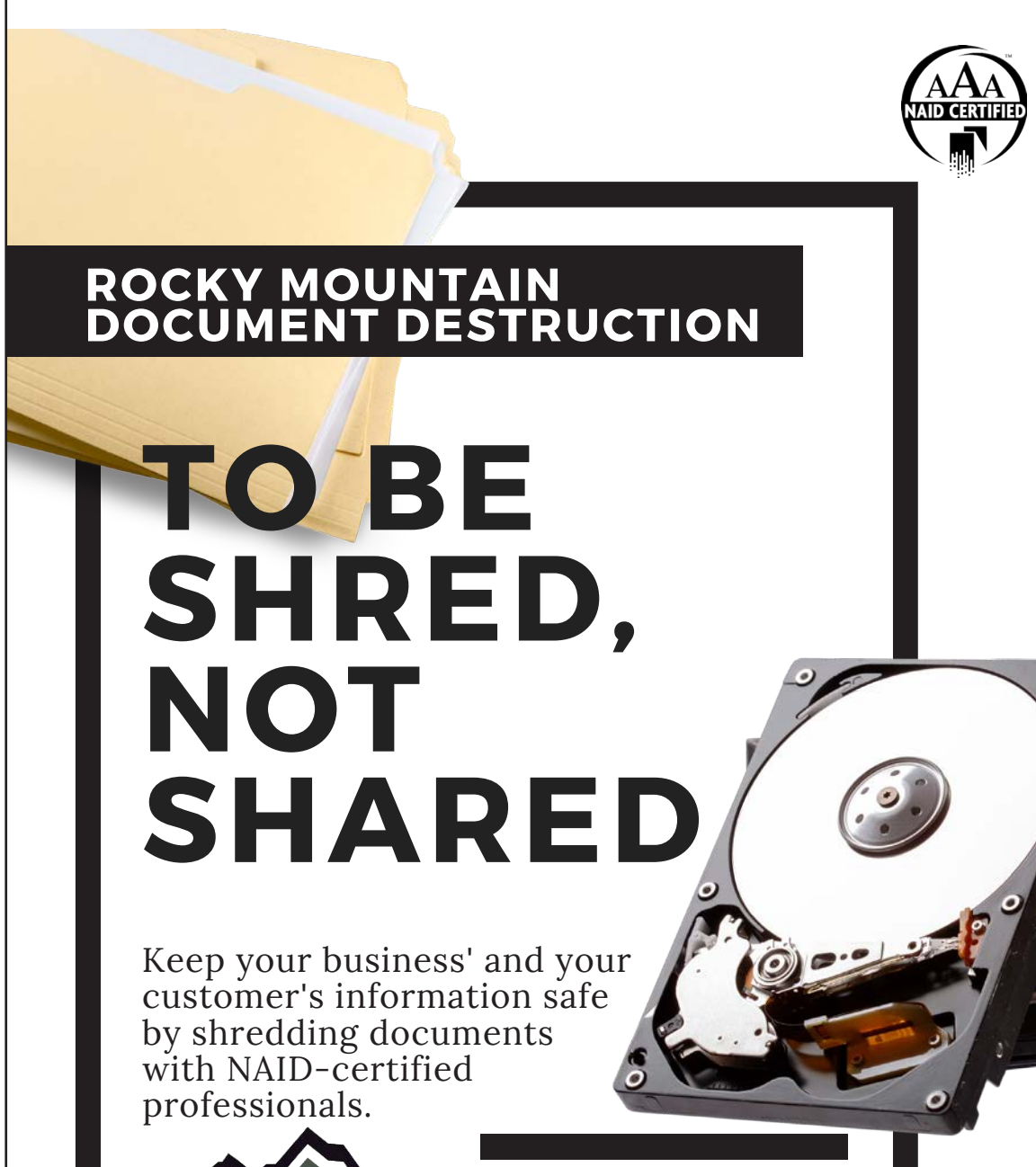
Action tip: Make a list of the toughest questions you might get and how you want to respond. Share the list with your team and get their input. This has dual benefits: It reduces the chance you'll be caught off-guard and helps get your team on the same page.


While the COVID-19 crisis has presented clear and unprecedented challenges, a growing number of small businesses are optimistic about the future and ready to bring on new staff members. Making smart choices about staffing can help you navigate this crisis, fortify any changes you've made to your business strategy, and be prepared for a changing small-business landscape.

Brandon Meredith is the Wells Fargo Bank small-business leader in Salt Lake City.



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Gabb Wireless, a Lehi-based company that provides safe tech for kids, has added the **Gabb Watch** to its product line. The Gabb Watch joins the company's line of "smart for kids" phones.

The Gabb Watch provides a phone-like connection with family and friends. It triples as a phone, an active GPS tracker and an interactive smartwatch. With unlimited talk and voice-messaging capabilities, the Gabb Watch provides a connection and safety for children at all times, the company said.

"Our mission is to provide safe tech for kids," said **Stephen Dalby**, Gabb CEO and founder. "The expansion of Gabb is focused on safety and connection for every family member. Kids who might not be ready for a Gabb Phone now have the Gabb Watch as an option. The Gabb Watch is the right first step."



Priced at \$99.99, in addition to phone and GPS functions, the Gabb Watch includes a custom contact list with calls or texts only available from those on the list. It has an SOS emergency contact function and the availability of customized safe zones.

"We are very excited to add the Gabb Watch to our product line and continue to provide safe tech for even more kids," said Colin Cole, managing director of Gabb Wearables. "The Gabb Watch allows kids to be kids while staying protected and connected — fun for kids, peace of mind for parents."

Founded in 2018, Gabb Wireless is a rapidly growing cellular network company that fills the phones-for-kids niche.

Lehi-based **DigiCert**, a provider of digital document management software, has introduced **DigiCert Document Signing Manager**, a next-generation, cloud-based solution for highly secure, legally binding digital signatures for documents, allowing companies to meet regulatory demand. The app delivers signature trust, which ensures that the signer identity is correct and that the signed document has not been modified. "DigiCert Document Signing Manager helps companies do business faster and at a lower cost, with legally binding remote digital document signatures that are highly trusted and tamper-proof," said **Brian Trzupsek**, DigiCert senior vice president of product.



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"Fast and easy to deploy in the cloud, Document Signing Manager features the best of DigiCert's globally leading PKI-based digital document signing solutions with automated, flexible workflows and the convenience of standardized remote identity verification."

MyoStorm LLC, a pain relief and sports medicine company located in Springville, has launched the **Meteor Mini**, a massage therapy ball combining heat with MyoStorm's Ultrasoothe Vibration technology, is designed to facilitate muscle recovery and help reduce chronic pain.



Designed to relieve muscle tension and promote relaxation, the new product, which has four levels of vibration and heats to 120 F, joins MyoStorm's lineup of massage balls, vibrating rollers, heat wraps, ice packs, percussion massage guns and supplements. "The Meteor Mini will feature a lower price point, making it even more accessible to all," said **Jonathan DiPeri**, CEO and co-founder of MyoStorm. "As the founder of MyoStorm, it's my sole aim to help bring healing and recovery to the masses in an affordable and approachable way."

Property professionals can now save significant time estimating and managing water mitigation, interior and exterior claims with **SmartScope**, a new feature in Verisk's Xactimate and XactAnalysis solutions. Lehi-based **Verisk** is a global provider of predictive analytics and decision-support solutions for property management. The feature guides property professionals through the estimating and repair process. Estimators simply answer dynamic questionnaires, apply line items, select property characteristics and then SmartScope automatically calculates repair costs. "Verisk and Xactware remain committed to helping property professionals shorten workflows with higher-quality and more-efficient outcomes," said Xactware President **Mike Fulton**. "We couldn't be more pleased to introduce this new set of tools to greatly enhance efficiency, speed, quality and consistency throughout the estimating and claims management process."



Green Rock Hemp Holdings, a Hurricane-based vertically integrated grower, processor and marketer of hemp derivatives, has announced that its genetics subsidiary GeneticsCubed has received a patent on a high-CBC hemp cultivar, **C₂B**, a strain of cannabichromene, a cannabinoid with great therapeutic potential, the company said. "We developed the C₂B strain using selective breeding and high throughput screening to create a distinct hemp genotype that consistently produces elevated levels of CBC," said GeneticsCubed scientist **Thomas Azwell**. "Medical research has shown CBC's role in healing different physiological processes, such as an anti-inflammatory agent, treatment for neurological disorders and even hypothermia." "This is a huge



achievement and speaks to the power of our vertical and the value it creates for the hemp consumer," said **Joseph Cachey**, CEO of Green Rock.

Xevant, a Draper-based provider of automated pharmacy benefits data analysis, has introduced **RebateLogic**, a software application that fully automates the management and optimization of the drug rebates process, while providing a new level of access to rebate price transparency. Xevant's new module dramatically lowers drug costs and improves rebate yields, according to the company. "We are fundamentally changing the way rebates are accessed and managed, which allows us to optimize them in ways never thought possible," said Xevant CEO **Brandon Newman**. "We've set out to achieve the lowest possible drug cost and that's what RebateLogic gives us the ability to do. "RebateLogic automatically analyzes prescription claims data to identify opportunities to optimize utilization, formulary and rebate management while leveraging industry-best rebate pricing."



Optum Care Network Utah, a part of information and technology-enabled health services company Optum, has launched its new **Optum Mobile Clinic**. The mobile clinic helps reduce common barriers to healthcare, such as scheduling challenges, lack of transportation and work obligations, the company said. The mobile clinic is staffed by two licensed nurse practitioners, two medical assistants and a radiology technician. And will serve 10 counties in northern Utah. "We saw the challenges many Utahns had with making their health and wellness appointments, not to mention those of their parents or grandparents," said **Shelly Martin**, president of Optum Care Network Utah. "The Optum Mobile Clinic makes access to quality preventive and wellness care easier by bringing it right to people — close to their homes and workplaces."



Salt Lake City-based molecular diagnostics company **Co-Diagnostics Inc.** has received regulatory approval for its **Logix Smart SARS-CoV-2 DS test** to be sold as an in vitro diagnostic (IVD) for the diagnosis of COVID-19 in European markets. The Logix Smart DS test kit is designed to detect the presence of specific genes of COVID-19 virus directly from minimally processed human saliva samples while eliminating RNA extraction of the samples, a costly and time-consuming process required by most polymerase chain reaction tests. "We are pleased to announce that this new, simplified PCR testing method is now available as an IVD in any country that accepts a CE marking (a European regulatory approval) to aid in the ongoing battle against the COVID-19 pandemic," said **Dwight Egan**, CEO of Co-Diagnostics.



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Succeeding in Your Business

My 25 rules for making better, happier clients

It's hard to believe, but I have been practicing law now for 40 years. For 25 of those years, I have been working out of my home without partners, assistants, junior lawyers, paralegals or other staff. It's been just me and my personal computer. Heck, I don't even have a dog.

A lot has changed during those 40 years, but a number of rules are still as important to remember now as they were when I was first starting out.

The most important of these rules relate to how you should communicate with — or otherwise handle — your clients.

Here are four inconvenient truths when it comes to clients:

- You can't run a service business without them.
- They are your bosses; you do what they want you to do, not what you want to do.
- Every client is a potential plaintiff in a lawsuit.
- If you are too nice to your clients, they will walk all over you.

Here are 25 rules I have kept in mind when dealing with my clients over the past 40 years. Whether you are a consultant, a lawyer or another type of professional, or if you just run a service business, print out this column, post it in a place where you can see it and re-read it at least once a week.

No. 1: Trust your gut when it comes to new clients. If someone behaves like a potential problem, they are almost certain to become one. There's plenty of business out there, and you don't have to take on everyone who calls or emails you.

No. 2: "Good contracts make good clients." If your client agreement is crystal clear about how much and when you get paid, you are much less likely to have payment problems.

No. 3: Be clear about your services. Your client agreement should clearly state the services you are performing, some services you are NOT performing and (most importantly) what is and isn't included in your fee.

No. 4: Guarantee workmanship but never results. Your client agreement should clearly state that you are not responsible for

the outcome of any project or the results your client tells you he or she wants to achieve. No one can predict the future.

No. 5: Require the client to cooperate. You should have the right to terminate your client agreement and keep your upfront advance if the client fails to respond in timely fashion to email messages and phone calls, drops off the face of the Earth or otherwise turns into a jerk.



No. 6: Get some money upfront. Always.

No. 7: Always charge interest on overdue bills.

No. 8: When a client refuses to follow your advice, GET IT IN WRITING, print out the email exchange and keep it in a paper folder or file so you can remind the client when he or she conveniently forgets they made a bad decision and tries to blame you.

No. 9: If you're not sure what a client wants, give him or her a range of options and let them select the one they want.

No. 10: Always get your client to "buy in" to difficult advice.

No. 11: Return phone calls and emails as promptly as possible.

No. 12: When you cannot get back to a client promptly, tell them they "are not being ignored, only prioritized." Most clients will get the humor and back off, at least for a while.

No. 13: If you tell a client you will get back to them by a certain date or time, make sure you do so. As with college term papers, it's easy to get one extension of the deadline, but there's seldom a second chance.

No. 14: NEVER, EVER SEND A CLIENT AN INVOICE THEY ARE NOT EXPECTING.

No. 15: If you exceed your estimate, tell the client before you do additional work and give him or her a revised estimate.

No. 16: If you spent too much time on a project, include it in your invoice, but then write it off as a "client courtesy" before the client demands you do so.

No. 17: Bill early and often. Clients are more likely to pay frequent small bills than a single

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Industry Briefs

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

CONTESTS

• **Nav**, a Salt Lake City-based company offering a financing platform for small businesses, has announced **JW Equine Services** as the most recent \$10,000 grand prize winner of its quarterly **Small Business Grant**. Texas-based JW Equine Services is a full-service equine training facility that will use the grant money to help build a covered riding arena that will allow for training and coaching in all types of weather conditions year-round. Nav also awarded a runner-up prize of \$5,000 to **Sergeant Built**, a full-service woodworking, cabinetry and carpentry firm located in Seattle, and \$1,000 to **Tiny Bodega**, an online grocery store, as a bonus winner. Nav created the grant program in 2018 to raise awareness about the obstacles small-business owners and entrepreneurs experience when building and maintaining their businesses. It has awarded \$155,500 to small businesses across the country.

ECONOMIC INDICATORS

• Nearly one in five Utahns have made **virtual** friends — those they haven't met in person — online since the start of the pandemic, according to a study by **Freecell-Challenge.com**. Utahns have made two virtual friends, on average. Seventeen percent who have felt

lonely have sought comfort by connecting with other people online. Fifty-three percent of people in Kansas have made virtual friends, while only 8 percent of people in Connecticut and Montana say they have done so.

GOVERNMENT

• The **Colorado River Authority of Utah** (CRAU) has hired **Amy I. Haas** as its first executive director. Haas has 20 years of water industry experience, including multiple positions specific to the Colorado River Basin and most recently as executive director of the Upper Colorado River Commission (UCRC) since 2018. Prior to that role, she worked as the deputy executive director and general counsel for UCRC, served as both general counsel and acting director of the New Mexico Interstate Stream Commission, and worked as New Mexico's Upper Colorado River commissioner and its Colorado River Basin states representative. Haas began her law career in New Mexico as an attorney in private practice, concentrating on water and land use law. CRAU is a recently formed state agency that seeks to protect, preserve, conserve and develop Utah's Colorado River system interests.



Amy Haas

HEALTHCARE

• **Recursion**, a drug discovery company, has doubled

the size of its headquarters at The Gateway in Salt Lake City. **Vestar**, owner/manager of The Gateway, said the company signed a lease for an additional 100,000 square feet of space. Recursion originally signed a lease in 2018 for 100,000 square feet at The Gateway, where it currently has more than 250 employees. The company is expected to expand into its new space in the second quarter of 2022. Tina M. Larson, president and chief operating officer, said expanding the company's laboratory footprint will allow it to grow its proprietary biological dataset even faster and add several novel capabilities in biology and chemistry research. Vestar was represented in-house by Jenny Cushing and by Andy Moffitt, Lance Pendleton and Troy Hardy with **Mountain West Commercial Real Estate**. Recursion was represented in-house.

• **GI Alliance**, a Dallas-based independent gastroenterology services organization, has expanded into Utah through a partnership with **Utah Gastroenterology**. GI Alliance now represents over 1,000 providers, including over 580 gastroenterologists across 10 states. For over 20 years, Utah Gastroenterology has provided digestive care to patients throughout Utah. It has 19 GI-trained physicians and five advanced practice providers. It has locations in Salt Lake City, Bountiful, Draper, Riverton, St. George, West Jordan, Cottonwood, Millcreek, Murray and Sandy.

• **ARUP Laboratories**, a Salt Lake City-based national reference laboratory and a non-profit enterprise of the University of Utah and its Department of Pathology, has appointed **Adam Barker** as chief scientific officer, a role in which he will lead the newly formed New Technologies Group. Barker joined ARUP in 2010 as a fellow in microbiology. He went on to become a medical director before being named associate director of research and development and later director of R&D, a position he had held since 2017.



Adam Barker

INVESTMENTS

• **Canopy**, a Lehi-based cloud-based practice management platform for accounting professionals, has received \$11 million in new funding. The round includes new investor **Ankona Capital** as well as existing investors **NewView Capital**, **Pelion Venture Partners** and **Tenaya Capital**, among others. Canopy said the funds will be used to build its cloud-first, mobile, modern practice suite.

transactions, capital markets, securities law and regulation, and startup investments involving seed funding and angel investment. Ballard Spahr LLP has more than 600 lawyers in 15 U.S. offices.

NONPROFITS

• **HealthTree Foundation**, a Salt Lake City-based non-profit organization that empowers patients at each step of their disease journey, has launched **HealthTree for Acute Myeloid Leukemia** (AML). The announcement marks a milestone toward founder Jenny Ahlstrom's vision for the HealthTree platform to accelerate a cure for cancers and terminal diseases. The creation of this new resource makes AML the second disease HealthTree has targeted to create and support communities that can contribute to a cure. HealthTree for AML will provide a website that features a constant newsfeed, live and virtual chapters and events, a radio show, an AML specialist directory and an AML clinical trial finder tool.

REAL ESTATE

• **Mountain View**, a 96-unit multifamily property in West Valley City, has been sold by **Colrich** to **Clear Capital**. Financial terms were not disclosed. The sale was announced by **Institutional Property Advisors** (IPA), a division of Marcus & Millichap. Danny Shin, IPA senior director, and Brock Zylstra, IPA first vice president, represented Colrich and procured Clear Capital. Mountain View is Clear Capital's first acquisition in Utah. Built in 1985 on four acres, Mountain View's unit mix is all two-bedroom apartments averaging 955 square feet.

see BRIEFS next page



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LAW

• **Steven P. Mehr**, a Salt Lake City attorney, has been elected to the partnership of the national law firm of **Ballard Spahr**. Mehr is a member of the firm's Real Estate Department. He has a national, broad-based real estate practice, with a focus on the development, leasing and financing of commercial, retail, industrial and resort properties. He concentrates on acquisitions, dispositions, construction, zoning and entitlements. He also advises private equity funds in



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Industry Briefs

from previous page

• **Brighton Corp.**, based in Meridian, Idaho, has broken ground on **Bri**, a luxury 55-plus active adult community, at Station Park in Farmington. The five-story building will offer 170 residences with expansive indoor/outdoor amenities and a parking garage on the first level. Partners on the project are **Ball Ventures** and **G8 Capital**. The general contractor is **Andersen Construction**. Bri is projected to open in 2023.

RECOGNITIONS

• **The Lodge at Bryce Canyon** has been recognized as a **2021 Travelers' Choice Award** winner by **Tripadvisor**. This awards program recognizes businesses that consistently deliver fantastic experiences to travelers around the globe, having earned great traveler reviews on Tripadvisor over the past 12 months.

SPORTS

• **Snowbasin Resort**, Huntsville, has announced plans to replace Middle Bowl Chairlift and expand parking for the 2021-22 winter season. The new Middle Bowl Express will be a high-speed, six-person lift that will provide increased uphill capacity and shortened ride time from 12 to less than six minutes. It is expected to be finished prior to Christmas. People wanting to join the waitlist to purchase an original Middle Bowl chair can visit snowbasin.com or call (801) 620-1000. Also, approximately 350 parking stalls will be added in Maples and Canyon Rim parking areas. They are expected to be completed prior to opening day for the 2021-22 season.

TECHNOLOGY/ LIFE SCIENCES

• **AdvisorPeak Inc.**, a Layton-based company focused on innovative software for the financial services industry, has appointed **Mark Hollingsworth** as chief strategy officer, a newly created senior management role. He also joins



Mark Hollingsworth

the company's board of directors. Hollingsworth has 35 years of experience in investment management and financial services, including serving as founder and CEO of Next Financial Group and in various executive positions

in wealth tech firms, including Riskalyze and FinMason.

TRAVEL & TOURISM

• **Airbnb** has released data showing progress in its initiatives to try to crack down on unauthorized

parties in Salt Lake City. A year ago, the company began a U.S. initiative that restricts guests under the age of 25 without a history of positive reviews from booking entire home listings in their local area under certain circumstances. The

objective of this new system was to try to reduce the rate of unauthorized parties. During the past year, the technology has blocked or redirected potentially risky reservation attempts from nearly 1,800 people in Salt Lake City.

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Calendar

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

July 12, 4:30 p.m.

"Is Your Business Idea As Good As You Think It Is?" a Startup Ignition event. Presenter is John Richards, Startup Ignition instructor, founder and CEO. Event takes place online. Free. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

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

Speaker Series, an Association for Corporate Growth (ACG) Utah event. Speaker is Chris Toyn, vice president of finance at Dental Intelligence. Location is Marriott City Center, 220 S. State St., Salt Lake City. Free for ACG Utah members, nonmember discount for the first two breakfast meeting attendees is \$30, nonmember price after attending two meetings at the discounted rate is \$45. Details are at <https://www.acg.org/utah/events/july-13-breakfast-meeting-chris-toyn>.

July 13, 8-10 a.m.

Women in Business Golf Clinic, a South Valley Chamber event. Location is Mulligans Golf & Games, 692 W. 10600 S., South Jordan. Open to the public. Cost is \$35 for members, \$45 for nonmembers. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

July 13, 9-10 a.m.

"Respiratory Protection," a Utah Manufacturers Association free online safety training event. Details are at <https://umaweb.org/event/>.

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

Professional Growth Series, a ChamberWest Women in Business event. Speaker Dianna M. Gibson, 3rd District Court judge, will discuss "Surviving and Thriving in Your Career." Location is Residence Inn by Marriott, 7558 S. Plaza Center Drive, West Jordan. Cost is \$30. Details are at chamberwest.com.

July 13, 11:55 a.m.-12:55 p.m.

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

July 13, 6-8 p.m.

"Content: Nail Down Your Messaging," the first part of a three-part "Christmas in July" marketing course offered

by Humble & Hustle Studios. Remaining sessions are July 20, "Digital Marketing Strategies"; and July 27, "Analyze, Analyze! Analyze!" Location is The Mill at Miller Campus, 9690 S. 300 W., third floor, Sandy. Cost is \$99. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

July 14, 9-11 a.m.

"WeROC (Women Entrepreneurs Realizing Opportunities for Capital) Seminar: Building an Advisory Board," a VentureCapital.org event that takes place online. Cost is \$30. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

July 14, 10-10:30 a.m.

"How Did She Do It? Finding Your Passion & Purpose in Life & Work," a Women's Business Center of Utah event. Speaker is Kristena Eden, a certified relationship and communication coach. Location is Salt Lake Community College, 9750 S. 300 W., Building 5, third floor, Sandy. Free. Details are at wbcutah.org.

July 14, noon-1 p.m.

"Accessibility Beyond ADA on Trails," a Utah Trails Forum Lunch and Learn webinar, a Utah Office of Outdoor Recreation event focusing on trail use by adaptive hikers and bikers and an exploration of what natural surface trail design means for adaptive users. Panelists are moderator Katie Riser, chair of the Utah Trails Forum; Dr. Jeffrey Rosenbluth, assistant chief, University of Utah Physical Medicine & Rehabilitation and director of the Technology Recreation Access Independence Lifestyle (TRAILS) program; Tracy Meier, executive director of the National Ability Center; and Bob Radke, owner of Creative Trails. Event takes place online. Free. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

July 14, 2 p.m.

"Navigating Trade with China," part of World Trade Center Utah's Global Growth Series. Presenters include experts from Covington & Burling LLP (Beijing): Timothy Stratford, former assistant United States trade representative, and Sean B. Stein, former U.S. consul general for Shanghai and Shenyang. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Registration can be completed at <https://wtcutah.formstack.com/forms/china>.

July 15, 7:45-9:15 a.m.

"Coffee and Connections," a Murray Area Chamber of

Commerce event offered the first Thursday of each month in-person at King's Peak Coffee Roasters, 412 S. 700 W., Salt Lake City, and the third Thursday of each month online. Details are at murraychamber.org.

July 15, 9-10 a.m.

"Principles of Ergonomics and Body Mechanics," a Utah Manufacturers Association free online safety training event. Details are at <https://umaweb.org/event/>.

July 15, noon

"A View from the Caucasus: Utah-Armenia Trade and Investment Opportunities," part of World Trade Center Utah's Global Growth Series. Speaker is Armen Baibourtian, consul general of Armenia. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Registration can be completed at <https://wtcutah.formstack.com/forms/armenia>.

July 15, noon

"Models of the Future Workplace," part of a Silicon Slopes series. Speaker Cassie Whitlock, director of human resources at BambooHR, will discuss the need for empathetic and intentional leaders in the future workplace. Event airs on the Silicon Slopes YouTube channel.

July 15, 5:30-6:15 p.m.

"Mindful Leadership: Emotional Intelligence is the Key to Business Success," a Small Business Development Center (SBDC) event. Location is Orem/Provo SBDC, Utah Valley University, Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

July 16, 8-10 a.m.

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

July 19, 7 p.m.

"Lean Startup Shortcut: The Wow Factor Test," a Startup Ignition event. Presenter is John Richards, Startup Ignition instructor, founder and CEO. Event takes place online. Free. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

July 20, 10 a.m.

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

employerscouncil.org/2021-paylocity-webinar-series.

July 20, 11 a.m.-1 p.m.

"Business Women's Forum 2021: Building Communities Based on Trust and Self-Reliance." Presenter is Samira Harnish, founder and executive director of Women of the World. Location is Hilton Garden Inn Salt Lake City Downtown, 250 W. 600 S., Salt Lake City. Cost is \$30 for members, \$40 for nonmembers. Details are at slchamber.com.

July 20, 11:25 a.m.-1 p.m.

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

July 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. Details are at davischamberofcommerce.com.

July 20, 3:30-5 p.m.

"Values-Based Employee Ownership," a P3 Utah event. Speaker is Brad Farmer, CEO at Gibbs Smith Publishing. Details to be announced.

July 21, 6:30 a.m.-2 p.m.

July 2021 Golf Tournament, a Davis Chamber of Commerce event. Location is Valley View Golf Course, 2501 E. Gentile St., Layton. Details are at davischamberofcommerce.com.

July 21, noon

"Cache Conversations," a Silicon Slopes event. Speaker Chase Brammer, chief technology officer at iFIT, will discuss iFIT technology, the future of connected fitness, and the challenges and opportunities of building a tech company in Logan. Details are at siliconslopes.com.

July 21, 5-7 p.m.

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

July 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>.

July 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>.

July 22, noon-1 p.m.

Women in Business, a Box Elder Chamber of Commerce event. Cost is \$10. Details are at boxelderchamber.com.

July 22, noon-1 p.m.

Strictly Networking, a West Jordan Chamber of Commerce event. Location is La Puente, 9155 S. Redwood Road, West Jordan. Only cost is for lunch. Details are at westjordanchamber.org.

July 22, 4-6 p.m.

"From Warehouse to Your House: The Evolution of the Granary District," a ULI (Urban Land Institute) Utah event focusing on the district's transformation from vacant industrial warehouses to a vibrant mixed-use cultural hub in Salt Lake City. Speakers are Ellen Winkler, co-founder, owner and lead designer, Industry; Brandon Blaser, founder and president, BCG Holdings; Kristian Peterson, managing partner, Catalyst Opportunity Funds; and Jeremy Keele, co-founder and managing partner, Catalyst Opportunity Funds. Location is Industry, 650 S. 500 W., Salt Lake City. Cost is \$25 for member public/YLG and students and \$30 for private-sector; \$40 for nonmember public/YLG/students and \$45 for private-sector. Details are at <https://utah.uli.org/events-2/>.

July 22, 5-6 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>.

July 22, 6-7 p.m.

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

July 22, 6-7 p.m.

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

Business Tech

What went wrong? An overview of recent cybersecurity attacks

The recent cybersecurity attacks on Colonial Pipeline Co. and JBS have shocked many, and not least because both entities are not small enterprises. Colonial Pipeline Co. is the largest fuel pipeline in the U.S. and JBS is the world's largest meat processing company, with over 66,000 employees.

The attacks affected not only operations, but large numbers of workers as well. This article will feature a brief overview, as of the time of writing this article, of what happened in both cases followed by the mistakes that the companies made and how they could have avoided these attacks.

Colonial Pipeline Co.

The hack that managed to take down the Colonial Pipeline Co. (CPC) led to fuel shortages along the East Coast of the U.S., and according to a cybersecurity consultant that helped the company by responding to the attack, was the result of a single password that was compromised.

According to Charles Carmakal, senior president at Mandiant (a cybersecurity firm that's part of FireEye Inc.), CPC had a virtual private network account that allowed employees to access the company computer network remotely, and while it wasn't in use anymore at the time that the attack happened, it could still be used to gain access to CPC's network.

The password to that account was found in a group of leaked passwords available on the dark web. A CPC employee could have used that password on a separate account that was hacked earlier, but Carmakal doesn't know for sure how the hackers got the password and investigators may never know. The VPN account also didn't use multifactor authentication (MFA).

Just over a week later, a CPC employee in the control room saw that they had re-

ceived a ransom note that demanded cryptocurrency. The employee told an operations supervisor, who went on to start shutting down the pipeline. A little over an hour later, the entire pipeline was shut down. This was the first time that the pipeline had been shut down entirely in its entire 57 years.

The company paid the hackers their \$4.4 million ransom and the U.S. has since recovered \$2.3 million worth of the Bitcoin back. The Biden administration accomplished this via a specialised task force.

JBS USA

JBS experienced a ransomware attack where hackers managed to get into their computer network and threatened to delete files or cause disruptions unless JBS paid them a ransom.

Some operations were temporarily shut down in Canada, the U.S. and Australia, which affected thousands of workers. JBS believes that the ransomware attack came from a criminal group that is probably located in Russia.

The company has talked to the White House, who is engaging directly with the Russian government on the matter.

Russia's Deputy Foreign Minister, Sergei Ryabkov, let local media know that the Biden administration had contacted Moscow in order to talk about the cyberattack.

JBS suspended all IT systems that had been affected as soon as they detected the attack and found that their backup servers were unaffected. JBS has their five largest beef plants in the U.S., and the shutdowns stopped a fifth of their meat production there.

The ransom of \$11 million was paid, as JBS hoped that it would help avoid any more complications, like data theft.

What went wrong?

CPC made several relatively glaring mistakes. The first was having a "legacy" VPN, which, though not in use, could still access the CPC network. Additionally, the VPN didn't make use of MFA, a basic cybersecurity measure. On top of this, the compromised password hadn't been changed and was still in use.

JBS spends over \$200 million on IT and also has over 850 tech specialists in employment. And yet they still suffered an attack. It's unclear how the hackers accessed JBS' network.

How could these attacks have been prevented?

One of the best methods of prevention is performing a broad cyber risk assessment, like penetration testing. This is an IT solution that tests the safety of one, some of or all of an organization's cybersecurity components. Penetration testing acts like a hacker and shows how a hacker might enter an organization's network or systems. Cybersecurity assessments help show how strong an organization's cybersecurity is and the specific ways that it can be strengthened.

More specific methods of strengthening cybersecurity include:

- **Biosecurity.** This is the verification of the identity of a user before they access valuable assets. This type of security includes palm or behavioral biometrics, gait analysis, facial or voice recognition, fingerprint scans and more.

- **Written cybersecurity policy.** This serves as a formal guide to the company's cybersecurity measures as well as allowing employees and security specialists to be on the same page.

- **Backing up data.** Things like ransomware could be rendered useless if all of the critical data is backed up. There's no need to pay a ransom for data that exists elsewhere.

- **IoT security.** Things like doorbells, security cameras, even heating systems, can

be potential access points for a hack. Penetration tests can help determine which points are weak.

- **Enabling firewalls.**

- **Using MFA.**

- **Developing a security framework.** This should be scalable and support all IoT deployments.

- **Password management.** Using specialized tools, PAM solutions and password vaults can all help. Passwords should never be repeated, shared or kept the same for long periods of time. Phrases are better than short strings of random characters.

- **Using the principle of least privilege.** New accounts should be limited to the least privileges possible, and these can be increased as time goes by.

- **Watching over privileged users.** User activity monitoring solutions can be used to record any actions that happen within the network. Accounts should be terminated when users are no longer with the company.

- **Using antivirus/malware software.**

- **Using a spam filter.**

- **Monitoring third-party data access.**

- **Being extremely wary of phishing.**

- **Having Regular cyber security training to improve employee awareness.**

Cybersecurity ranges from the mundane and the everyday to the top tier, serious apps, practices, policies and education. The bottom line is that no effort is too great, especially for companies dealing with large sums of money, large numbers of workers and a lot of sensitive data. The cyberattacks against CPC and JBS could possibly have been prevented with routine check-ups, cyber risk assessments and more awareness on cybersecurity.

Bahar Ferguson is president of Wasatch I.T., a Utah provider of outsourced IT services for small and medium-sized businesses.



BAHAR FERGUSON

CALENDAR

from page 13

July 26, 8 a.m.-2 p.m.

Slopes Cup, a Silicon Slopes event, in partnership with the Point of the Mountain Chamber. Check-in starts at 8 a.m., followed by golfing 9 a.m.-2 p.m. Location is Alpine Country Club, 5000 W. Alpine Country Club Lane, Highland. Cost is \$1,200 per foursome. Sponsorships are available. Details are at <https://www.slopescup.com/>.

July 26, 4:30 p.m.

"Getting Money From Investors for Your Startup," a Startup Ignition event. Presenter is John Richards, Startup Ignition instructor, founder and CEO. Event takes place online. Free. Registration can be completed at [Eventbrite.com](https://www.eventbrite.com).

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

"2021 Small Business Series for Success: Financial Success and Tax Strategies," part of the 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 "Sales, Marketing and Advertising" on Sept. 28; "Funding, Financing and Cash Flow" on Oct. 26; 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.

July 27, 9-10 a.m.

"Hand, Portable Power Tools and Other Hand-Held Equipment," a Utah Manufacturers Association free online safety training event. Details are at <https://umaweb.org/event/>.

July 28, noon-1 p.m.

"Solve the Business Puzzle: Time-Saving Marketing Strategies," a Women's Business Center of Utah event. Presenter is Paula Sageser, owner of PCS Creative Services LLC. Event takes place online via Zoom. Free. Details are at wbcutah.org.

July 29, 9-10 a.m.

"Welding, Cutting and Brazing," a Utah Manufacturers Association free online safety training event. Details are at <https://umaweb.org/event/>.

July 29, 4 p.m.

Summit Meetup Series, an opportunity to get to know the Utah Office of Outdoor Recreation and peers and friends working in the outdoor industry in Utah. Activity July 29 is mountain biking at 9000-Foot Trail/Mid-Mountain Loop. Remaining events in the series are Aug. 17, hiking at Ben Lomond from North Ogden Divide; and Sept. 4, fishing at Middle Provo. Participants must bring their own gear. Free. Registration can be completed at [Eventbrite.com](https://www.eventbrite.com).

July 29, 7 p.m.

"Preferred Stock Explained: What VCs Forgot to Tell You," a Startup Ignition event. Presenter is John Richards, Startup Ignition instructor, founder and CEO. Event takes place online. Free. Registration can be completed at [Eventbrite.com](https://www.eventbrite.com).

Aug. 2, 4:30 p.m.

"How to Pitch to Investors," a Startup Ignition event. Presenter is John Richards, Startup Ignition instructor, founder and CEO. Event takes place online. Free. Registration can be completed at [Eventbrite.com](https://www.eventbrite.com).

Aug. 3

KeyBank Business Accelerator Academy Kickoff, a South Valley Chamber 10-week program offering a curriculum about financials, marketing, sales and management. Participants walk away with a customized three-year strategic growth plan. Tuition is \$500 and chamber membership is required. Applications can be completed by contacting karla@southvalleychamber.com.

see CALENDAR page 16



South Valley KeyBank Business Accelerator

Powered by our proven, 10-week program, the South Valley Business Accelerator is just what business owners need to take their business to the next level.

Taught by Ralph Little, a small business owner who built his business into a Fortune 500 company, this program provides the knowledge and know-how business owners need to create and manage a customized, three-year strategic growth plan.

Seventy percent of businesses that have completed the program have **increased their annual revenue by 47%**.

BUSINESS ACCELERATOR SCHEDULE

Aug 3	Identification
Aug 17	Risk
Aug 31	Strategy
Sept 14	Sales
Sept 28	Financial Statements
Oct 12	Banking
Oct 26	Management
Nov 9	Customers and Competitors
Nov 30	Systems
Dec 7	Expansion + Exit Strategies

Praise for Business Accelerator

“Each time I left class I felt invigorated to tackle the roadblocks in our company that had previously felt daunting and overwhelming.”

Stephanie Carter
Co-owner, Oozle Media

“The Business Accelerator is exactly what I needed as a small business owner. An intense look at the key factors that measure success in a business, and if I was implementing them in my own. I encourage anyone that is looking to take their business to the next level to join this program.”

Stevenson Sylvester
Owner, KLYP

“Dr. Ralph Little was brilliant. He knew exactly what each of us needed to make our businesses successful. I went into the course not sure if I wanted to grow my business. I left with the skills, knowledge, and tools to not only grow my business but feel confident hiring help to improve my life balance and others lives. I would recommend this course to every small business owner in a heart beat!”

Gwen Evanstad
Owner, Gforce Food Company

In partnership with



REGISTER NOW!

Classes begin August 3rd. **Space Limited.**
Cost: \$500 • **Must be a chamber member.**

Scholarship opportunities available for select cities.

Questions? Contact Karla Rogers at karla@southvalleychamber.com

southvalleychamber.com

CALENDAR

from page 14

Aug. 3, 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. Details are at davischamberofcommerce.com.

Aug. 4, 2-3 p.m.

"Best Tips to Be Successful at a Trade Show or Fair," a Women's Business Center of Utah event. Speaker is Tina Jones, host and coordinator of the annual Empower You Expo. Location to be announced. Free. Details are at wbcutah.org.

Aug. 4, 3:30-5 p.m.

Business Connections and Bowling, a ChamberWest event. Location is All-Star Bowling & Entertainment, 1776 W. 7800 S., West Jordan. Cost is \$15 for members, \$20 for nonmembers. Details are at chamberwest.com.

Aug. 5, 4-6 p.m.

ACG Utah After Hours: "Putt, Chip and Drive," an Association for Corporate Growth Utah event. Location is Rose Park Golf Course, 1386 N. Redwood Road, Salt Lake City. Cost is \$10 for ACG members, \$15 for nonmembers. Details are at <https://www.acg.org/utah/events>.

Aug. 9

Annual UMA Golf Tournament, a Utah Manufacturers Association event. Registration begins at 7 a.m., followed by 8 a.m. shotgun start. Location is Stonebridge Golf Course, 4414 Links Drive, West Valley City. Cost is \$750 per foursome. Sponsorships are available. Details are at <https://umaweb.org/event/uma-golf-tournament/>.

Aug. 10-13

2021 Utah Tourism Conference, a Utah Tourism Industry Association event featuring keynote presentations, hands-on breakout sessions and networking. Location is Ogden Eccles Conference Center, 2415

Washington Blvd., Ogden. Cost is \$339 for members, \$359 for nonmembers, \$210 for students. Details are at www.utahtourismconference.com.

Aug. 10, 10 a.m.

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

Aug. 10, 11:55 a.m.-12:55 p.m.

Women in Business Luncheon, a Cache Valley Chamber of Commerce event. Location to be announced. Cost is \$14 for WIB members, \$16 for nonmembers. Details are at cachechamber.com.

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

"Let's Do Lunch," a South Valley Chamber event. Location to be announced. Open to the public. Cost is \$15 for members, \$25 for nonmembers. Details are at southvalleychamber.com.

Aug. 11, 5-7 p.m.

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

Aug. 12, 8:30 a.m.-1 p.m.

Workforce Summit 2021, a Salt Lake Chamber event with the theme "Removing Barriers and Building Skills Together." Event will look at removing barriers and allowing employees to enter the workforce seamlessly. The summit will also discuss creative skill development and the future infrastructure of the workforce. Offered in-person and virtually. In-person location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost for in-person ticket is \$85, virtual ticket cost is \$50. Details are at slchamber.com.

Aug. 12, 5-7 p.m.

Summer BBQ & Mixer Member Party, a Park City Chamber/Bureau event. Location to be announced. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Aug. 13, 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.

Aug. 13, 3-6 p.m.

August Deal Forum, a VentureCapital.org event that is a live pitch event featuring entrepreneurs pitching their startups to a panel of active investors. In-person location is The Shop in Downtown SLC, 340 E., 400 S., Salt Lake City. Cost is \$30. Virtual attendance is available and costs \$15. Registration can be completed at Eventbrite.com.

Aug. 17, 8-10 a.m.

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

Aug. 17, 11:25 a.m.-1 p.m.

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

Aug. 17, 6:30-8 p.m.

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

Aug. 18, 7:30 a.m.-3 p.m.

2021 Chamber Golf Classic, an Ogden-Weber Chamber of Commerce event. Check-in and breakfast begin at 7:30 a.m. Golf has shotgun start at 8:30 a.m. Lunch on the course takes place 11 a.m.-1 p.m. Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Cost is \$250, \$1,000 for a foursome. Sponsorships are available. Details are at ogdenweberchamber.com.

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

"Practical Leadership," part of the Salt Lake Community College Frontline Leader Workshop Series focusing on transitioning from an individual contributor to a leader with the practical skills needed to motivate, coach, communicate with, and effectively teach employees. 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>.

Aug. 18, 1-5 p.m.

Business to Business Expo, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Free for attendees. Details are at davischamberofcommerce.com.

Aug. 24, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a South Valley Chamber event. Speaker is Peggy Larsen. Open to the public. Location to be announced. Cost is \$20. Details are at southvalleychamber.com.

Aug. 24, 11:45 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location to be determined. Details are at ogdenweberchamber.com.

Aug. 25, 9-10:30 a.m.

"Marketing 101: Facebook & Instagram Advertising," a Women's Business Center of Utah event. Speaker is Jill Shroyer, CEO and founder of Expedition HR. Location to be determined. Free. Details are at wbcutah.org.

Did You Know...

USANA Kids Eat provided over 377,000 meals to hungry Utah kids in 2020?

With the past Covid year, this need has only increased. Check us out and see what YOU can do to get involved!

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CALENDAR*from page 16***Aug. 26, noon-1 p.m.**

Women in Business, a Box Elder Chamber of Commerce event. Cost is \$10. Details are at boxelderchamber.com.

Aug. 26, 7 a.m.-2 p.m.

Scholarship Golf Tournament, a South Jordan Chamber of Commerce event. Location is Glenmoor Golf Club, 8900 S. 4800 W., South Jordan. Sponsorships are available. Details are at <https://www.southjordanchamber.org/events>.

Aug. 27

South Valley Chamber Golf Classic. Location is River Oaks, Sandy. Another golf tournament takes place Sept. 10 at South Mountain, Draper. Details to be announced at southvalleychamber.com.

ENNICO*from page 8*

massive one.

No. 18: Always send detailed bills showing the client how much hard work you did for them and when you did it.

No. 19: Bill the most amount of time on the activities clients find most distasteful or boring. They will be much less likely to question the bill.

No. 20: Stop working the MINUTE a bill becomes overdue. Big receivables problems almost always start out as small ones that get out of hand.

No. 21: Never let a client become too friendly; friends can take advantage of each other and make unreasonable demands on each other.

THERMO FISHER*from page 1*

The company is hiring employees, providing transportation, and training employees at its Logan site. Details are at jobs.thermofisher.com.

"Thermo Fisher Scientific is excited to partner with the City of Ogden, the Ogden-Weber Chamber of Commerce, and the Business Depot Ogden to bring our new site to the Ogden area," said Caleb Jones, the company's associate director of operations and site leader in Ogden.

"In Cache Valley we employ over 1,600 employees who work to make the world healthier, cleaner and safer each day. As we

Aug. 31, 10 a.m.

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

Aug. 31, noon-1:30 p.m.

Annual Meeting 2021, a Salt Lake Chamber event. Theme is "Future in Focus." Honorees and program to be announced. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$65 for members, \$75 for nonmembers. Details are at slchamber.com.

Sept. 1

2021 Annual Meeting, a Park City Chamber/Bureau event. Location is The Chateaux Deer Valley, 7815 Royal St., Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

No. 22: Never argue with a client. You always lose.

No. 23: If a client complains, don't cower and hide. Address the situation quickly and honestly and offer to make things right.

No. 24: But never admit in writing that you have done something wrong; your lawyer and insurance company will not like that.

No. 25: If a client is impossible to deal with, terminate your client agreement, refund your fee advance and guide them to other service providers who may be able to deal with them better. Preferably your competitors.

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

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expand into the Ogden area, we are looking forward to bringing new talent to our organization that can help fulfil our company mission."

Publicly traded Thermo Fisher Scientific has annual revenue of over \$30 billion and more than 80,000 employees worldwide. Its brands include Thermo Scientific, Applied Biosystems, Invitrogen, Fisher Scientific, Unity Lab Services and Patheon.

Thermo Fisher Scientific will join more than 130 businesses and 6,500 employees at Business Depot Ogden, which occupies 1,118 acres that contain over 12.5 million square feet of warehousing, manufacturing and office space, with an additional 225 acres available for new development.

Sept. 1, 3:30-5 p.m.

Business Connections and Bowling, a ChamberWest event. Location is All-Star Bowling & Entertainment, 1776 W. 7800 S., West Jordan. Cost is \$15 for members, \$20 for nonmembers. Details are at chamberwest.com.

Sept. 2, 9-10 a.m.

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

Sept. 7, 10-11 a.m.

"How to Value Your Business in 30 Minutes," a Women's Business Center of Utah event. Speaker is Ashley Micchiche, co-owner and CEO of True North Retirement Advisors. Event takes place online (available statewide). Free. Details are at wbcutah.org.

Sept. 8, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location

is Golden Beverage Co., 2640 Industrial Drive, Ogden. Free to employees of chamber members and first-time guests. Details are at ogdenweberchamber.com.

Sept. 9, 7:30 a.m.-2 p.m.

Annual Fund-Raising Golf Event, a Draper Chamber of Commerce event. Location is River Oaks Golf Course, 9300 S. Riverside Drive, Sandy. Details to be announced at draperchamber.com.

Sept. 10

South Valley Chamber Golf Classic. Location is South Mountain, Draper. Another golf tournament takes place Aug. 27 at River Oaks, Sandy. Details to be announced at southvalleychamber.com.

Sept. 10

Patriot Day Golf Invitational, a Cache Valley Chamber of Commerce event. Registration begins at 7:30 a.m., followed by flag-raising ceremony at 8:15 a.m. and golf shotgun start at 9 a.m. Location is Logan River Golf Course, 550 W. 1000 S., Logan.

Details are at www.cachechamber.com.

Sept. 10, 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.

Sept. 10, 6-9 p.m.

2021 Business Awards Banquet, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$75. Details are at davischamberofcommerce.com.

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

Women in Business Luncheon, a Cache Valley Chamber of Commerce event. Location to be announced. Cost is \$14 for WIB members, \$16 for nonmembers. Details are at cachechamber.com.

see CALENDAR next page

MICRON*from page 1*

making giant Intel, built the Lehi facility in 2006 and launched a joint venture call IM Flash Technologies. The new company began making the now-defunct 3D XPoint, a nonvolatile memory chip that was sold under the brand names Optane and QuantX. Intel and Micron initially contributed about \$1.2 billion each to set up IM Flash Technologies.

In October 2018, Micron announced that it was buying out Intel's position in IM Flash and taking control of the Lehi operation. The deal's terms included payment of about \$1.5 billion in cash, as well as Micron taking over Intel's debt in the venture, which trade publications said was about \$1 billion at the time. IM Flash became a wholly owned subsidiary of Micron.

When Micron ceased operation in Lehi and put the plant up for sale, it said it no longer believed that there was sufficient market validation that would justify the continued investment toward developing and commercializing 3D XPoint chips. The company said it intends to shift the resources used for 3D XPoint development toward facilitating market introduction of Compute Express Link (CEL)-enabled memory products. Used extensively in cloud computing, CEL products have seen soaring sales as a result of demand created by a surge in the work-from-home

employees model caused by the COVID-19 pandemic.

Texas Instruments will convert the Lehi factory to manufacture its 300-millimeter wafer products, the fourth such facility for the company. Company officials said it will also be used for 65-nanometer and 45-nm production for analog and embedded processing products. Getting the factory to full capacity will take some time, a TI press release said. The company expects to spend about \$75 million per quarter in 2022 until the plant begins to generate revenue in the first quarter of 2023.

"This investment continues to strengthen our competitive advantage in manufacturing and technology and is part of our long-term capacity planning," said Rich Templeton, TI chairman, president and CEO.

"The Lehi fab is a great asset and a great team. We are excited about the engineering experience and technical skills the team brings in ramping and manufacturing advanced semiconductor processes," said Kyle Flessner, TI's senior vice president of technology and manufacturing.

The acquisition comes amid a semiconductor chip shortage over supply issues. During the company's second-quarter sales forecast in April, Dave Pahl, TI vice president and head of investor relations, said inventory levels were lower than the company had anticipated. TI said the Lehi purchase will give the company greater control over its the supply chain.

TI is also building a new factory in Richardson, Texas, where equipment installation will begin in the first half of 2022 and chip production will begin in the second half. TI has more than 100,000 customers and makes products for several industries, including automotive, personal electronics and communications equipment.

"Micron's Lehi facility has been home to a highly skilled team with expertise in all aspects of advanced semiconductor manufacturing," Micron said in a release. "TI will offer all Lehi site team members the opportunity to become employees upon the closing of the sale and intends to deploy its own technologies at the site."

"Micron's facility has a strong history of technology innovation and leading-edge semiconductor manufacturing," said Sanjay Mehrotra, Micron president and CEO "We are pleased to have reached an agreement with Texas Instruments as it is an industry leader and truly values the talented Lehi team and the capabilities this site offers to deploy its technology effectively. We are greatly appreciative of the contributions that the Lehi team has made to Micron, as well as the collaboration and engagement Micron has had with the local community."

Based in Boise, Micron has 17 locations worldwide, including 13 manufacturing facilities employing more than 37,000. Founded in 1930, Texas Instruments employs about 30,000 in its 14 factories.

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TRAVEL

from page 1

Most holiday travelers hit the road, with an estimated 44 million driving to their destinations, while 3.5 million went by air. That would be 90 percent of pre-pandemic levels and represents an increase of 164 percent over last year.

On June 27, the Salt Lake airport had 26,000 passengers come through its front doors and get on planes, "and that is pretty much where we would have been a year and a half ago," Wyatt said.

"I would expect this summer, despite the lack of international travel, despite reduced business travel for some period of time, nevertheless I'm confident we'll see some record-breaking days."

The airport has experienced "a pretty remarkable year," Wyatt said. In a two-week period last spring when the pandemic hit, the facility saw its traffic fall 90 percent. With vaccines and a pent-up urge to travel, it has rebounded.

"I think I can say comfortably now that we're pretty much back to where we were pre-pandemic in Salt Lake," Wyatt said.

He surmised that Salt Lake's relatively strong economic performance during the pandemic was because people wanted to be outdoors and feel safe, which Utah could provide. Utah also benefited by having two tourist seasons, summer and winter. And

the airport's renovations have contributed strongly to the construction industry and keeping the Salt Lake Valley's unemployment rate at less than 3 percent.

Spendlove cited several statistics showing the importance of the travel and tourism industry to the state's economy. A study by the Kem C. Gardner Policy Institute indicates that visitors to Utah spent more than \$10 billion in 2019. More than nine in 10 were domestic travelers.

Travel and visitor spending supports more than 141,000 jobs in Utah, including 94,000 direct and 47,000 indirect/induced jobs, or one in every 11 jobs in the state. In the southwest parts of the state, leisure and hospitality account for more than 43 percent of private-sectors jobs.

Meanwhile, the airport's travel total in 2019 was about 27 million people. The air industry in the state employs more than 7,000 people who earn a collective \$700 million a year, and travel and tourism generates over \$1 billion a year in state and local tax revenues.

An indicator of higher levels of travel is visitation to state parks. In 2020, it reached 10.6 million, up 33 percent and surpassing the number of visitors to Utah's national parks for the first time ever.

"And while the number of people visiting Utah's national parks dropped down to 7.7 million in 2020, we've seen a strong resurgence in demand in the past

few months," Spendlove said.

Likewise, the number of ski-days in Utah during the past season topped 5.3 million, a record amount.

"These statistics show that not even a global pandemic could keep people away from all our state has to offer," Spendlove said.

A penchant for more international travel can be seen at Zions Bank branches, which are seeing an increase in people coming in to get foreign currency "as travel begins to reopen," he said.

And Salt Lake City should benefit from much of Temple Square reopening. It typically attracts 3 million to 5 million people a year but was closed last year. The Conference Center opened in June, several other buildings opened last week and a couple of others will do so Aug. 2.

Spendlove said the business side of tourism continues to recover, although much more slowly than the leisure side of travel. On the plus side, several business conferences are booked for Salt Lake City later this year, including some relocating from other cities because Utah's COVID recovery has been so strong, he added.

"It will take some time for business travel to fully recover from the effects of the pandemic," he said, "but the future is looking very bright for that industry."

CALENDAR

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Sept. 14, 4-8 p.m.

"Exploring Possibilities Women's Business Conference," a third annual Women's Business Center of Utah event. Theme is "Innovate, Initiate, Create." All proceeds from the conference will go toward WBCUtah training, free business advising consultations, online training, events and rural outreach. Location is Courtyard by Marriott, 1294 S. Interstate Drive, Cedar City. Cost is \$45. Details are at wbcutah.org.

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

"Interpersonal Communication," part of the Salt Lake Community College Frontline Leader Workshop Series focusing on verbal and non-verbal communication in the workplace and learning to interact productively with peers, supervisors, customers and vendors, even during conflict or change. 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>.

Sept. 16

2021 Golf Tournament, an ACG (Association for Corporate Growth) Utah event. Breakfast and registration begin at 7 a.m.

Shotgun start is at 8 a.m. Lunch and awards follow play. Location is Eaglewood Golf Course, 1110 E. Eaglewood Drive, North Salt Lake. Cost is \$250 for members, \$300 for nonmembers, \$1,000 for a foursome. Sponsorships are available. Details are at <https://www.acg.org/utah/events/acg-utah-2021-golf-tournament>.

Sept. 20

The Point Challenge Golf Tournament, a Point of the Mountain Chamber event. Check-in begins at 7 a.m., followed by 8 a.m. start. Location is TalonsCove Golf Club, Saratoga Springs. Cost is \$600 per foursome before Sept. 1, \$800 thereafter. Details are at www.thepointchamber.com.

Sept. 21-Oct. 12, 8 a.m.-noon

PMP Certification Exam Prep, taking place on Tuesdays. This intermediate course prepares participants to successfully pass the PMP exam by reviewing the concepts and principles of project management. Students will study project management methods in accordance with PMI requirements and a syllabus to study for the 200-question PMI PMP examination. Location is Salt Lake Community College's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$1,350. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

**“COMING TOGETHER IS A BEGINING.
STAYING TOGETHER IS PROGRESS AND
WORKING TOGETHER IS SUCCESS”
— HENRY FORD**



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