

THE List

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Intermountain to merge with Colorado group

John Rogers
The Enterprise

Salt Lake City-based Intermountain Healthcare has announced plans to merge with SCL Health, a faith-based, nonprofit health care organization affiliated with the Catholic Church and based in Broomfield, Colorado.

The two healthcare companies are in ad-

acent areas of operation but do not have any geographic coverage overlap. Together they will employ more than 58,000 people and operate 33 hospitals and 385 clinics across Utah, Idaho, Nevada, Colorado, Montana and Kansas.

Pending approvals, the nonprofit systems said they are aiming to finalize the agreement before the end of 2021 and combine in the early part of 2022.

“SCL Health and Intermountain are pur-

suing our merger from positions of strength,” said Lydia Jumonville, president and CEO of SCL Health. “We are two individually strong health systems that are seeking to increase care quality, accessibility and affordability. We will advance our missions and better serve the entire region together.”

Together the organizations would also provide health insurance coverage to roughly 1 million people and bring in roughly \$14 billion in annual revenues, said Dr. Marc Harrison, Intermountain CEO and president, at a virtual press event.

“With this merger, we’ll create a model

see MERGER page 18



A mammoth container ship arrives at the Port Of Los Angeles while another is being unloaded. Unprecedented demand for the movement of goods, particularly in trans-Pacific routes, has caused delays and backups that are causing shortages and increased costs throughout the world, including in Utah. The problem was a topic of a pair of recent events in Salt Lake City.

Supply chain 'perfect storm' hits 'literally everything we consume'

Brice Wallace
The Enterprise

The global supply chain is in the midst of “a perfect storm,” according to one local expert, with delays in the movement of goods causing headaches for both importers and exporters and, ultimately, consumers.

“We continue to have unprecedented levels of goods moving, particularly in the trans-Pacific routes but also the rest of the world, and the system continues to experience just unprecedented levels of congestion and issues and problems,” Jack Hedge,

executive director of the Utah Inland Port Authority, said recently. “And those are rippling through our entire economy.”

The impacts of more delays and increased costs are hitting food, clothing, auto parts, furniture and building materials, among others.

“It literally is everything that we consume as a society is caught in this grinding-down of the global supply chain, the global logistics network,” Hedge said during a recent port authority board meeting.

see SHIPPING page 18

Utah jobless rate holds in spite of surge in COVID

Despite rumored layoffs due to the surge in COVID-19 cases spurred by the delta variant, Utah’s unemployment rate held steady in August at 2.6 percent, still among the lowest in the nation. The Utah rate means approximately 42,600 remain jobless. The national unemployment rate ended August at 5.2 percent.

Utah’s nonfarm payroll employment increased an estimated 3.8 percent over the past two years, according to figures released by the Utah Department of Workforce Services (DWS), with the state’s economy adding a cumulative 55,700 jobs since August 2019. That means that about 1,614,800 Utahns currently hold jobs.

“Utah’s recent three-month employment surge peaked last month,” said Mark Knold, chief economist at DWS. “August’s two-year growth rate of 3.8 percent is down from July’s 4.2 percent. This moderation parallels a slight national economic slowing. With the delta variant ramping up, consumer spending has lessened. It is still ro-

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

Utah joins 23 states in threat to sue administration over COVID mandates

Utah has joined 23 other states in threatening legal action against the administration of Pres. Joe Biden over its COVID-19 vaccine mandates. Utah Attorney General Sean Reyes signed a joint letter to the president from the attorneys general of 24 states demanding the mandates be dropped.

In remarks earlier this month, Biden said there were 80 million Americans who hadn't been vaccinated and that "many of us are frustrated with them" because of it. He has instructed the Occupational and Safety Administration to draft an emergency temporary order mandating that businesses of 100 employees or more be vaccinated or tested regularly. The president stated he is doing this because he has the federal authority to do so.

The attorneys general letter calls the mandates "disastrous and counterproductive" and even declares the action illegal. It further pans the mandates as a one-size-fits-all solution that fails to recognize "differences between employees that justify more nuanced treatment by employers." It is not good policy, the letter states, but is rather "power for power's sake."

"I am committed to continuing leading with my colleagues to push back and fight this mandate all the way to the U.S. Supreme Court if necessary," Reyes said in a press release. "Both employers and employees in Utah, with unprecedented fervor, have flooded my office with messages of dire concern and extreme opposition to the proposed mandate. I firmly agree."

The letter also highlights concerns that threatening to fire people if they do not get the vaccine will not only serve to raise vaccine skepticism but also threaten to strain "an already-too-tight labor market, burdening companies and (therefore) threatening the jobs of even those who have received the vaccine."

"As announced, the mandates are not tailored to real-world business realities such as telecommuting and threaten jobs when the workforce is most vulnerable financially," Reyes said.

Utah was joined on the letter by the attorneys gen-

eral of Alabama, Alaska, Arizona, Arkansas, Florida, Georgia, Indiana, Kansas, Kentucky, Louisiana, Mississippi, Missouri, Montana, Nebraska, New Hampshire, North Dakota, Ohio, Oklahoma, South Carolina, South Dakota, Texas, West Virginia and Wyoming.

Utah hotels expected to be down nearly 1,000 jobs in 2021 vs. 2019

Utah is expected to have 954 fewer hotel jobs in 2021 than it had in 2019, according to a study by the American Hotel & Lodging Association and Kalibri Labs. The state had 24,914 hotel jobs in 2019, 18,634 in 2020 and is expected to have 22,960 this year, representing a 4 percent drop.

Nationwide, the hotel industry is projected to end 2021 down more than \$59 billion in business travel revenue compared to 2019. That comes after losing nearly \$49 billion in business travel revenue in 2020.

Business travel is the hotel industry's largest source of revenue and has been slow to return since the onset of the COVID-19 pandemic. Business travel includes corporate, group, government and other commercial categories. Business travel revenue is not expected to reach pre-pandemic levels until 2024.

Hotels are expected to end 2021 down nearly 500,000 jobs, compared to 2019. For every 10 people directly employed on a hotel property, hotels support an additional 26 jobs in the community, from restaurants and retail to hotel supply companies, meaning an additional nearly 1.3 million hotel-supported jobs are also at risk, according to the study.

The market expected to end the year with the largest decline in hotel business travel revenue is New York City, down 4 billion, or 88.4 percent. The most-impacted state is projected to be California, down \$9.8 billion, or 74 percent.

If Biden mandates begin, Qualtrics has the solution for tracking them

Provo-based customer experience company Qualtrics has created a solution for businesses to track verification of COVID-19 vaccination or negative testing in the event Pres. Joe Biden's mandate testing/vaccination mandate takes effect. Biden has announced an initiative for companies of 100 employees or more to require their employees to either be vaccinated or get tested for COVID-19 regularly as part of his aggressive plan to reduce the number of unvaccinated people nationwide. As part of the plan, millions of federal workers and government contractors will need to provide proof of vaccination with no test-out option.

The Occupational Safety and Health Administration has not yet published the emergency temporary standard that would put this requirement into effect as requested by Biden. But businesses can expect that the "deadline for compliance will be aggressive," said Sydney Heimbrock, chief industry advisor for government at Qualtrics.

According to a recent Qualtrics study, 40 percent of workers are either ambivalent or against the mandate. Many local governmental officials have also vowed to fight the mandates, so implementation of the rules may be delayed. Qualtrics found a quarter of the employees surveyed said they would quit their job and go work elsewhere because of the mandates.

With Biden's mandates, businesses will have "shift from whether they're going to mandate vaccinations to how they're going to," Heimbrock said. And that involves thinking about how to make the process of reporting and providing proof as seamless and painless as possible — problems that the new Qualtrics product addresses.

UofU extends free asymptomatic COVID tests to families of personnel

Since January of this year, the University of Utah has offered free rapid asymptomatic COVID-19 testing to its the campus community. Now the institution has extended the service to the immediate family and household members of university staff, students and faculty through the University of Utah Health operations.

Asymptomatic testing is crucial for restricting COVID-19 transmission on campus, the school said. "The UofU has world-class facilities that take samples and process the tests on-site, making it the only public Utah university offering the highly accurate tests for free," a university release said. "Keeping all the steps in-house means results come back fast."

"If you get your test sample in before noon, you'll usually get results back that same afternoon. The tests average at well under a 24-hour turnaround. It doesn't get any quicker than that," said John Phillips, associate dean of research and infrastructure for the School of Medicine and director of the Health Science Center (HSC) Core facilities where the samples are processed.

"We're starting to see more breakthrough cases, often in asymptomatic individuals who are fully immunized but still positive. Testing remains an effective way to limit spread to the elderly, the immunocompromised and unvaccinated children," said Cameron Wright, program manager for campus COVID-19 testing. "We are remarkably fortunate to have this free, quick, accurate, accessible testing provided on campus by this Core Labs team."

For test locations and hours of operations, UofU personnel can visit alert.utah.edu/covid/testing.

COVID-related shortages continue to grow in healthcare, other industries

Shortages of masks and gloves that were common in the early days of the COVID-19 pandemic have spread many other items needed at medical facilities in the United States, Reuters is reporting. The items in short supply range from exam tables and heart defibrillators to crutches and IV poles.

It can now take up to five months to get some types of exam tables, for instance, compared to three to six weeks before the pandemic, according to CME Corp., a distributor of medical equipment that handles over 2 million products, quoted by Reuters.

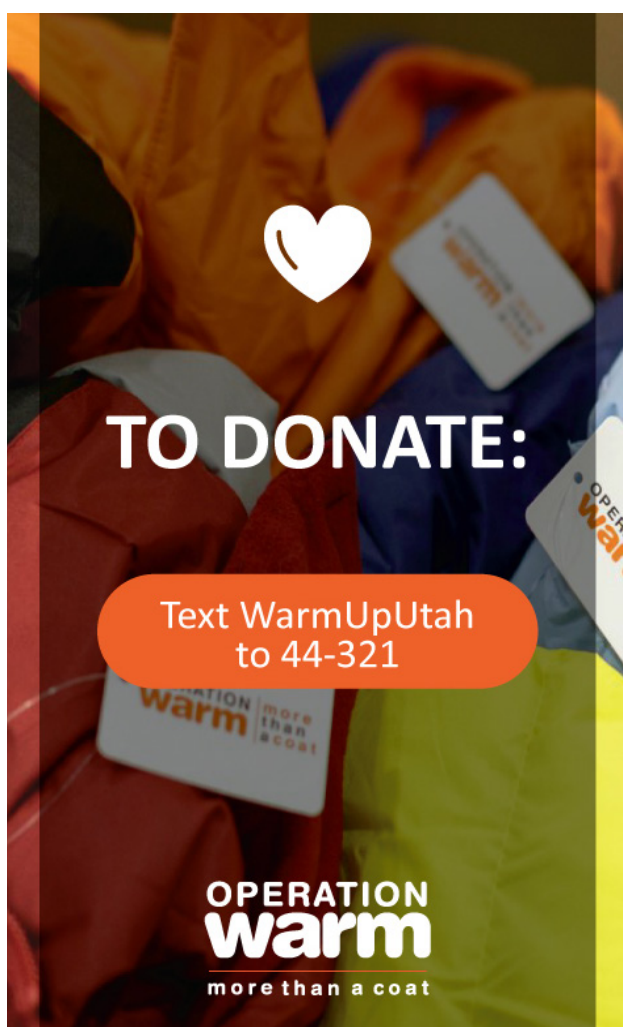
The shortfalls — which coincide with a hospital staffing squeeze that is forcing some facilities to ration treatment during the latest surge in COVID cases — are part of a larger supply-chain disruption that has snarled the movement of goods around the world in the wake of the pandemic. In many cases, U.S. producers are waiting for parts or finished goods produced overseas which are delayed or waiting in jammed seaports.

The auto industry is perhaps the most visible example of how shortages are slowing the economy and hitting consumers. Car lots outside many factories are filled with vehicles waiting for scarce computer chips.

And tight supplies mean higher prices, which has fueled fears of a new wave of prolonged inflation.

Even delivery of mundane items has been slowed. Portable plastic toilets — used in hospital rooms so patients don't have to walk to the bathroom — now are back-ordered three to four months, Reuters said.

The news service said some backlogs are easing. Although the demand for large refrigeration cabinets for storing COVID-19 vaccines has caused a major backlog, delivery of smaller vaccine refrigerators, which are in demand now for doctor's offices and pharmacies, are back to normal and can be shipped in five or 10 days.



Pilot program gives funding for developing tech companies

The Innovation Center of the Utah Governor's Office of Economic Opportunity (Go Utah) has announced the launch of the Utah Technology Innovation Funding (UTIF) pilot program. The pilot funding program is for companies in the technology development sector. It provides microgrants and nonrecourse loans for companies pursuing non-dilutive funding through the federal Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs.

"Accelerating innovation and entrepreneurship is a key part of Utah's dynamic and robust economy," said Ryan Starks, Go Utah's managing director of business services. "Several Utah-based companies are working on technology that can be game-changing. We're excited to launch this pilot to support Utah businesses in their quest to develop and commercialize

novel technologies."

The UTIF program leverages Utah small-business success with SBIR and STTR programs requiring stringent application and vetting. Funded at \$4 billion annually, the federal SBIR/STTR programs offer grants and contracts to small businesses averaging \$200,000 for Phase I awards for proof of concept and \$1 million for Phase II awards for further research and development. Only projects with technical merit, commercial potential and significant societal benefit are funded.

Available funding for the UTIF pilot is \$2 million, with \$100,000 going to the microgrant program and the remaining \$1.9 million to nonrecourse loans.

Companies interested in learning more can find additional information on Utah Innovation Center's website: <https://business.utah.gov/utah-innovation-center/utif>.

Talent Ready Utah announces Tech Sales Pathways program

Talent Ready Utah, an initiative managed by the Governor's Office of Economic Opportunity (Go Utah), in partnership with MarketStar, Davis Technical College, Ogden-Weber Technical College and Weber State University, has launched the Tech Sales Pathways program in the Davis, Ogden and Weber school districts. MarketStar will lead the efforts to offer this newly developed work-based learning program providing students a career path to sales in social media, software as a service, digital ads, information technology and cloud services.

"There's a growing need for talent in sales as businesses across industries adopt new technology. Through work-based learning programs, we can better prepare the younger generation for future careers," said Dan Hemmert, executive director of Go Utah. "The development of work-based learning programs addresses the talent needs of businesses while strengthening Utah's educational programs and growing Utah's labor force."

Under the program, high school students can enroll in courses as early as their sophomore year to prepare for MarketStar's internship program. MarketStar internships have been designed to complement classroom learning, optimizing the student learning experience through interactions with employers to develop skills in business-to-business sales. Upon completing the

Tech Sales Pathways program, students earn an industry-recognized certificate guaranteeing a job interview with MarketStar, increasing access to high-demand careers with name-brand companies.

see PATHWAYS page 16

SLC's Scorpion acquires Wheat Creative

Scorpion, a Salt Lake City-based marketing and technology company, has acquired Wheat Creative, a franchise marketing agency located in Valencia, California.

Scorpion said it expects the acquisition to strengthen its existing business with increased expertise and capabilities that enable franchise expansion, as well as corporate and local marketing.

Justin Baloun, Wheat Creative CEO and co-founder, will become the leader of Scorpion's franchise division. The rest of the Wheat team will be integrated into the Scorpion operation, the company said.

"Scorpion's acquisition of Wheat Creative advances our franchise development fo-

cus, an area we are excited to strengthen, as it will bring our franchise customers corporate and local marketing expertise to ensure they grow, while maintaining their competitive edge," said Azim Nagr, Scorpion's executive vice president of mergers, acquisitions and operations. "Wheat Creative's exceptional capabilities will provide a lasting, positive impact on our customers' ability to grow while doing what they do best: serving their local communities."

"We are delighted to join forces with Scorpion and continue our work creating meaningful and impactful client results," said Baloun. "It is an honor to join the Scorpion team, which shares with Wheat Creative a passion for client-focused dedication and success."

Grants available to boost broadband availability

Applications are being accepted until Nov. 1 for a grant to boost broadband availability in underserved communities.

The Utah Broadband Center in the Governor's Office of Economic Opportunity (Go Utah) has \$10 million available in the grant program to offset capital expenses in deploying high-speed broadband end connections to households and businesses in unserved rural and underserved economically distressed areas statewide.

A household may have Internet, but if the available speeds are not adequate to meet today's demands of online working, learning and providing telehealth needs from home, it may be underserved, the center said.

Program funds target areas

unlikely to receive broadband service without grant funding.

"Having Internet access is crucial in maintaining Utah's competitive edge in the marketplace," said Ryan Starks, Go Utah's managing director of business services. "Ensuring all Utahns have equal access to broadband availability is essential to maintaining a thriving marketplace, and the Broadband Access Grant provides just that."

Eligible applicants include telecommunications providers or Internet service providers; public-private partnerships (local government entities and one or more private entities established to expand affordable broadband access in the state); and tribal governments.

Grant applications are available at business.utah.gov/broadband. Grant terms and conditions are available at https://docs.google.com/document/d/1Nps7DA69vR0iUaemm7v5K6eu0MHK6er_/edit.

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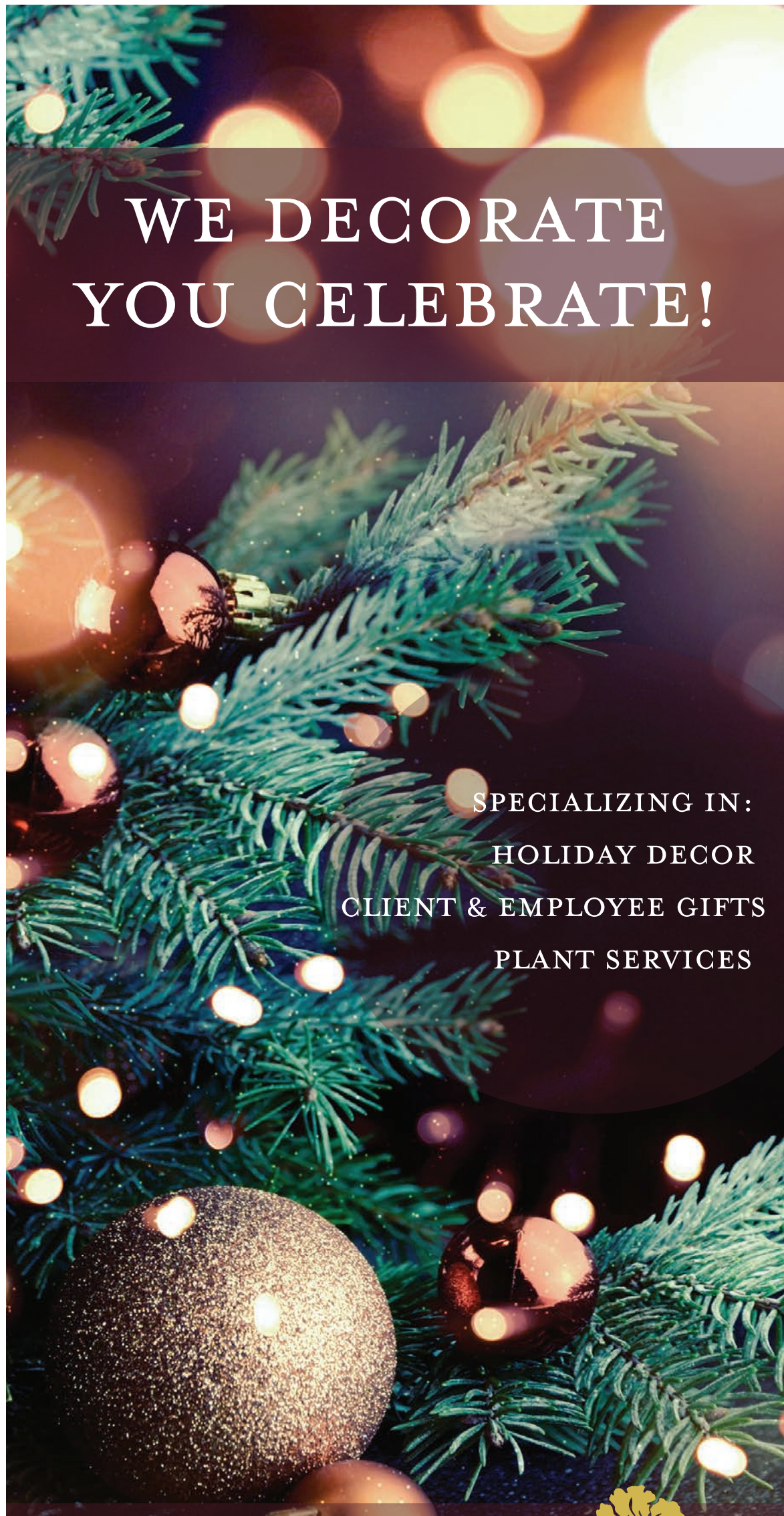
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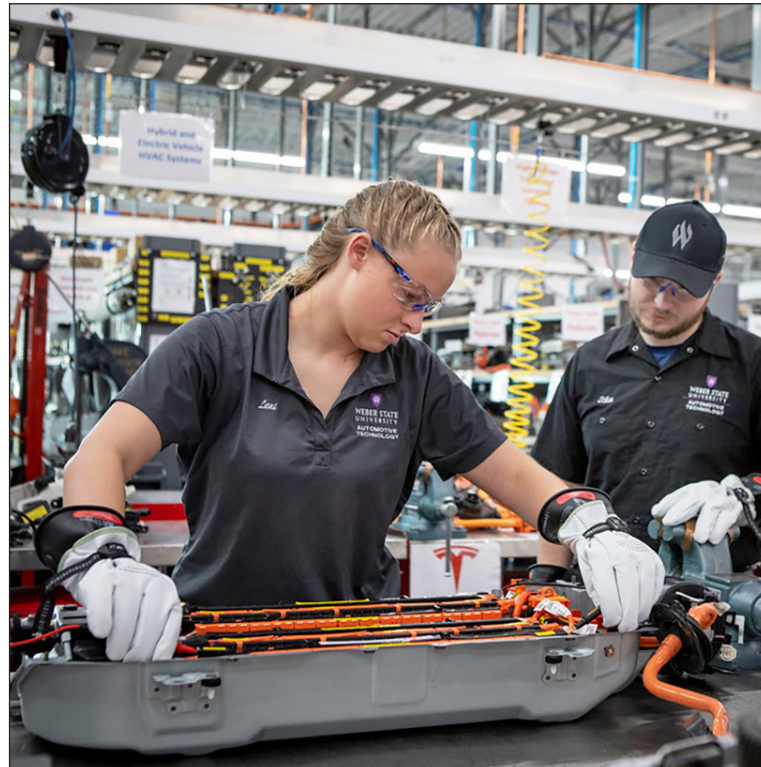
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Students in Weber State University's Department of Automotive Technology work on hybrid and electric vehicles in the Computer & Automotive Engineering Building on the WSU Davis campus in Layton. A state grant prompted the launch of an initiative to train students to work on electric vehicles.

WSU program designed to give students the skills to work in the expanding electric vehicle world

Weber State University is launching an initiative to help students keep up with a rapidly revolving world of electric vehicles (EVs).

A grant from the Governor's Office of Economic Opportunity (Go Utah) is allowing WSU's Department of Automotive Technology to offer students from high schools, tech schools and college the training needed to safely work on EVs.

"More manufacturers are talking about commitments to produce only electric vehicles in the near future," said Scott Hadzik, WSU automotive technology chair. "We're putting together a partnership with the state and industry in order to make sure technicians are ready to safely work on these vehicles. Safety measures need to be taken, and there is very little training that currently exists."

Partners in the Automotive Strategic Workforce Initiative include Bridgerland Technical College; Davis Technical College; Ogden-Weber Technical College; Salt Lake Community College; and the Davis, Weber and Ogden school districts.

Weber State's automotive technology department, housed in the College of Engineering Applied Science & Technology, is leading the partnership. Weber State faculty have been trained by manufacturers and will oversee the education.

Through the partnership,

schools are coordinating stackable degree options, so students can move easily from one institution to another and from one degree to another to advance their education. Increased skills are expected to lead to higher wages and validate the need for the strategic workforce investment. Students taking advantage of the stackable credential track will possess the technical skills necessary to be employed by automotive repair facilities throughout the state.

The initiative also will connect high school students to mentors who can explain the technological advancement of automotive manufacturing and answer questions about industry needs, career options and salaries.

"We're thrilled to see state dollars support an initiative that's contributing to the current and future economic stability of Utah while actively sustaining and protecting our environment," said Dan Hemmert, Go Utah's executive director. "The launch of the Automotive Strategic Workforce Initiative is a powerful demonstration of community partners joining forces with Utah's education system to solve both workforce and environmental challenges, providing greater access to education and career opportunities for Utah's students."

Almost 100 pure-electric EV models are set to debut in the

see WEBER page 16



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Succeeding in Your Business

When can landlords 'unreasonably withhold' consent?

"I am a small landlord who owns several commercial buildings.

"One of my tenants — who runs a small retail store — is looking to sell his business and retire. There are several years left to go on his lease, and because he's such a good tenant, the rent is somewhat below market for this area.

"The buyer is a young man just out of military service. His credit history is good, and he comes from a decent family. The problem is that he has never worked in retail

or run a business of his own before. He also doesn't own a home. I like this young man personally, but I'm afraid he's going to get 'in over his head' and fall behind on his rent.

"The lease contains a clause requiring me to consent to any assignment or sublease of the rented space, as long as my consent is not 'unreasonably withheld.'

"I spoke to my attorney who told me I should ask this young man for several months' rent as an additional security deposit because it will take at least six months to evict

him should he be unable to pay his rent. When I offered this to the young man, he became angry and told me he couldn't afford it. He said he felt I was discriminating against him because of his youth and his ethnic background, and that it was crazy to put that much money in an escrow account not earning interest for several years.

"I want to be helpful in this situation, but I can't afford to have tenants who don't pay their rent on time. I also cannot afford to be sued by the current tenant because I was unreasonable in withholding my approval of the lease transfer.

"Is there any way to get out of this jam?"

Once upon a time, landlords could evict their tenants the minute a rent payment became overdue. Not anymore.

Most commercial leases contain a clause requiring the landlord to approve any transfer of the lease to a new tenant, as long as the approval is "not unreasonably withheld." Most landlords will want to meet the new tenant and review his credit history before they will grant their approval to the transfer and release the old tenant from his liability under the lease.

If a new tenant is not financially able to make his lease payments on time or has background issues that would cause a reasonable person to question his integrity (for example, jail time or a bankruptcy), most landlords would "reasonably" refuse their consent to the transfer, and the law would back them up.

The law isn't as clear when a landlord wants to withhold consent for personal or nonfinancial reasons.

If the landlord's decision to reject a transfer is based on prejudice or discrimination, he is being unreasonable. If a landlord withholds approval because he "just doesn't like" the person, and the person is a member of a protected class under federal or state anti-discrimination laws, the landlord is almost certain to be sued by his existing tenant for breach of contract.

If you do decide to disapprove the lease transfer, your attorney should prepare a letter to the current tenant detailing precisely what motivated your decision. This should be based as much as possible on the economic and financial circumstances of the buyer.

If that is not feasible, there are

several ways you can approve the transfer while getting additional protection in case the new tenant has trouble paying rent (I would agree with this buyer that asking for more than three months' rent as a security deposit is probably unreasonable). For example:

- You can refuse to release the current tenant from his lease obligations for a period of one year after the transfer; this will make him a personal guarantor of the new tenant's obligations under the lease and will encourage him to assist the new tenant in making sure rent gets paid on time.

- You can ask the new tenant if there are any family members (preferably with deeper pockets or greater business experience) who can co-sign the lease along with him.

- You can provide for rent increases each time the tenant makes a late payment (called a "time is of the essence" clause).

If all else fails, you may be able to put a clause in the lease enabling you to terminate the lease during the next two years, even if the new tenant is paying rent on time, if for any reason you "deem yourself insecure." Banks put this provision in their loan agreements all the time. Note, however, that because the new tenant is losing his lease without having done anything wrong, the law may require you to reimburse the new tenant for the money he paid for the business, his relocation expenses, plus the cost of any tenant improvements he makes after taking occupancy.

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NEW IDEAS, PRODUCTS AND SERVICES FROM UTAH COMPANIES



Celtic Bank, a Salt Lake City-based industrial bank, has introduced a commercial loan offering suitable to technology companies that are not a good fit for traditional loan products, given the nature of their business models. The company's new product is called the Recurring Revenue Loan.

"This is an interesting loan product that may not be suitable for many traditional banking organizations," said Reese Howell Jr., CEO of Celtic Bank. "It requires a different analysis and different way of evaluating risk. These characteristics are what make it attractive to Celtic Bank."

Celtic's recurring revenue loans are designed for growth-stage software and technology companies providing "mission critical" technology platforms to their customer bases and have recurring (contractual or subscription) revenue models. Because their primary assets are typically intangible, owners and founders have a hard time securing commercial financing through conventional means. Instead, they usually raise capital by exchanging equity in their company.

"Because our lending program is a pure debt instrument, recurring revenue financing is an option for companies to raise growth capital without further equity dilution," said Daniel Godfrey, senior vice president of asset-based lending and business development officer for recurring revenue financing at Celtic Bank.

"Because our recurring revenue program is particularly tailored for growth-stage technology companies with a two- to four-year horizon on a liquidity event, the repayment structure is designed to preserve cash for continued growth. Our loans are structured as interest-only that is split between cash pay and a paid-in-kind component that is deferred until maturity. Ideally, this is one of the last tranches of capital to be raised to get them to a liquidity event," said Godfrey.

Draper-based **Progressive Leasing**, a provider of e-commerce, app-based and in-store lease-to-own solutions, has launched **ProgCentral**, a new retailer management platform that allows merchants to manage every aspect of their lease-to-own business from a computer, tablet or mobile device.

The platform's functionality includes a streamlined user experience and enhanced search, reporting and security features. "ProgCentral simplifies and improves the experience for our merchants, giving them the tools and information that they need to efficiently

navigate the process of lease application, approval tracking, payment management, delivery scheduling and transaction completion," said **Ben Hawksworth**, Progressive Leasing's chief product and technology officer. "The new experience was developed with valuable input from retailers and will help them save time at the point of sale by providing answers to the most commonly asked questions."

Domo, a platform that offers business intelligence, data visualization and analytics based in American Fork, has introduced **Sandbox**, a development and testing environment built on the Domo platform, helping customers create and promote content into production. Sandbox adds to Domo's list of capabilities that help customers solve challenges that are common with the increased demand for large-scale business intelligence (BI) and analytics deployments.



"As the demand for BI and analytics continues to scale across organizations, data professionals need a way to innovate and collaborate with speed while not compromising their production environment," said **Doug Henschen**, vice president of Domo customer Constellation Research. "It's helpful to have a space where all constituents can see work in progress, share comments and contribute to the development of better, action-driving analytic content."

Salt Lake City's **Franklin Covey Co.**, a global firm specializing in organizational performance improvement, has teamed with HarperCollins Leadership to release **Master Mentors: 30 Transformative Insights from Our Greatest Minds**, by *Wall Street Journal* bestselling author **Scott Jeffrey Miller**. The book had reached No. 1 bestseller status on Amazon prior to its release. The book features insights gleaned from the "On Leadership with Scott Miller" podcast. "Each insight is worthy of deeper dive and further engagement with the 'master mentor' behind it," said Miller. "Choose one, work to incorporate it into your life and you'll find it'll yield demonstrably positive results. Which insight tugs at you as the potential solution to a stifling weakness, or which ignites your creativity and drives you to do something different?"



Nature's Sunshine Products, a natural health and wellness company specializing in herbal and nutritional products, has announced the U.S. launch of a line of clean beauty products called **l'amara**. The Lehi-based company first introduced the beauty line in Asia in 2020 and said it features natural ingredients sourced from land and sea. "Nature's Sunshine has brought the healing power of herbs to millions of Americans for more than 50 years," said **Terrence Moorehead**, CEO of Nature's Sunshine. "This next iteration of our journey is introducing nourishing and transformative beauty ingredients with the launch of l'amara, to help bring the



'healing power of herbs' to your skin." The l'amara collection features a proprietary blend of dermatologist-tested, antioxidant-rich fermented green tea leaves and soothing algae, Moorehead said.

Qualtrics, a Provo-based provider in the experience management category, is launching its **Brand Impact Simulator**, a self-service tool that helps brand leaders understand and prioritize brand attributes — such as "easy to use" or "ethically sourced" — that have the greatest impact in winning new customers. Organizations can use the module to improve the efficiency and effectiveness of their marketing and campaigns to accelerate customer acquisition, the company said. "Customers have more choices than ever and to remain competitive, organizations need a new approach to brand experience to help them adapt to the constantly changing preferences of consumers," said **Paul Sheets**, Qualtrics general manager. "Brand Impact Simulator makes it easier for brand and marketing leaders to quickly turn insight into action to strengthen their brands and accelerate customer acquisition."



St. George-based **TCN Inc.**, a provider of a cloud-based call center platform for enterprises, contact centers, business process outsourcing services and collection agencies, is launching **"The Complete Guide to Managing Call Center Agents,"** a free online resource for managers in these categories. "Managing a busy call center is no easy task, which is why we've created our online guide to help managers unlock their agents' soft and hard skills that are essential to developing powerful customer experiences," said **McKay Bird**, chief marketing officer at TCN. "Call center agents are an integral part of customer service and it's vital that they feel valued and acknowledged in order to best serve customers." The online guide offers numerous strategies and best practices for keeping call center agents engaged and working efficiently, Bird said.



ReposiTrak Inc., a Salt Lake City-based compliance management platform supplier, is introducing a new series of **Corporate Social Responsibility (CSR)** program solutions designed to help organizations attract, vet, onboard and manage suppliers for diversity and environmentally sustainable and ethical sourcing. The new solutions are being introduced as more companies are required to expand CSR sourcing programs. "Meaningful CSR programs are about setting and achieving sourcing and spend goals that align with a company's diversity and sustainability values," said **Randy Fields**, chairman and CEO of ReposiTrak. "Unfortunately, many companies don't even have an accurate list of their current suppliers, so baselining and goal-setting for CSR goals is practically impossible. ReposiTrak can automate spend tracking by vetting and validating new and existing suppliers based on their claims and status."



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PRIVATE COMPANIES HEADQUARTERED IN CACHE COUNTY

Listed by Number of Employees



	Company Name Address	Phone Web	No. of F.T. Employees	No. of Utah Locations	Year Est.	Type of Company/Services Provided	Top Executive
1	Cache Valley Electric 875 N. 1000 W. Logan, UT 84321	888-558-0600 cve.com	2,060	2	1915	Electrical contractor, commercial, industrial, service, line, low-voltage	James D. Laub
2	Icon Health & Fitness 1500 S. 1000 W. Logan, UT 84321	888-308-9620 iconfitness.com	1,800	2	1977	Fitness equipment manufacturing company, treadmills, ellipticals, weight-based strength training equipment	Scott Watterson
3	Fox Pest Control 1047 S. 100 W., Suite 250 Logan, UT 84321	855-953-1976 fox-pest.com	901	1	2012	Pest control	Mike Romney & Bryan White, Co-Founders
4	Gossner Foods 1051 N. 1000 W. Logan, UT 84321	435-227-2500 gossner.com	550	1	1966	Cheese, milk, ice cream, spreads, butter and other dairy products	Kristan Earl
5	Malouf Cos. 1525 W. 2960 S. Nibley, UT 84321	800-517-7179 maloufcompanies.com	460	1	2003	Retail and e-commerce, mattresses, pillows, furniture, etc.	Sam and Kacie Malouf
6	Inovar Inc. 750 E. 1600 N. Logan, UT 84341	435-792-4949 inovar-inc.com	400+	1	1998	Electronics manufacturing services specializing in military/aerospace, medical equipment and communications systems	Craig Rupp
7	Campbell Scientific 815 W. 1800 N. Logan, UT 84321	435-227-9000 campbellsci.com	350	1	1974	Designer and manufacturer of data systems and measurement and control products for water, meteorology, solar energy, greenhouse gases, etc.	Robert H. Campbell
8	L.W. Miller Cos. 1050 W. 200 N. Logan, UT 84321	435-753-8350 lwmler.com	270	1	1982	Trucking company, semi-truck repair services, hauling, dry bulk, liquid tanker, refrigerated, petroleum, livestock	Rex Miller
9	Cache Valley Bank 101 N. Main St. Logan, UT 84321	888-418-5333 cachevalleybank.com	260	18	1975	Banking services, tailored business solutions, mortgage services, real estate services, traditional banking	George Daines
10	Sunshine Foundation 248 W. 300 N. Logan, UT 84321	435-787-2855 sunshineterrace.org	245	4	1948	Professional care-giving services including home health, assisted living, rehab, skilled nursing, physical therapy, hospice	Lee Rulis
10	Casper's Ice Cream 11805 N. 200 E. Richmond, UT 84333	435-258-2477 caspersicecream.com	245	1	1925	Food production of FatBoy ice cream sandwiches, FatBoy ice cream sundaes & Jolly Llama dairy-free	Paul Merrill
12	Bear Lake Community Health Centers , 325 W. Logan Road, Garden City, UT 84028	435-946-3660 bearlakecommunityhealthcenter.org	230	4	2003	Primary medical care, OB/GYN, X-rays, behavioral health counseling, dental, pharmacy	LaVal Jensen
13	Al's Sporting Goods Inc. 1075 N. Main St. Logan, UT 84321	435-752-2042 als.com	200	2	1921	Sporting goods retailer, bikes, camping gear, climbing gear, sporting gear, snow sports gear, etc.	Kris Larsen
13	LeGrand Johnson Construction 1000 S. Main St. Logan, UT 84321	435-752-2001 legrandjohnson.com	200	4	1939	Asphalt, sand, gravel, ready-mix concrete, etc.	Clint Wadsworth
13	Wasatch Premier Hospitality 615 S. Riverwoods Parkway Logan, UT 84321	435-755-2000 wasatchhospitality.com	200	7	1988	Hospitality including Springhill Suites by Marriott, Riverwoods Conference Center, Four Seasons Event Center, restaurants	Dell Loy Hansen
16	Logan Coach 2990 S. 800 W. Nibley, UT 84321	435-752-3737 logancoach.com	175	1	1986	Trailer manufacturing specializing in horse trailers, stock & combo trailers, living quarters, motor sports, etc.	Dan Smerchek
16	Sharp Transportation 390 N. 900 E. Wellsville, UT 84339	435-245-6053 sharptrucking.com	175	2	1990	Freight transportation and brokerage, trucking and logistics	Zan Sharp
18	Juniper Systems 1132 W. 1700 N. Logan, UT 84321	435-753-1881 junipersys.com	160	1	1993	Manufacturing data collection and measurement solutions.	Devon Labrum
19	Cache Employment & Training Center 275 W. 400 S., Logan, UT 84321	435-752-7952 cetcsupports.org	90	1	1961	Programs for people with disabilities, including day-supported employment, seniors program, youth summer programs, behavior supports	Sandy Smith
20	Miller Cos. LC 1836 W. 4600 S. Hyrum, UT 84319	435-245-3157 millercompanieslc.com	24	1	1944	Manufacturing company specializing in soils, fertilizers, mulches, plant food, composts, soil conditioners, pavers, wood chips	Junior Miller
21	Utah Festival Opera Co. 59 S. 100 W. Logan, UT 84321	435-750-0300	20	2	1992	Operas, musicals, also owns Utah Theater movies and entertainment	Michael Ballam

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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.

BANKING

• **TAB Bank**, Ogden, has entered into a multi-year agreement with **Hammond's Candies** to provide a revolving credit facility of \$7.5 million. The facility will be used to support the company's working capital needs as it continues to grow and expand the reach of its portfolio of gourmet chocolates, hard candies, and other snacks and confections. Hammond's Candies was founded in Denver in 1920. It sells its products under several brands, including Old Dominion Peanut Co., Hammond's Candies and American Candy Co. Hammond's also produces on a private-label basis and sells some product in bulk to customers that repackage it under their own brand.

CONSTRUCTION

• **Jacobsen Construction** recently held a ribbon-cutting ceremony at its new headquarters at 5181 W. Amelia Earhart Drive in Salt Lake City's International Center. Designed to accommodate company growth, the 63,000-square-foot headquarters marks the first time in the firm's 99-year history in which employees can go to work each day in an office built by

Jacobsen, for Jacobsen. The company is a nearly \$1 billion company with \$2.1 billion of work in its pipeline.

CORPORATE

• **Extra Space Storage Inc.**, Salt Lake City, has announced that its operating partnership, **Extra Space Storage LP**, has priced a public offering of \$600 million aggregate principal amount of 2.35 percent senior notes due 2032. The notes were priced at 99.797 percent of the principal amount and will mature on March 15, 2032. **Wells Fargo Securities, PNC Capital Markets LLC, J.P. Morgan, TD Securities, BMO Capital Markets, BNP PARIBAS, BofA Securities** and **US Bancorp** acted as the joint book-running managers for the offering. **Regions Securities LLC, Truist Securities, BOK Financial Securities Inc., Citigroup, Fifth Third Securities, Ramirez & Co. Inc.** and **Zions Direct Inc.** acted as the co-managers for the offering. The offering was expected to close by Sept. 22. The operating partnership intends to use the net proceeds of the offering to fund potential acquisition opportunities, to repay amounts outstanding from time to time under its lines of credit, and for other general corporate and working capital purposes. Extra Space Storage is a self-administered and self-managed real estate invest-

ment trust that owns and/or operates 1,973 self-storage properties.

• **Qualtrics**, a Provo-based company focused on experience management, has completed an exchange offer by Qualtrics to certain eligible employees of **QAL Technologies Pty. Ltd.**, a proprietary limited company organized in Australia and a subsidiary of Qualtrics, to exchange all of their outstanding cash-settled fixed value rights and all of their outstanding cash-settled rights that are linked to the value of SAP Ordinary Shares for invested rights to receive shares of Qualtrics Class A common stock. The exchange offer expired Sept. 10. A total of 60 eligible employees elected to tender and did not withdraw their outstanding awards in the exchange offer, and Qualtrics accepted for exchange awards representing approximately 78.3 percent of the value of all outstanding awards eligible to be tendered.

• **Solaray**, a Salt Lake City-based company offering multivitamins, minerals, herbs and supplement brands, has undergone a brand relaunch with reimagined visual branding, new post-consumer recycled bottles, and sustainability commitments. The relaunch is part of the company's introduction to the direct-to-consumer market. The brand's new campaign is called "Live Brighter." The brand is part of The Better Being Co., previously Nutraceutical.

ECONOMIC INDICATORS

• **Salt Lake City** is ranked No. 4 on a list of "2021's Best Cities for Country Music Fans," compiled by **LawnStarter**. It ranked over 180 of the largest U.S. cities across five factors, including the number of country radio stations, concerts and performance venues, plus the size of the local fandom based on Google search trends and availability of museums dedicated to the genre. The top-ranked city is Nashville, Tennessee. The No. 182 city is Killeen, Texas. Details are at <https://www.lawnstarter.com/blog/studies/best-cities-country-music-fans/>.

• **Utah** is ranked No. 13 among states where **upper-middle-class people are moving in**, a list compiled by **SmartAsset**. It used data from 2018-19 IRS migration data for people earning between \$100,000 and \$200,000 and then calculated a net migration figure for upper-middle-class filers. Utah had 5,070 people move in and 3,942 move out, resulting in a net increase of 1,128. The top-ranked state is Florida. Details are at <https://smartasset.com/>

data-studies/where-upper-middle-class-people-are-moving-2021.

• **Salt Lake City** is ranked No. 46 on a list of "Best Cities for Burger Fans," compiled by **Lawn Love**. It ranked nearly 200 of the biggest U.S. cities. The top-ranked city is Washington, D.C. The No. 197 city is Midland, Texas. Details are at <https://lawnlove.com/blog/best-cities-burger-fans/>.



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ENERGY

• **Energy Fuels Inc.**, a Colorado-based company focused on mining uranium and producing vanadium and rare earth carbonate, has established the **San Juan County Clean Energy Foundation**, a fund designed to contribute to the communities surrounding its White Mesa Mill in southeastern Utah. The company has deposited \$1 million into the foundation and anticipates providing ongoing annual funding equal to 1 percent of the Mill's future revenues, providing funding to support the local economy and local priorities. The foundation will focus on supporting education, the environment, health/wellness and economic advancement in **Blanding, San Juan County, the White Mesa Ute Community, the Navajo Nation** and other area communities. In addition to White Mesa Mill, Energy Fuels has the Nichols Ranch in-situ recovery (ISR) project in Wyoming and the Alta Mesa ISR project in Texas. The company recently had business, community and industry officials in Blanding to introduce the beginning of production and shipments of an intermediate rare earth element (REE) product called mixed rare earth carbonate at the White Mesa Mill. Approximately 15 containers of the material produced at the mill is being shipped to Europe. REEs are used in the production of hundreds of everyday and specialty items, with a wide range of consumer applications.

• The **Salt Lake City Department of Airports**

(SLCDA) recently celebrated one year since opening **The New SLC-Phase 1** while announcing **LEED Gold** certification from the **U.S. Green Building Council**. The New SLC has achieved its sustainability goal of LEED Gold certification for both the Terminal Redevelopment Program project and Concourse B-west. The airport achieved this certification through efforts involving emission reduction, waste minimization, water conservation and renewable energy implementation.

HEALTHCARE

• **Sera Prognostics Inc.**, a Salt Lake City-based company focused on improving maternal and neonatal health by providing innovative pregnancy biomarker information to doctors and patients, has appointed **Dr. Michael R. Foley** as chief medical officer. He



Michael Foley

takes over at the position in January. Foley initially practiced maternal-fetal medicine in private practice for more than 20 years and will retire Dec. 31 from the role of chairman of obstetrics and gynecology at the University of Arizona College of Medicine Phoenix/Banner Good Samaritan Regional Medical Center, where he served for nearly a decade.

• **Xenocor**, a Salt Lake City-based developer of a laparoscopic imaging system, has named **Mark Foster** to its board of directors. Foster has 20 years of general management and leadership experience from both venture-backed growth-stage organizations and medical device companies. He currently is CEO of **Trice Medical**, a venture-backed company that offers products for minimally invasive diagnostic and therapeutic orthopedic procedures. His experience also includes senior management positions focused on business development to include fundraising, licensing, M&A, commercialization and supply chain initiatives at **Smith and Nephew** and **Boston Scientific**.



Mark Foster

• **Nomi Health**, Orem, has announced plans to hire more than 200 medical staff for **TestUtah**, designed to increase residents' access to FDA EUA-authorized antigen tests. The **Utah**

see BRIEFS next page



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Industry Briefs

from previous page

Department of Health selected Nomi Health to coordinate COVID testing and vaccination efforts with mobile testing units throughout the state. The mobile test site locations change weekly.

INVESTMENTS

• **Zonos**, a St. George-based technology company for cross-border commerce, raised \$69 million in a Series A funding round led by **Silversmith Capital Partners**, a Boston-based growth equity firm. Other participants include individual investors, including **Eric Rea**, co-founder and CEO of Podium; **Aaron Skonnard**, co-founder and CEO of Pluralsight; **Austen Allred**, co-founder and CEO of Lambda School; **Josh James**, founder and CEO of Domo; and **David Elkington**, founder of InsideSales. It is Zonos' first outside capital since its founding in 2009. The company said the investment will support it "in delivering on its mission to create trust and transparency in global trade," including growth in product development, go-to-market and worldwide team expansion. As part of the transaction, **Todd MacLean** has joined the Zonos board of directors along with co-founders **Clint Reid** and **Daniel Johnson**. **Kirkland & Ellis** served as legal counsel to Silversmith Capital Partners, and **Goodwin Procter** served as legal counsel to Zonos.



Todd MacLean

NONPROFITS

• The **Utah 1033 Foundation** has presented three students from across the state, all children of Utah law enforcement officers, with \$5,000 each in **2021 Leadership Awards**, in honor of both the individual students and Utah's fallen law enforcement officers. High school and college students from around the state applied for the 2021 Leadership Awards by submitting an essay in response to a prompt which asked them to grapple with the definition of peaceful protests and civil disobedience versus civil rebellion. The award recipients are **Anna Barfuss**, whose father serves with the DSU Police Department and the FBI; **Afton Beesley**, whose father serves with the Utah Highway Patrol; and **Savanah Higley**, whose father serves with the Utah County Sheriff's Office. The Utah 1033 Foundation is a

tax-exempt 501(c)(3) nonprofit organization established in 2011 to honor Utah's fallen officers by providing immediate financial support to their families, and to assist dependents of fallen and active Utah peace officers with education costs.

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PHILANTHROPY

• **DoTerra**, a Pleasant Grove-based company focused on aromatherapy and essential oils, has announced the support of several events across the country that will benefit the **American Cancer Society (ACS)** and its work in funding cancer research. The company will be a participating sponsor of nine ACS community events in September, October and November, including "Making Strides Against Breast Cancer" in Denver, Atlanta, Cincinnati and Phoenix. "Making Strides Against Breast Cancer" features local celebrations and walks that raise funds for breast cancer research and programs. DoTerra also is sponsoring the Cattle Baron's Ball in Denver and Dallas; CEOs Against Cancer Champions of Hope Gala in Denver; and The Big Gig in Salt Lake City, which benefits the Hope Lodge.

• **Lee's Marketplace**, a Logan-based, family-owned grocery business, is helping stock local food banks with its support of the campaign "**Curds+Kindness Dairy Drive**," which launched Sept. 22. For over 10 years, Lee's Marketplace has partnered with **Dairy West**, **Dairy Farmers of America** and **Gossner's** in the **Great American Milk Drive**, which supplies local communities with much-needed dairy products. This year's campaign runs through Oct. 13. Guests can make monetary donations at check stands, either by selecting a dollar amount or rounding up their purchase to the nearest dollar.

REAL ESTATE

• **Wood Partners** has broken ground on its newest luxury residential community, currently named **Alta Gateway II**, at West 100 South in Salt Lake City. The community is scheduled to open in 2023. Alta Gateway II will offer 288 apartment homes complete with one-, two- and three-bedroom floor plans. Atlanta-based Wood Partners owns 70 properties in 14 states, representing more than 20,000 homes.

• **Nitya Capital**, based in Houston, has sold **Downtown 360**, a 151-unit apartment development at 360 S. 400 W., Salt Lake City, to **Redhill Realty Investors**. Financial terms were not disclosed. The sale was announced by **CBRE's** Salt Lake City office. Eli Mills and Patrick Bodnar represented Nitya Capital in the transaction. Rocco Mandala of **CBRE Debt & Structured Finance** arranged the financing for Redhill. Downtown 360 was constructed in 2017.

RETAIL

• **Burn Boot Camp**, a national boutique fitness franchise, has announced plans to expand in Utah. After success at its gym in Orem, which opened in 2018, a 8,000-square-foot gym at 10467 S. Redwood Road, South Jordan, opened Sept. 20. Locations are planned to open this year in Highland, Bountiful, Herriman, American Fork and Layton, with more to open in 2022.

• **Discovery Gateway Children's Museum**, 444 W. 100 S., Salt Lake City, has announced that **The Red Balloon Toy Store** will open a location inside the museum. Red Balloon will be providing toys based on the museum exhibits as well as toys that further the focus on STEAM

(science, technology, engineering, art and mathematics) learning.

SERVICES

• **Ancestry**, a Lehi-based family history and consumer genomics company, has hired **Brian Donnelly** as senior vice president and general manager of Ancestry DNA and **Ashish Nayyar** as chief data officer, and promoted **Heather Friedland** to chief product officer. Donnelly most recently was head of diagnostics and genomics at Amazon. Prior to Amazon, Donnelly held a variety of global leadership roles at genomics companies, including Sequenom; Illumina; and Codex DNA, where he was the chief commercial officer. Nayyar will lead analytics, data science and data engineering at Ancestry. He previously was senior director of data science at Facebook, where he led the Entertainment and Commerce Data Science



Brian Donnelly



Ashish Nayyar



Heather Friedland

teams for the Facebook app. Friedland joined Ancestry in 2019 and served as vice president of product for AncestryHealth and, most recently, as senior vice president of new products and growth. She has more than two decades of product management

experience, previously serving as chief product officer at Glassdoor.

TECHNOLOGY

• **Code Corp.**, a Salt Lake City-based company focused on barcode scanning and data capture technologies, has named **Hilde De Bisschop** as a senior channel marketing manager to expand EMEA channel partner growth. De Bisschop has spent the majority of her career working



Hilde De Bisschop

with barcode scanning technology companies. Prior to Code, De Bisschop was at Honeywell, where she was responsible for the EMEA channel program and integrations of programs following multiple acquisitions. She also served as group senior channel marketing manager at Datalogic. De Bisschop is based in Luxembourg.

• **MX**, a Lehi-based financial data platform and connectivity company, has announced a partnership with **Mahalo Technologies**, a Michigan-based provider of online and mobile banking solutions for credit unions. The partnership is designed to provide financial institutions an elite, seamless experience from the two companies' combined technology platforms through deep integrations into core banking through Mahalo and data enhancement through MX, allowing for insights to drive credit union growth and member engagement. PrimeWay Federal Credit Union, founded in 1937 and with eight locations in the Houston area, will be the first mutual client of MX and Mahalo.



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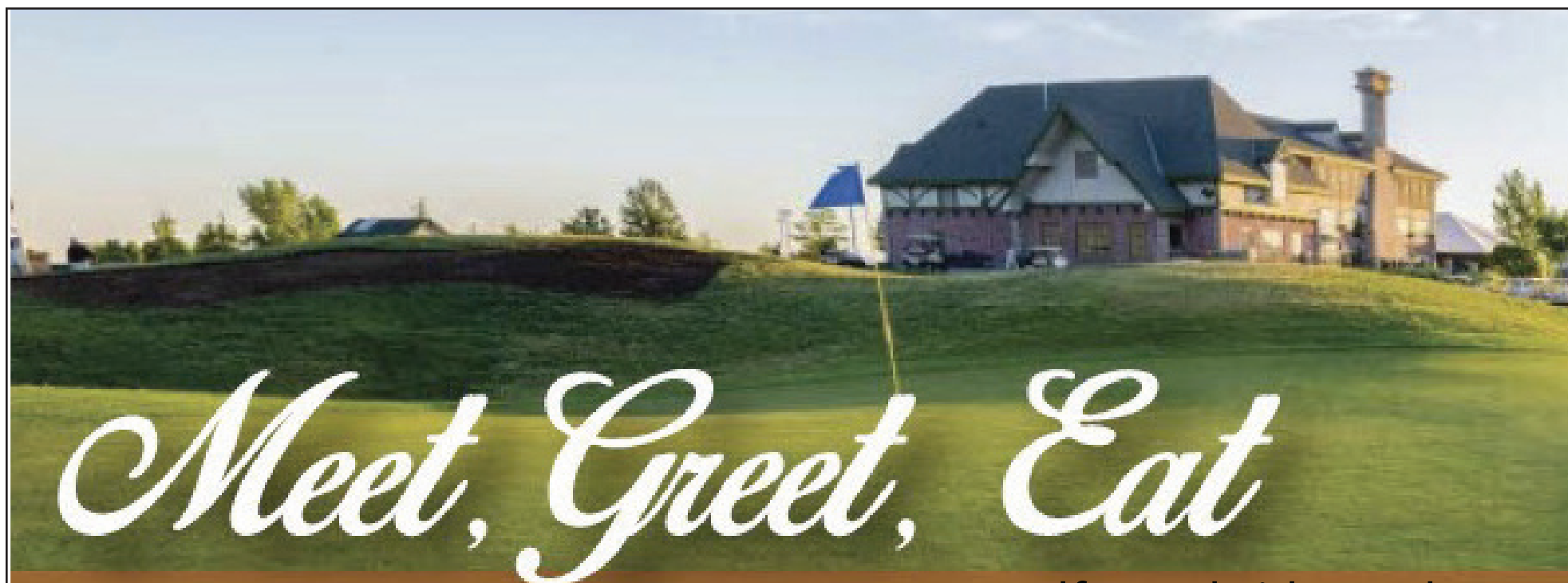
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- 1,647 Hours of Case Mgmt.
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Calendar

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.

Sept. 27, 7:30 a.m.-3 p.m.

Utah Valley Chamber Classic. Location is Riverside Country Club Golf Course, 201 N. University Ave., Provo. Details to be announced at the chamber.org.

Sept. 28-29

“Supply Chain 2021: Protecting People & Planet,” an Avetta event exploring the pandemic’s impact on the workplace and featuring supply chain experts offering sessions on risk management, safety and supply chains. Event takes place online. Free. Details are at <https://events.avetta.com/2021protectingpeopleandplanet>.

Sept. 28-30

Money Experience Summit 2021, presented by MX. Event focuses on helping leaders in the financial industry power modern money experiences through innovation, customer advocacy and data connectivity. Event features three tracks, five keynote presentations, more than 25 breakout sessions and networking. Location is Snowbird Mountain Resort. Online attendance also is available. Details are at <https://www.mx.com/summit/>.

Sept. 28

Inventory Management + Growth Summit, presented by Fishbowl. Theme for the first-ever event is “Learn, Grow and Scale.” Event will feature keynote presentations and panel discussions designed to help small- to medium-sized businesses and new entrepreneurs. Speakers include Daymond John, a main investor featured in ABC’s show “Shark Tank” and the founder/CEO of FUBU; Intuit CRO Bobby Morrison and vice president of partnerships Gavin Orleow; Navy SEAL John Choate; and Atlanta Braves legend Dale Murphy. Event takes place online. Free. Details are at fishbowlgrowthsummit.com.

Sept. 28, 8 a.m.-2 p.m.

18th Annual Women Empowered Conference. Theme is “Be The Good.” Morning keynote speaker Clint Pulver, speaker, author, drummer and workforce expert, will discuss “I Love It Here: How Great Leaders Create Organizations Their People Never Want to Leave.” Afternoon speaker Trina Limpert, CEO and

founder of RizeNext, will discuss “Unleashing Superpowers.” Location is The Monarch, 455 25th St., Ogden. Free for WIB members. Cost is \$65 for Women in Business members, \$75 for non-members. Details are at ogdenweberchamber.com.

Sept. 28, 11:30 a.m.-1 p.m.

Women in Business, a South Valley Chamber event. Speaker is Emma Houston, special assistant to the vice president for EDI-Engagement and Program Development at the University of Utah. Location is Ridge Café, 14886 Traverse Ridge Road, Draper. Cost is \$20 for chamber members, \$25 for nonmembers. Details to be announced.

Sept. 28, 1-2 p.m.

“Talk About It Tuesday,” a Women’s Business Center of Utah event that is a weekly open discussion. Moderator is Sarah Barstow, WBCUtah southern office business advisor. Event takes place online via Zoom. Free. Details are at wbcutah.org.

Sept. 29-Oct. 1

2021 Annual Convention, a Utah League of Cities and Towns event. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Costs vary. Details are at <https://www.ulct.org/conferences/2021-annual-convention>.

Sept. 29, 9-10:30 a.m.

“Marketing 101: How to Launch a Facebook/Instagram Advertising Holiday Campaign,” a Women’s Business Center of Utah event. Presenter is Rebecca Babicz, founder of Fall Line Digital. Location to be determined. Free. Details are at wbcutah.org.

Sept. 28-29, 9 a.m.-noon

Small Business Resource Roadshow, presented by the Small Business Administration, in partnership with the Governor’s Office of Economic Opportunity, the Utah Small Business Development Center network and the Women’s Business Center. Event will include more than a dozen organizations that assist businesses and bolster economic development, with a focus on connecting the right resource partners to the business owners who need that specific type of help. Location Sept. 28 in Cedar City to be announced. Location Sept. 29 in St. George also to be announced. Other dates/locations for the roadshow are Oct. 26, Moab; Oct. 28, Price; and a virtual session, Nov. 9. Registration can be completed at <https://bit.ly/SBA-Roadshow>.

Sept. 29, noon-1 p.m.

“Walkable Wednesday,” a ULI (Urban Land Institute) Utah Young Leaders Group event. Location is Patrinely Group Office, 650 Main St., Salt Lake City, a development venture comprised of Patrinely Group and USAA Real Estate that is nearing completion. Speakers are Kirk Tanner, project manager, Layton Construction; and Russell Bormann, project manager, Patrinely Group. Free for ULI members, \$15 for non-members. Details are at <https://utah.uli.org/events-2/>.

Sept. 29, noon

“Cache Conversations,” a Silicon Slopes event. Jim Cantrell, co-founder of SpaceX, Phantom Space and Vector, will discuss the commercial space industry, making a product that makes a difference, and Northern Utah’s opportunity to be “Space Valley.” Event takes place online. Details are at siliconslopes.com.

Sept. 29, noon-1 p.m.

“Solve the Business Puzzle: Business Confidence,” a Women’s Business Center of Utah event. Presenter is Kara Laws, CEO of Small Town Hub. Event takes place online via Zoom. Free. Details are at wbcutah.org.

Sept. 29, noon

Lunch Meetup: “Partnership Built on a Shared Vision,” a Silicon Slopes event. Udo founders Danny Frasure and S. Ryan Facer will share their startup story and how to make partnerships work. Location is Udo, 182 N. Union Ave., Farmington. Details are at siliconslopes.com.

Sept. 29, 5:30-6:30 p.m.

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

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

14th Annual Women Tech Awards, presented by the Women Tech Council. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$135 for members, \$150 for nonmembers, \$100 for students. Details are at <https://www.womentechcouncil.com/>.

Sept. 30, 6-9 p.m.

“Managing Business Risk Amid a Changing Climate,” a USBBC flagship networking event that includes a panel discussion of how Utah businesses are planning for and responding to risks from

climate change. Location is The Shop, 350 E. 400 S., Salt Lake City. Free. Details are at siliconslopes.com.

Oct. 1, 9 a.m.-4:30 p.m.

Utah Manufacturing Summit 2021, a Utah Manufacturers Association (UMA) event that takes place online. Keynote speaker is Martin Frey. UMA awards will be presented. Cost is \$50. Follow-on events are Oct. 12 tour day (costs vary by locations) and Oct. 13 by-invitation-only matchmaking. Details are at <https://umaweb.org/2021-utah-manufacturing-summit/>.

Oct. 1, noon-1:15 p.m.

Fireside Chat, a Utah Women & Leadership Project event featuring Lt. Gov. Deidre Henderson. Location is USU Brigham City Campus, 989 S. Main St., Brigham City. A virtual option also is available. Details are at <https://www.usu.edu/uwlp/events/upcoming-events>.

Oct. 1, noon-2 p.m.

Launch Luncheon and Inaugural Meeting: Black Business Chapter, a Silicon Slopes event. Location is Utah Valley University Science Building Auditorium, 800 W. University Parkway, Orem. Dance party takes place 8:30-10:30 p.m. at UVU Grand Ballroom. Cost is \$5. Details are at siliconslopes.com.

Oct. 4-6

2021 One Utah Summit, presented by the Governor’s Office of Economic Opportunity, the Utah Office of Energy Development and World Trade Center Utah. Event is the state’s 34th annual rural summit and will provide opportunities for rural Utah’s decision-makers to network and discuss the unique opportunities and challenges facing rural Utahns. Location is Southern Utah University, 351 W. University Blvd., Cedar City. Cost is \$150. Spring version of the summit takes place May 10, 2022, at the Grand America Hotel, Salt Lake City. Details are at <https://www.oneutahsummit.com/>.

Oct. 4, 7:30 a.m.-3:30 p.m.

Executive Summit, a Utah Valley Chamber of Commerce forum for key influencers to address the business community of Utah Valley and beyond. Topics to be addressed include the economy, education and workforce development, natural resources, health system reform, the housing gap, transportation, the business environment, and legislative issues expected to impact Utah Valley businesses. Location is

Sundance Resort, 8841 N. Alpine Loop Road, Sundance. Cost to be announced. Details are at thechamber.org.

Oct. 5, 7:30-10:30 a.m.

Southwest Salt Lake County Economic Summit, presented by the Jordan Education Foundation. Event will include remarks from Anthony Godfrey, superintendent, Jordan School District; a state economic update panel; and a panel of mayors from Bluffdale, Herriman, Riverton, South Jordan and West Jordan. Location is Jordan Academy for Technology and Careers (JATC) South Campus, 12723 S. Park Ave. (2080 W.), Riverton. Free. Registration can be completed at [Eventbrite.com](https://eventbrite.com)

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

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

Oct. 5, 6:30-8 p.m.

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

Oct. 6, 8-9 a.m.

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

Oct. 6, 4-6 p.m.

“Ms. Biz,” a Women’s Business Center of Utah event that continues on Oct. 13, Nov. 20 and Nov. 27. Event takes place online via Zoom. Free. Details are at wbcutah.org.

Oct. 7, 9-10 a.m.

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

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

“Witches, Werewolves and Women in Business” October

CALENDAR

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Luncheon, a Davis Chamber of Commerce event. Location is Lagoon's Canyon Terrace, 375 N. Lagoon Drive, Farmington. Cost is \$20 for members, \$30 for guests (registration is required). Details are at davischamberofcommerce.com.

Oct. 7, noon-2 p.m.

Strictly Networking Luncheon, a West Jordan Chamber of Commerce event. Location to be determined. Free (pay for menu order). Details are at westjordan-chamber.com.

Oct. 7, 6-8 p.m.

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

Oct. 8, 8-9 a.m.

Women in Business Net-

working, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 455 25th St., Ogden. Free for WIB members. Details are at ogdenweber-chamber.com.

Oct. 8, 8:30 a.m.-4 p.m.

"Women in the Money" Utah Financial Empowerment Conference, hosted by the Utah Office of State Treasurer and the Utah Financial Empowerment Coalition. Location is Salt Lake Sheraton Hotel, 150 W., 500 S., Salt Lake City. Virtual option available. Cost is \$25 for in-person option, free for virtual option. Details are at <https://womeninthemoney.org/>.

Oct. 8, 8:30 a.m.-1 p.m.

2021 Business & Economic Summit and Training (BEST), a Davis Chamber of Commerce event. Details to be announced at davischamberofcommerce.com.

Oct. 11, 10-11:30 a.m.

"Organize Your Business Data with Excel," a Women's

Business Center of Utah event. Presenter is Debbie Drake, Women's Business Center of Utah. Event takes place online. Free. Details are at wbcutah.org.

Oct. 12, 7:45-9 a.m.

Breakfast Meeting, an ACG (Association for Corporate Growth) Utah event. Speaker is Jeremy Andrus, CEO and co-founder at Traeger Grills. Location is Marriott City Center, 220 S. Main St., Salt Lake City. Details are at <https://www.acg.org/utah/events/october-12-breakfast-meeting-jeremy-andrus>.

Oct. 12, 9-11 a.m.

"Pay the IRS Less Without Going to Jail," a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 12, 11:55 a.m.-12:55 p.m.

Monthly Women in Business Luncheon, a Cache Valley

Chamber of Commerce event. Check website for location. Cost is \$14 for WIB members, \$16 for nonmembers. Details are at cachechamber.com.

Oct. 13-14

Silicon Slopes Summit, a Silicon Slopes event featuring keynote presentations, in-depth breakout sessions, entertainment and networking. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$249 through Sept. 30, \$295 after Oct. 1. Details are at slopesummit.com.

Oct. 13, 9 a.m.-noon

"SBDC's Cash Flow Is King: Understanding Your Numbers Like a Pro," a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, MCPC 101, Sandy. Cost is \$29. Details are at <https://clients.utahsbdc.org/events.aspx>.

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

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

Oct. 13, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location is Cache Valley Bank. Free for employees of chamber members and first-time guests, \$10 for nonmembers. Details to be announced.

Oct. 13, 5-6 p.m.

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

Oct. 13, 6-8:30 p.m.

21st Annual Women in Business Fall Social, a Women's Business Center of Utah event. Theme is "A Wicked Affair." Event will acknowledge outstanding women in the community, feature a number of WBCUtah client businesses and highlight the Women's Business Center of Utah's Woman Entrepreneur of the Year award recipient. Location is Pierpont Place, 163

W. Pierpont Ave., Salt Lake City. Cost is \$65 through Oct. 6, \$80 thereafter. All proceeds will go toward WBCUtah trainings, free consultations, events and services. Details are at wbcutah.org.

Oct. 13, 6-7 p.m.

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

Oct. 14, 5-7 p.m.

Business After Hours, a Park City Chamber/Bureau event. Location is Kimball Arts Center, 1251 Kearns Blvd., Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Oct. 14, 6-8 p.m.

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

Oct. 15, 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.

Oct. 18-21

"Innovation Elevated," AURP's 2021 international conference that is a gathering of global leaders in the innovation community. AURP is the Association of University Research Parks, a not-for-profit international organization. Event is designed to advance new ideas at interactive sessions with C-suite executives. Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Details are at <https://international.aurp.net/>. Oct. 21 is AURP Space Day, featuring regional, state and national leaders with a focus on developing innovation clusters on the ground to fuel the global entrepreneurial space economy. Details are at <https://international.aurp.net/aurp-space-day>.

Oct. 19, 11:30 a.m.-1 p.m.

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

Oct. 20, 8 a.m.-4 p.m.


"Emotional Intelligence," part of the Salt Lake Community

see CALENDAR next page

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CALENDAR*from previous page*

College Frontline Leader Workshop Series focusing on identifying the components of emotional intelligence and exploring strategies to your awareness of emotions, develop an ability to manage emotions, and improve social skills. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

Oct. 20, 8 a.m.-4 p.m.

Eighth Annual Cache Business Women's Conference, a Cache Valley Chamber of Commerce event. Location is The Riverwoods Conference Center, 615 Riverwood Parkway, Logan. Virtual attendance also is available. Details are at cachechamber.com.

Oct. 20, 9 a.m.-noon

"SBDC's Cash Flow Is King: Understanding Your Numbers Like a Pro," a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, MCPC 101, Sandy. Cost is \$29. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 20, 11:30 a.m.

"In the Know" Series: UDOT Canyon Update, a South Valley Chamber event. Location to be determined. Details are at southvalleychamber.com.

Oct. 21, 8 a.m.-3:30 p.m.

Rising Tide Business Owners Summit, presented by Blue Sky Business Resources. Event is designed for business owners in the lower middle market who realize that at some point they will exit their businesses. Keynote speaker is Dr. David Gruder, M&A success psychologist. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Oct. 21, 8:30-11 a.m.

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

Oct. 21, 9 a.m.-1 p.m.

Lab Leadership Symposium, presented by ARUP Laboratories. Theme is "Creating Connections: Advancing Your Lab's Value in the Healthcare System." Keynote speaker

Michael J. Dowling, Northwell Health president and CEO, will discuss "Leading Through a Pandemic." Event takes place online via Zoom. Free. Details are at <https://www.aruplab.com/2021symposium>.

Oct. 26, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a South Valley Chamber event. Speaker is Mickelle Moore, senior vice president and community health officer, Intermountain Healthcare. Location to be determined. Details are at southvalleychamber.com.

Oct. 26, 11:45 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event featuring a legislative process panel. Location is The Monarch, 455 25th St., Ogden. Cost is \$20 for WIB members and first-time guests, \$30 for nonmembers. Details are at ogdenweberchamber.com.

Oct. 27-28

Utah Outdoor Recreation Summit, with the theme "Outdoors Elevated." Event features five educational tracks, plus a keynote presentation by Dr. Steve Neeleman, owner of the Zion Ponderosa Ranch Resort with his brother David, a member of the Go Utah board of directors, and founder and vice chairman of HealthEquity. Location is Kanab Center in Kanab. Cost is \$175 for each summit, \$255 for both. Details are at utahoutdoorsummit.com.

Oct. 27, 8 a.m.-5 p.m.

Trends Conference, a ULI (Urban Land Institute) Utah event that is a gathering of leaders from business, government and the community to learn from local, regional and national experts in real estate, business and economics. Theme is "Reaching New Heights." Keynote speaker is Jack Uldrich, globalist, futurist and author. Other speakers include Peter Linneman, founding principal at Linneman Associates LLC, CEO of American Opportunity Zones Fund and CEO of KL Realty; and Marc Stanworth, managing director and chief operating officer at Dakota Pacific. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$255 for private-sector members, \$260 for public/academic/nonprofit; \$290 for private-sector nonmembers. Details are at <https://utah.uli.org/events-2/>.

Oct. 27, 9 a.m.-noon

"SBDC's Cash Flow Is King: Understanding Your Numbers Like a Pro," a Small Business Development Center (SBDC) event. Location is Salt

Lake Community College, MCPC 101, Sandy. Cost is \$29. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 27, 6-7:15 p.m.

Women in Business After Hours, an Ogden-Weber Chamber of Commerce event that takes place online via Zoom. Details are at ogdenweberchamber.com.

Oct. 28

"Growth & Prosperity Summit," a Utah Valley Chamber of Commerce event. Details to be announced at thechamber.org.

Oct. 28, noon-1 p.m.

Women in Business, a Box Elder Chamber of Commerce event. Contact the chamber for location details. Cost is \$10. Details are at boxelderchamber.com.

Oct. 29, 8:30-11:30 a.m.

Utah Trails Forum Conference Workshops, with master trail stewards field work-

shops from 11:45 a.m.-4 p.m. Event is a statewide gathering of trail planners, builders, advocates, users, tourism and local government leaders who want to advance the building and care of natural surface trails. Location is Kanab Center, Kanab. Cost for forum (without summit ticket) is \$80, \$65 if added to summit registration. Details are at utahoutdoorsummit.com/utah-trails-forum/.

Oct. 29, noon-1:15 p.m.

Fall Women's Leadership Forum, a Utah Women & Leadership Project event. Speaker Sally Helgesen, author, speaker and leadership coach, will discuss "How Women Rise: Break the 12 Habits Holding You Back from Your Next Raise, Promotion or Job." Event takes place online. Details are at <https://www.usu.edu/uwlp/events/upcoming-events>.

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

Business Alliance Lunch-

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

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

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

Nov. 3

Titan Awards, a South Valley Chamber event. Honorees

see **CALENDAR** page 16

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CALENDAR

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

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

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

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

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

Nov. 5 and 12

Government Affairs Bootcamp, 2021, a Salt Lake Chamber

event designed for new and experienced government affairs professionals, company executives and public policy advocates to learn how to improve their effectiveness and understanding of advocating in the state of Utah. Location Nov. 5 is Salt Lake Chamber, 201 S. Main St., Suite 2300, Salt Lake City. Location Nov. 12 is Utah State Capitol Board Room, 350 State St., Salt Lake City. Cost is \$500 for members, \$750 for nonmembers. Details are at slchamber.com.

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

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

Nov. 9, 1-5 p.m.

Crosstalk 2021, presented by the Utah Advanced Manufacturing and Materials Initiative (UAMMI) and Composites World and featuring world experts sharing the latest industry trends and research with composite professionals. Keynote speakers include ranking members of Utah's Governor's Office of Economic Opportunity, experts in additive manufacturing, and analysts from the world's leading research firms. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Free. Registration can be completed at Eventbrite.com. Event is in conjunction with the CompositeWorld's Carbon Fiber 2021 Conference, but participants need not attend Carbon Fiber 2021 to attend Crosstalk 2021.

mined. Details to be announced at ogdenweberchamber.com.

Nov. 12, 8-9 a.m.

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


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

"Strengthening Your Emotional Health as Women," a Utah Women & Leadership Project Fall Women's Leadership Forum. Speakers include Julie Hanks, founder and director, Wasatch Family Therapy; Tiffany Roe, clinical mental health counselor and owner, Mindful Counseling; Melanie D. Davis, owner and clinical director, Planted Healing Mental Health

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

Fall 2021 Nubiz Symposium. Location to be determined.

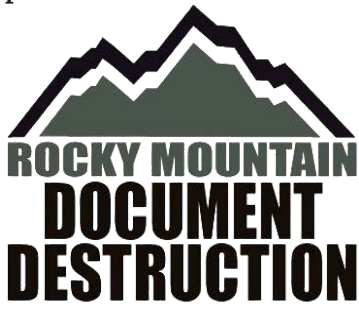
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PATHWAYS

from page 3

"We're proud to support the Tech Sales Pathways program and provide students the opportunity to apply the skills they learn in the classroom in a business environment at MarketStar," said Keith Titus, MarketStar president and CEO. "As a leader in the sales industry, we look forward to helping students explore and grow careers in sales by leveraging the skills and expertise of our exceptional people and access to world-class brands."

Students in Northern Utah will have access to concurrent enrollment courses offered through Davis and Ogden-Weber technical colleges and Weber State University, leading to credential and degree programs in business and sales. The alignment among

Utah's educational programs provides students multiple entry and exit points to valuable work experience and continued education opportunities, preparing individuals with the technical and professional skills needed to succeed in their career path while meeting industry's talent needs.

"There are many advantages to pairing a student's education with real-world experience as they advance in their educational learning and career and the Tech Sales Pathways program provides students a path to take their first steps towards careers in sales," said Brock Adams, director of the Alan E. Hall Sales Center at Weber State University. "MarketStar has been a long-standing community partner, and we welcome their continued involvement and partnership with our educational programs to connect students with careers that await them along their educational pathway."

WEBER

from page 4

United States by the end of 2024, and Pres. Joe Biden has called for electric vehicles to be half of all new auto sales by 2030. A recent executive order encourages the U.S. auto industry and government to promote legislation and the adoption of electrified vehicles. In order to keep the new EVs safely on the road, industry leaders say it's imperative for educational institutions to prepare students.

In a letter of support for the initiative, Steve Hoellein, Automotive Aftermarket Advisory Council chair, said the need for

qualified technicians has been in place for the past 30 or more years.

"Over the years, vehicles have become more advanced and the shortage of technicians keeps growing," Hoellein wrote. "We recognize that the great automotive education institutions are in place here. It's the only pathway to get these great students to enter into this high-demand, high-wage career field."

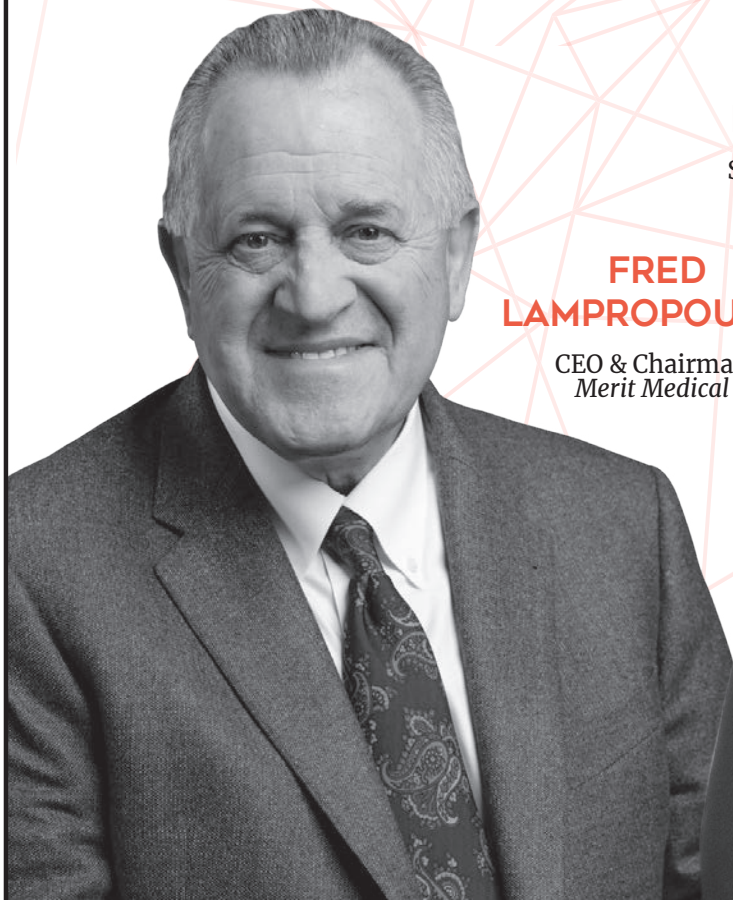
The initiative's launch took place at the Computer & Automotive Engineering Building at WSU Davis in Layton. Event speakers included Hadzik; Utah Rep. Suzanne Harrison; Sen. Chris Wilson; and Tammie Bostick, Utah Clean Cities executive director.

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ZIONS BANK

SHIPPING

from page 1

During an earlier webinar organized by World Trade Center Utah and the Salt Lake Chamber, Hedge joined other officials in discussing the global shipping crisis. Participants said the global supply and logistics system was running at a high rate even before the COVID-19 pandemic, with that heavy volume causing congestion at West Coast ports.

"Once we had the pandemic, the supply chain got shattered for manufacturers, for importers and for exporters," Hedge said. "It exacerbated those problems."

Suppliers did not want to be caught without inventory if additional international tariffs were implemented, and companies' "just-in-time" supply philosophy complicated a system "that was already running at that edge," he said.

"It just melted the system down, and frankly there's no end in sight," Hedge said. "There's a limited capacity to make more equipment. There's a limited capacity to get more trucks and rail cars and chassis and containers and ship-to-shore cranes and vessels, and there is a driver shortage and there is even a shortage of longshore workers. It is literally everything that could go wrong has gone wrong."

Other webinar speakers said consolidation within the shipping industry has left only a few carrier alliances that can control the market. At the same time, trade tensions and tariffs became more prominent.

"There's a myriad of factors at play here," said Jeffrey Steed, executive vice president and chief legal counsel for Malouf, a Cache Valley-based manufacturer of comfort products. "Yes, there were unforeseen variables in this case, largely COVID. There were variables that were quite frankly beyond the scope of our crystal ball, if you will,

like certain large ocean carriers continuing to consolidate ... but there were things that quite frankly we could and should have foreseen for some time now."

Forbes early this month reported that disruptions throughout the container market, shipping routes, ports, air cargo, trucking lines, railways and warehouses had created shortages of key manufacturing components, order backlogs, delivery delays and a spike in transportation costs and consumer prices.

U.S. importers have experienced delays in receiving raw materials, parts, equipment and consumer goods, while exporters have had trouble accessing containers and getting bookings on shipping vessels.

Malouf is one of the top 50 importers in U.S. and is confronted with uncertainty, Steed said.

"We're doing great. We continue to grow very rapidly and expand our business operations and we're having success in doing so," he said. "But it is frustrating because the answer is, it's just blatantly uncertain. And the costs? The costs obviously are increasing, and what does that do? That ultimately affects the cost to the U.S. consumer, which is extremely unfortunate."

Steed said mattress prices already have risen more than 40 percent over the past six months. The American Mattress Alliance suspects that over the next two years, U.S. mattress prices could rise another 300 percent, he said.

A Gallup poll in July indicated that 60 of U.S. adults say they had been unable to get a product they wanted in the previous two months because of shortages, while 57 percent experienced significant delays in receiving a product they ordered. Seven in 10 Americans overall have had at least one of those issues, while 46 percent had both.

As for prices, 83 percent saw "significant" increases, according to that same poll.

A local TV station in Michigan recently reported that supply chain issues has led some retailers there to impose purchase limits on certain items, including toilet paper, peanut butter, pasta, jam and sauces.

Troy Keller, trade policy advisor at World Trade Center Utah, said both importers and exporters are in a fight for space on cargo ships.

"Our Utah companies, most manufacturers here, are small and mid-sized manufacturers — too big to use FedEx and too small to have leverage like some of the larger shippers," he said. "So they are in this no-man's land where they've just got to scramble ... as they try to find space on a cargo ship, but there's just intense competition for that."

Keller said Utah, being an inland state, can get goods from the coastal ports quickly once they hit the shore, but they nonetheless are facing shipment delays. "Companies are ... making do, but it's tough and it's not good long term," he said.

So, what are businesses to do? Speakers said foremost is to find trusted partners on which to rely and shore up contractual relationships with them. Another option is to collaborate so that their collective voices are heard. Yet another is for companies to consider near-shoring — using suppliers in Canada and Mexico rather than, say, China.

Hedge believes that new service offerings for routing cargo could emerge. Steed said he believes that data and analytics technology, improved infrastructure, and collaboration and communication will be crucial to fixing the existing problems.

As it is, Hedge said he has been working this summer with West Coast ports, railways and trucking companies to develop solutions to alleviate some congestion. Temporary service offerings might help, and some likely will become permanent, including new rail service into Utah; new steamship services coming into other ports; and the formation of a "shippers association," allowing Intermountain shippers to "combine their contracts, [put] their volumes together and get more slots available on vessels, better pricing out of the shippers, better delivery terms and things like that."

However, he cautioned, even with government, industry and others tackling the problem, "it is going to take time to recover from this storm."

"There is a silver lining," Keller concluded. "Crises like this lead to innovation, and I have no doubt that's going to happen. But it's not going to happen next month. We're talking years versus months."

MERGER

from page 1

population health, value-oriented system that provides high-quality, affordable and accessible care to more patients and communities," Harrison said. "We feel strongly that American healthcare needs to evolve towards population health and value. This merger accelerates that movement regionally and nationally."

The deal joins a secular non-profit with a Catholic faith-based organization, both of which treat a substantial number of patients living in rural regions.

The systems said they will be uniting under the Intermountain Healthcare banner, but that SCL's Catholic hospitals would retain their "distinctive Catholic names" and maintain their current practices. The combined entity will be headquartered at Intermountain's Salt Lake City home, Harrison and Jumonville said, while SCL's Broomfield base would serve as a regional office.

Harrison will maintain his position as president and CEO of the combined organization. Jumonville will hold her current role during a two-year integration period and have a position on the systems' combined board.

"This is the opposite of those mergers where people come together and try to exert leverage over commercial insurance to get more money," Harrison said. "What we'd really love in the long run is for some of those payers to engage with us in risk-based contracts where we can really work hard at keeping people well. That would be the most exciting thing for us, I believe."

Intermountain is the larger of the pair, with 25 hospitals, 225 clinics, 42,000 employees, its medical group and SelectHealth insurance company. It operates in Utah, Idaho and Nevada and reported \$7.7 billion in revenue during 2020.

SCL, meanwhile, has seven Catholic hospitals and an additional secular hospital. The organization employs 16,000 people and runs 160 physician clinics and other services across Colorado, Montana and Kansas. It reported nearly \$2.9 billion in revenue last year.

The systems are coming together with "substantial and complementary" best practices that they'll be able to share with the other's operations, the executives said. Specifically, the organizations said that Intermountain will be contributing its "robust" digital health platform, "extensive" telehealth network and other expertise in value-based care and population health. SCL brings proven experience establishing effective governance and

running a successful integrated, multi-state healthcare organization in competitive markets, they said.

Importantly for Harrison, both organizations "are committed to rural healthcare" and "have avoided some of the rural healthcare deserts" seen elsewhere across the country. "We believe this merger will provide a model for rural healthcare for the rest of the country," he said.

Jumonville said that SCL has "had no discussions at all" regarding SelectHealth's role within its organization post-merger. The executives also said it would be premature for any specific planning on merger-related changes to any individual markets to have occurred.

Healthcare provider mergers have picked up increased scrutiny over the last several months, most notably due to an executive order from Pres. Joe Biden instructing federal agencies to review whether these deals stand to harm patients, Harrison said.

Still, Harrison said he believed that the deal is unlikely to draw regulators' attention due to the systems' limited payer overlap, nonexistent geographic overlap and historical commitments to price transparency and cost reduction.

"In many ways, I believe we represent the model merger," he said. "Here we are, we're trying to do the right thing. We're trying to move toward value, which has been one of the hallmarks of the Biden administration. So we'll see what the regulators say, but we're very straightforward folks with straightforward organizations. We believe our track records are good and that we do not ping any of the traditional concerns around mergers."

EMPLOYMENT

from page 1

bust but pulling back a bit. Such a reaction is not unusual given the variant's unknowns. The economic slowing, however, should not develop into an economy breaker."

Utah's August private-sector employment recorded a two-year expansion of 4.7 percent. Six of Utah's 10 major private-sector industry groups posted net two-year job gains, led by the professional and business services (up 20,200 jobs); trade, transportation and utilities (up 16,800 jobs); construction (up 11,300 jobs); and manufacturing (up 8,900 jobs). The four industry groups showing a loss of jobs in the past two years are leisure and hospitality services (down 2,400 jobs), natural resources and mining (down 1,100 jobs), information (down 800 jobs) and other services (down 400 jobs).

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CALENDAR

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Practice; and moderator Susan R. Madsen, founder of the Utah Women & Leadership Project. Event takes place online. Details are at <https://www.usu.edu/uwlp/events/upcoming-events>.

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

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

Nov. 16, 11:30 a.m.

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

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

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

Nov. 16, 7-9 p.m.

Pillar of the Valley Awards

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

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

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

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

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

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

Annual Women in Business Summit, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$65

for chamber members, \$85 for guests (registration is required). Details are at davischamberof-commerce.com.

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

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

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

45th Annual Women & Business Conference and Athena Awards Luncheon, a Salt Lake Chamber Women's Business Center of Utah event featuring the presentation of the Athena International Award and Pathfinder Awards. Location is Grand America, 555 S. Main St., Salt Lake City. Cost is \$85 for members, \$100 for nonmembers; lunch-only cost is \$65 for members, \$75 for nonmembers. Details are at slchamber.com.

Nov. 19, noon-1 p.m.

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



CLASSIFIED

CAREERS

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