

## OF NOTE



### Hard to find soda pop

While the great toilet paper shortage of 2020 may have come to an end, you may notice your favorite sodas or canned drinks are difficult to come by. The reason is simple: Folks staying home during the pandemic are demanding more canned drinks — especially those containing alcohol, like beer and wine coolers. So, the high-demand drinks are using up all the cans, leaving low-demand drinks in short supply.

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*Salt Lake City will no longer have any daily newspapers as both The Salt Lake Tribune and Deseret News announced last week that they will discontinue their daily home-delivery editions in favor of expanded online offerings and mailed weekly papers. The news followed an announcement that the papers will not renew their historic 68-year joint operating agreement which expires on Dec. 31.*

## Salt Lake papers abandon JOA, announce end of daily editions

Journalism in Utah is headed for some historic changes as a longtime operating agreement between *The Salt Lake Tribune* and *Deseret News* ends and the two newspapers eliminate daily print editions.

The changes were announced last week, prompted by shrinking print circulations and readers' growing appetite for accessing content online.

Last Monday, the *Tribune* said that next year it will switch from a daily printed newspaper to a single weekly printed edition delivered by mail on weekends. A day after the *Tribune's* announcement, the *Deseret News* said that next year it will discontinue its daily print newspaper "in favor of expanded daily digital offerings" and start a weekly print version for Utah readers, a separate weekly print newspaper for out-of-staters and a monthly print

magazine to be called *Deseret*. It also will grow its email newsletters.

"With this week's announcement confirming the end of the joint operating agreement with *The Salt Lake Tribune* at the end of the year," the *News* said, "we are ready to move into the next exciting phase of journalism. ... Is this the end of daily news? No, it's an expansion of our daily in-depth news and commentary, coming to you where you've told us you want it."

The two newspapers have separate ownership and journalism staffs, but a joint operating agreement (JOA) for the past 68 years has allowed them to share the benefits and costs of advertising, subscription services, printing and distribution through an

see DAILIES page 14

## COVID-19 Updates

### Cancellations and postponements

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

#### CANCELLATIONS

##### Nov. 3, 8:30 a.m.-noon

"Performance Management Essentials," an Employers Council event.

##### Nov. 5, 8:30 a.m.-12:30 p.m.

"Family and Medical Leave Act Essentials," an Employers Council event.

##### Nov. 6, 8:30 a.m.-12:30 p.m.

"HR Management Program: Advanced HR Competencies," an Employers Council event taking place Fridays through Dec. 11.

##### Nov. 12, 8:30 a.m.-10:30 a.m.

"Managing Difficult Employees: Briefing for Managers and Supervisors," an Employers Council event.

##### Nov. 17, 8:30 a.m.-10:30 a.m.

"Unemployment Insurance in Utah: Appeal Hearing Workshop," an Employers Council event at the Employers Council's Utah office in Salt Lake City.

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

"Harassment Prevention for Managers and Supervisors," an Employers Council event.

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## IHC to merge with Midwest's Sanford Health

Salt Lake City-based Intermountain Healthcare has announced plans to merge with Sanford Health, one of the nation's leading systems in rural healthcare delivery and clinical research, based in Sioux Falls, South Dakota.

"Intermountain and Sanford have a shared vision of the future of healthcare and have the aligned values needed to better serve more communities across the nation," said Dr. Marc Harrison, president and CEO of Intermountain Healthcare, in a joint virtual news conference last week with Kelby Krabbenhoft, Sanford president and CEO. "This merger enables our organi-

zations to move more quickly to further implement value-based strategies and realize economies of scale. Through coordinated care, increased use of telehealth and digital health services, we will make healthcare more affordable for our communities."

In the press event, both Harrison and Krabbenhoft expressed expectations that the new merger will reduce people's healthcare costs and monthly insurance premiums and will be a healthcare "beacon and a model" for people in the regions the two systems serve. They said that the two organizations have "a cultural match that is really quite powerful."

Harrison called the merger between the two systems "a match made in heaven." Both were originally founded by religions. Intermountain was launched in 1974 by The Church of Jesus Christ of Latter-day Saints and Sanford was organized in the late 1800s by a group of Lutheran clergy and doctors.

"For more than two decades, we've been focused on good growth, with the goal of driving innovation and bringing more affordable and accessible healthcare

see MERGER page 14





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

### COVID-19 has huge impact on Salt Lake Co.'s proposed 2021 budget

The COVID-19 pandemic will have a massive impact on the Salt Lake County budget for the coming year. Salt Lake County Mayor Jenny Wilson has released her budget proposal for the coming year, and it keeps in place many of the cuts the county has had to make since the pandemic began.

When the pandemic reached the county in the spring, every department in Salt Lake County made large cuts. Officials say the Community Services Department, the entity that includes recreation centers and arts and culture organizations, took the biggest hit. Those departments have been operating on "a shoestring budget," according to financial analysts for the county. For example, most county youth sports have been delayed "until further notice."

County officials said that \$33 million was cut from county operations in 2020 and that only \$6.4 million was restored in the 2021 budget. Overall, the 2021 budget has \$26.5 million less than what was forecast for 2020.

"Our decision to make cuts across the county (when the pandemic hit) allowed us to protect critical services and set us up for a quick restart. Many of the cuts remain in this proposed budget," Wilson said.

Since there were a lot of vacant positions in county government, officials didn't have to make large rounds of layoffs like other counties had to. County Chief Financial Officer Darrin Casper said the majority of those unfilled positions are going to stay that way.

However, there is still a lot of uncertainty about county funding for next year, so Casper says they have no choice but to put themselves in a fiscally conservative stance. A large amount of federal funding won't be around for 2021.

"This emergency is going to continue, yet the CARES Act funds expire on the 30th of December this year," Casper said.

Despite the budget cuts and uncertainty, Casper said there are reasons to be optimistic. He said general sales tax revenue is up over 2 percent, even though restaurant tax revenues were down by 25 percent and transient room taxes dropped between 50 percent and 75 percent. Also, Casper said there was enough money to reopen the Granite and Daybreak libraries and the county is currently hiring employees for those facilities.

### COVID-19 may be cause of drop in enrollment for Salt Lake City schools

Salt Lake City School District officials are trying to find a reason for a more than 20 percent drop in enrollment at some district elementary schools. According to a recent report from the board, total enrollment in Salt Lake City schools fell by nearly 7 percent from a year ago. The enrollment of all district schools — including charter schools — fell from 23,029 last fall to 21,460 this fall.

Overall, elementary school enrollment dropped 12.5 percent year-over-year but in some schools, head counts fell more than 20 percent. Enrollment at Indian Hills Elementary School, an east bench school, fell 25 percent while enrollment at Parkview Elementary, a Title I school, fell 23 percent. Beacon Heights, also located along the east bench, had a 23 percent drop in enrollment as well.

Sam Quantz, the school district's chief information officer, said officials are still attempting to discern why elementary school enrollment fell so much. Kindergarten enrollment is down nationwide, and in Salt Lake schools, the count was down 20 percent from a year ago.

Board member Kristi Swett said whatever the reasons, the district needs to understand what is behind the decline in enrollment, which was lesser among middle schools, down 4 percent overall. There was 1 percent overall increase in enrollment at the district's high schools.

"I think this is a historic moment in our district that we are down 1,569 students. I think that that's something that this district, board and this administration that we have to talk about. I think it's important that we try and figure out

why that is," Swett said.

Board President Melissa Ford said the district's latest enrollment "confirms, in a lot of ways, what my community has been telling me, that they've been pulling their kids out of elementary schools because they're having a hard time with online learning. I think we do need to study it more. I think we do need to be concerned about it."

There has also been a decline in public school enrollment statewide. The state's official Oct. 1 count is still being calculated, but a head count on Sept. 9 suggests there are 9,000 fewer students attending Utah schools this fall than projections anticipated.

### BYU engineers have a way to make your cloth mask stop more virus

New technology from the Brigham Young University engineering department can help protect against COVID-19 through the traditional face masks. A team of engineers created a new filter by electrospinning nanofibers. The fibers have an electric charge that attracts COVID-19 particles. When they placed the filter inside the cloth pieces of a homemade face mask, it made the mask as effective or more than the N95 masks used by healthcare professionals, the BYU team said.

BYU mechanical engineering senior Katie Varela says N95 face masks means they are 95 percent effective at filtering the particles. Typical cloth masks might block around 50 percent of virus particles.

"We've gotten in the range of 95 percent to 99 percent with recent tests that we've done," she said about their filter.

The cloth masks with the filter still allow for the circulation of air, water and heat.

"This material is great for masks because it is excellently breathable. Current N95 masks are hot and hard to breathe through," said Nanos Foundation Director Will Vahle. "You can have the best mask in the world but if you won't wear it because it's uncomfortable, it's worthless."

The Nanos Foundation is an open source advocacy group that plans to make the instructions for making the mask open source, so that it will become easier to get it to the public.

### Entrata study shows effects of pandemic on the residential renters

Lehi-based property management technology provider Entrata has released the results of a study of the effects of the coronavirus pandemic on residential renters. The study found that 59 percent of renters used the full or partial amount of their stimulus check to help pay rent during the lockdown. The survey gives insight into the rental market, relations between renters and leasing offices and how the pandemic is shaping renters' short-term plans.

"COVID-19 has affected people all over the world, and U.S. renters are no exception," said Chase Harrington, president and chief operating officer of Entrata. "Our study shows that renters struggled to pay their full rent during the lockdown period, but in many cases, residents and management were able to come together to find a compromise and help ensure people were able to keep a roof over their heads. This pandemic will have lasting effects on the rental market as renters look for flexibility and new ways to pay rent and interact with landlords and managers."

The study also found that over 78 percent of renters made significant cuts to their regular spending during COVID-19. On average, 22 percent of renters requested a postponement or cancellation of rent due to COVID-19 in the past six months, with 17 percent unable to pay rent. The study also found that renters weren't very prepared when the pandemic hit, with nearly 20 percent of renters saying they did not have any savings and 39 percent of renters saying they had less than \$1,000 in savings. Not surprisingly, any savings were soon gone for those whose employment was reduced or lost.

Some apartment communities were willing to be flex-

ible, with 37 percent of renters saying management waived late fees during COVID-19.

The survey found that COVID-19 had a significant impact on nearly half (42 percent) of renters' short-term housing plans.

Many were forced to make changes they weren't expecting because of the pandemic, including renewing a current lease instead of buying a home (16 percent), moving to a cheaper apartment (13 percent) and moving in with relatives or friends (7 percent).

### Qualtrics has help ready for officials to handle delivery of C-19 vaccine

Qualtrics, a Provo-based developer of customer experience management technology, has released a vaccine management solution to help governments deliver the COVID-19 vaccine safely and efficiently to their communities when it becomes available.

The Qualtrics Vaccine Management + Citizen Experience solution is an end-to-end, automated workflow that communities can quickly deploy to help prioritize residents to receive the vaccine, schedule appointments and follow-up and provide a record of vaccination after the vaccine has been administered. The application is designed to continually monitor the patient experience at every step in the vaccine administration process, Qualtrics said.

A recent Qualtrics study found that less than 60 percent of respondents say they have confidence in their state government to deliver the COVID-19 vaccine to their community. Over 40 percent of people currently say they are unsure or do not plan on getting the vaccine. The Qualtrics vaccine solution will help governments understand resident sentiment around the vaccine and what actions they can take to help people feel confident and safe about the distribution and administration of the vaccine, according to a Qualtrics spokesperson.

Qualtrics said its new solution automates and streamlines vaccine operations on a single platform and integrates directly into existing health systems. It allows government officials to customize their programs, without the need for professional services, to adapt to new or additional vaccines and apply updated CDC guidance and state or federal-level requirements.

"The COVID-19 vaccination effort will be the largest vaccine program administered in history. It is essential that every government across the world understand residents' perceptions and intentions about the vaccine, create streamlined processes to administer it and have the capability to monitor the impact and reach of the vaccine in their communities," said Jeremy Smith, head of industry and global operations at Qualtrics.

### \$399,804 in CARES Act funding to boost rural Utah Opportunity Zones

The U.S. Department of Commerce's Economic Development Administration (EDA) has awarded a \$399,804 grant to the Sorenson Impact Center at the University of Utah and the Utah Association of Counties to create a rural Opportunity Zone and Recovery Playbook that will support local efforts to drive capital investment into Utah communities. This EDA grant, to serve 16 Utah Tax Cuts and Jobs Act Opportunity Zones, will be matched with \$150,000 in state investment to create a more equitable recovery from the coronavirus pandemic.

"The Trump administration is excited to support efforts by the Sorenson Impact Center at the University of Utah and the Utah Association of Counties to establish the Rural Opportunity Zone and Recovery Playbook, which will be utilized by communities in rural Utah and across America to maximize the transformative impact of Opportunity Zones," said Scott Turner, executive director of



## SLC Airport opens new Concourse B

The Salt Lake City International Airport has opened the second part of its major rebuild. Last week, Concourse B began servicing airline traffic, replacing former airport concourses C, F and G. All airlines serving the airport are now operating out of the new facilities.

Concourse B has a total of 21 gates to house Alaska, American, Delta, Frontier, Jet-Blue, Southwest and United airlines. On Sept. 15, the majority of The New SLC opened. Delta Air Lines now operates from 25 gates in Concourse A-west, including six international gates.

"Today is like icing on the cake," said Bill Wyatt, Salt Lake Department of Airports executive director. "It's been six weeks since the successful opening of The New SLC and today we welcome all of our airline partners to their new home in Concourse B, which completes Phase I of the project."

Concourse B will initially include three new

restaurants (Gourmandise Euro Diner and Bakery, Uinta Brewing Co. and Wasatch Brew Pub) and five new shops (@ease, InMotion, Liberty Park Market, Hip & Humble, Maverik and *The Salt Lake Tribune*). Additional restaurants and shops will follow as passenger numbers increase, including Pick Up Stix, Smashburger, Briggs & Riley, Utah! and XpresSpa.

A 990-foot long tunnel — originally built in 2004 — connects concourses A and B. The contractor for Concourse B was Austin-Okland Joint Venture.

With Phase I of The New SLC complete, demolition is underway on the previous airport structure to begin building the next phase. Phase II includes the build-out of Concourse A to the east and construction of the concrete portion of a permanent tunnel to transport passengers between concourses A and B. This is expected to be completed by late 2024.

## Conduent opens SLC IT 'Command Center'

Fordham Park, New Jersey-based business process services company Conduent Inc. has opened its new IT operations "Command Center" in Sandy. Utah Lt. Gov. Spencer Cox joined Conduent CEO Cliff Skelton and Mark Prout, the company's global head of technology and operations, for a recent virtually opening and video tour of the facility.

The new 5,700-square-foot facility, which will be operated by 80 new employees, provides proactive, real-time monitoring of applications and service performance 24 hours a day, 365 days a year, Conduent said. The center will service Conduent's global clients in the healthcare, retail, travel and transportation, insurance and financial services sectors, as well as government agencies.

"As a center for growth in the technology field with an ever-growing economy and global influence, Utah is an ideal location for Conduent as a world leader in its field," said Cox. "Conduent's

selection of Sandy to establish its new Command Center is evidence of why we are all proud to call Utah home. We are excited for this latest example of our long and successful partnership with Conduent and the impact it will have on our state and economy — not only for the qual-

ity jobs it brings to our technology sector, but also for the elevation of Utah's place in the world market that their presence here brings."

Founded in 2017, Conduent has more than 60,000 employees worldwide, including 400 already working in Utah.

## JAN-PRO to award free franchises

JAN-PRO of Utah, the Utah-based regional franchise developer for the nationwide JAN-PRO commercial cleaning company, is giving franchise licenses at no cost for the next year to "people who are looking to change their lives for the better." The company will award the franchises through its Elevate1Life nonprofit foundation.

The first free franchise will be awarded to a veteran, said JAN-PRO of Utah President Tom Richter. With tens of thousands of people, including veterans, un-

employed in the state, JAN-PRO hopes to find eligible candidates who are currently unemployed or underemployed to give their life a kick-start.

The first winner will be announced on Veterans Day, Nov. 11. In addition to being awarded a franchise license, winners will receive additional support and services from community partners, including Salt Lake Community College, Veterans Business Resource Center, EDCUtah, GOED, Salt Lake Chamber, Zions Bank and the Suazo Business Center.

## Molly Kohrman honored as WBCUtah's 2020 Entrepreneur of the Year

The Women's Business Center of Utah (WBCUtah), a statewide entrepreneurial center for women hosted by the Salt Lake Chamber, has honored Molly Kohrman, owner of Brownies! Brownies! Brownies! (Browniesx3) as the 2020 WBCUtah Entrepreneur of the Year. The award was made at the organization's recent virtual Disco Biz Bash.

The WBCUtah Entrepreneur of the Year award was established to honor a client who has shown excellence in overcoming challenges, creating resilience and exhibiting the entrepreneurial spirit, said Ann Marie Wallace, state director of WBCUtah.

"It is an honor to serve talented, innovative and hard-working women business owners throughout Utah," said Wallace. "Molly is a great example of an entrepreneur who serves and benefits her community. She stood out as a compassionate and tenacious entrepreneur who deserves to be recognized for her excellence in business ownership."

Kohrman is the owner of Browniesx3, a Salt Lake gourmet brownie shop offering late-night pickup with a rotating selection of fancy, layered brownies made from scratch. She contributes her product for community support as well, hosting events that benefit local charities.

"I have always wanted to help people and my little brownie shop has allowed me to do just that — on my own terms. That's probably the best thing about being a business

owner," said Kohrman. "Before I ever opened my doors for business, I knew I wanted to make a difference in my community. Being selected as WBCUtah's Entrepreneur of the Year feels like those efforts have not gone unnoticed. It has been a huge vote of confidence."

Kohrman is one of nearly 3,000 diverse women business owners the Women's Business Center of Utah has served in the past year. Despite the global pandemic, WBCUtah continues to help women across the state build their confidence, create opportunities and experience success in business ownership, said Wallace.

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# United Radio to expand operations to SLC

United Radio, a 100-year-old East Syracuse, New York, electronics remanufacturing company, has announced an expansion of its operations to Salt Lake City. The company will operate a repair and distribution center in Utah.

“This expansion will allow us to meet the growing needs of our customers on the West Coast as well as provide better coverage for the whole country,” said United

Radio President Phil Rubenstein. “Salt Lake City provides us with the best opportunity to establish our operations out West and meet the needs of our customers.”

United Radio provides repair and remanufacturing services to electronics manufacturers worldwide. Focusing on automotive and consumer electronics, as well as communications products for first responders and advanced re-

search and development, the family-owned company also operates a repair and distribution center in Peachtree City, Georgia. The firm works with both Fortune 500 companies and first responder agencies across New York state.

United Radio plans to be operational by mid-December expects to hire 30 employees in electronics repair, warehouse operations and administrative work.

## CORPORATE FINANCIAL REPORTS

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

**Zions**

Zions Bancorporation NA, based in Salt Lake City, reported net earnings applicable to common shareholders of \$167 million, or \$1.01 per share, for the third quarter. That compares with \$214 million, or \$1.17 per share, for the same quarter a year earlier.

Zions operates under local management teams and brands in 11 western states.

“Despite the headwinds of a challenging interest rate and credit environment, we are pleased with many aspects of the bank’s third-quarter performance,” Harris H. Simmons, chairman and CEO, said in announcing the results. “We’re particularly pleased by the resilience demonstrated by our customers in the face of the coronavirus pandemic. Approximately 9 percent of our borrowers availed themselves of loan modifications or short-term deferrals earlier this year, with 88 percent of deferred loans having completed the deferral period before Aug. 1.

“At quarter-end, a mere 1.0 percent of those loans were delinquent 30 days or more, with an additional 0.2 percent having been charged off. Additionally, annualized net charge-offs for

the entire loan portfolio were a very manageable 0.38 percent.”

The recession prompted by the pandemic has resulted in weak loan demand at Zions and across the industry, “with the exception of residential mortgages, where we’ve experienced record production and income,” Harris said.

“At the same time, economic stimulus programs have produced substantial deposit growth, resulting in higher cash holdings and margin compression. We’ve worked at offsetting margin pressure through disciplined expense control, with the result that adjusted pre-provision net revenue has remained healthy.”

**Clarus**

Clarus Corp., based in Salt Lake City, reported preliminary results for the third quarter ended Sept. 30 that includes sales between \$63 million and \$64 million, compared with \$60.2 million in the year-earlier quarter.

Clarus develops, manufactures and distributes outdoor equipment and lifestyle products focused on the climb, ski, mountain and sport markets. Its brands include Black Diamond, Sierra, Barnes, PIEPS and SKINourishment.

The company said Black Diamond’s third-quarter sales are expected to decline approximately 10 percent and Sierra sales are expected to increase approximately 130 percent from year-earlier totals. Clarus also expects adjusted earnings before interest, taxes, depreciation and amortization (EBITDA) for the third quarter to range between \$8 million and \$9 million, which compares with \$6.8 million in the year-ago quarter.

“The momentum of our well-diversified brand portfolio strengthened in the third quarter as demonstrated by today’s preliminary results,” John Walbrecht, Clarus’ president, said in announcing the results. “In our Black Diamond business, our performance continued to improve sequentially each month of the quarter, and we believe the brand is well-positioned for continued recovery into the fourth quarter. We also achieved record sales performance in our Sierra brand as a result of strong domestic market conditions, a return to growth in our international markets, and positive reception to our new ammunition line.”

The company expects to report its full third-quarter results in early November.



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# Succeeding in Your Business

## Should your service business charge a flat fee or an hourly rate?

"I run a home organizing business.

"When I do a job for a client, my work is divided into two parts: the first part is the 'design' phase, when I look at the client's home and make recommendations — including detailed drawings — as to how they can improve their closets and other storage spaces.

"Once the client approves my designs, the second part is the 'implementation' phase, when I purchase the materials and install everything in the closets and storage spaces. Many of the vendors I deal with are 'to the trade only' in that they will only work through people like me.

"Earlier this year I committed to a big job. To get the work,

I quoted a flat fee for the design phase of the project (\$8,000), and an hourly rate for the implementation (purchase and install) phase. The client signed my contract and paid a \$2,000 advance against the flat fee.

"Well, the client turned out to be the client from hell — they accepted my initial designs but then changed their minds again when I submitted revised designs. I had to wait days for them to return phone calls and e-mails. I went through four different designs before they finally accepted one.

"Had I billed by the hour for the design phase, I would have earned \$15,000, but had to settle for the \$8,000 flat fee I quoted.



CLIFF ENNICO

"It gets worse: when I submitted my invoice for the \$6,000 balance for the design work, the client refused to pay and terminated my contract, wailing and moaning about what a terrible job I did and threatening to post negative reviews on Yelp.com. They have offered to pay me \$1,000 to settle, which is an insult given the amount of time I put into this project.

"I have since learned that they have approached two of my competitors asking for quotes to implement the design I prepared for them, so I know they were satisfied with my work.

"I can sue them in small claims court but would be limited to a \$2,500 recovery. Also, the courts are backlogged here due to the COVID-19 pandemic and it will take months before the case gets on the court calendar. What

should I do differently to avoid these kinds of situation in the future?"

As you have learned the hard way, not every client you deal with is nice, honest and reputable. Sadly, there are some people in this world who will sign contracts without any intent to comply with them, calculating that they can bully you into a better deal later on. This is especially true when the amounts involved are relatively small.

In most states, the threshold for small claims actions is \$5,000 or less. Since it costs anywhere between \$10,000 to \$15,000 to bring a "real" lawsuit in state court, it wouldn't make sense for you to sue your client for a \$6,000 recovery, and your client knew that when signing your contract.

I would hire a local lawyer to send your client a threatening letter (this should cost no more than one hour of the attorney's time) demanding payment of \$6,000 but offering to settle for \$5,000. There will be some back-and-forth discussions, but you will probably get a settlement between \$3,000 and \$5,000, which is better than where you stand now.

Going forward, you need to do business differently.

I personally never charge a flat fee for work unless I know exactly how much time it will take to do the work based on past experience and that I will be in control of my time. Situations such as the "design phase" of your contract — during which there will inevitably be discussions and negotiations with the

client that are unpredictable and outside of your control — should always be billed hourly or at a daily (per diem) rate. Knowing that the clock is running, clients will be incentivized to keep your fees as low as possible and be less likely to play the games your client did.

Since it appears you are more in control of your time during the implementation phase, I would have done exactly the opposite of what you did, as charging a flat fee for design opened the door for your client to play that game.

While it's OK to give a client an estimate of your time, your contract should clearly state that you will stop work and give a revised estimate should the client's behavior or "circumstances beyond your reasonable control" make your initial estimate unrealistic.

Your contract should also require your client cooperate in the process and to return all phone or email communications within 48 hours, and give you the right to terminate the contract if the client is consistently unresponsive.

Finally, whenever I quote a fee of any kind, I always ask for 50 percent to 100 percent of the flat fee or estimate upfront. Low-balling the initial advance, as you did, almost always leads to trouble later on and encourages the "bad intent" clients you never want to have.

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

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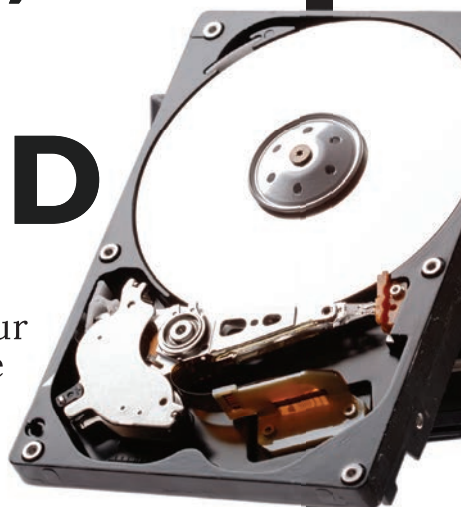
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## COVID NEWS from page 2

the White House Opportunity and Revitalization Council. "The playbook will assist five Utah Economic Development Districts serving 21 counties in providing dedicated training and support to rural Utah counties looking to diversify their economies and increase their resiliency."

"This funding will provide support to rural communities in Utah whose businesses are struggling to retain their employees and keep their doors open," said U.S. Sen. Mitt Romney. "I appreciate the continued work of Secretary Ross, who administered

this funding which we authorized as a part of the CARES Act in order to help communities recover from the impacts of this pandemic."

The EDA said the project was made possible by the regional planning efforts of Southeastern Utah Association of Local Governments, the Six County Association of Local Governments, the Five County Association of Governments, the Bear River Association of Governments and the Uintah Basin Association of Governments, which EDA funds to bring together the public and private sectors to create an economic development roadmap to strengthen the regional economy, support private capital investment and create jobs.



# Innovate Utah

## NEW IDEAS, PRODUCTS AND SERVICES FROM UTAH COMPANIES



Kaysville-based **OptConnect**, a provider of unattended managed service wireless connectivity for ATMs, smart safes, kiosks, micro markets, digital signage and many other machine-to-machine (M2M) applications, has been granted a patent for its new **OptConnect ema** smart embedded modem. OptConnect said that the device provides the first “connectivity-as-a-service” offering in the Internet of Things (IoT) industry.

“The issuance of the patent is solid proof of what we have always believed — that no one has



ever created anything like ema,” said **Steve Garrett**, chief prod-

uct officer at OptConnect. “The patent is tangible proof of our company’s innovation and is a massive step in the right direction for OptConnect as a whole.”

OptConnect ema is a fully certified LTE Category 4 modem with onboard intelligence, embedded firmware and software paired with OptConnect’s suite of managed services. It eliminates the delays, complexities and frustrations of typical cellular M2M/IoT deployments, providing a complete connectivity solution, the company said

OptConnects said the introduction of ema positions it at the top of the IoT managed services market by delivering a seamless wireless experience to customers without the cost and difficulty of developing a low-level embedded wireless design. OptConnect ema allows customers to get to market faster, reduce costs and increase the success rate of their IoT projects.

**Reflect Scientific Inc.**, a company based in Orem that develops and markets proprietary technologies in cryogenic cooling for the biotechnology, pharmaceutical, medical and transportation markets, has been awarded a patent for a cryogenic modular shipping unit that can



reliably and uniformly maintain its payload at temperatures as low as minus 90 degrees Celsius,

making it an ideal system for cold chain management of biologics like COVID-19 vaccines. The **Cryometrix S-90** bundles upright liquid nitrogen freezer technology with an onboard liquid nitrogen tank and power supply. Up to 33.5 cubic feet of product can be shipped at a controlled temperature between 20 degrees Celsius and minus

90 degrees Celsius with a uniformity of plus or minus 3 degrees.

**Emmersion**, a Lehi-based English language testing company, has released its first automated, fully adaptive version of its **Computerized Adaptive Test**. As an adaptive assessment, each question is determined dynamically based on the test-taker’s performance on the previous question. This helps ensure that the questions being asked are the most relevant and informative. “I founded Emmersion together



with my co-founders with a very specific, lofty mission in mind: to

close the global communication gap,” said **Jacob Burdis**, chief strategy officer and co-founder of Emmersion. “Today, we are making huge strides toward realizing our vision by introducing our fully adaptive speaking assessment. Tomorrow, we will continue innovating and building toward a better, more affordable and more scalable personalized language assessment and learning engine.”

North Salt Lake’s **Gadget Guard** has introduced a new line of screen guards for the recently introduced iPhone 12 line. Gadget Guard’s **Black Ice Flex screen protectors** are available for all new models Apple iPhone — iPhone 12 Mini, iPhone 12, iPhone 12 Pro and iPhone 12 Pro Max. The Black Ice Flex is infused with



an EPA registered additive that extends the life of the screen protector by inhibiting microbe growth that could cause staining or surface deterioration.

“Once again Gadget Guard is leading in innovation to offer antimicrobial protection and the latest privacy protection for the new iPhones,” said Ryan McCaughey, the company’s chief technology officer. “With Black Ice Flex, we continue to offer unbreakable screen protection, now with longer-lasting clarity and performance.”

**JobNimbus** of Lehi, a developer of project management software for the construction industry, has announced the launch of its back-office **solution specifically for the solar market**, tracking solar projects from lead to following installation. “We’re wanting to make the solar business owner the hero. Our software will make it easier for them to continue to change their customers’ lives



with solar energy, while scaling their business,” said **Ben**

**Hodson**, CEO of JobNimbus. Having worked with multiple solar companies, JobNimbus spoke with current customers asking what their original platform was missing and put together a new version specifically for those in the solar industry. JobNimbus was founded in 2013, originally focusing on the roofing industry but plans to make the same impact for solar business.

**Pluralsight Inc.**, an enterprise technology skills platform based in Draper, has announced the introduction of **Delivery Module for Pluralsight Flow**, a new tool designed to help engineering teams proactively overcome roadblocks in the software development process using software to measure the human interactions that occur during the development process, so teams can



**PLURALSIGHT**

understand how they’re progressing against their goals and identify opportunities to optimize collaboration and their

workflow. “Engineering teams need increased data and visibility into their workflows. Pluralsight Flow delivers these necessary insights, allowing engineers and leaders to see data on the constraints facing their teams and identify how they can best address them ... Efforts can focus on where it matters most, helping teams make changes with real impact,” said **Kathryn Murphy**, Pluralsight executive vice president.

Electronics accessories producer **ZAGG**, based in Midvale, has introduced its **Pro Keys** wireless keyboard and detachable case and the **Messenger Folio 2** keyboard case for the 10.2-inch Apple iPad (seventh- and eighth-generation) and the 10.9-inch iPad Air. ZAGG also announced the **Pro Stylus** with a universal capacitive back end tip, compatible with all first- and second-generation Apple Pencil devices



2018 or newer. “We aim to deliver quality keyboards and accessories that enhance

our customers’ mobile lifestyles,” said **Patrick Keenan**, vice president of global product for ZAGG Brands. “The new Pro Keys keyboard is the ultimate productivity tool at a price that makes sense. And the Messenger Folio 2 is a straightforward, practical keyboard packed with functionality.”

Salt Lake City-based **Zampi**, a developer of marketing software, has announced the production release of its **full-suite marketing tools for agencies** and brands. The software includes tools for agency management, customer relationship management, lead generation, web development services and other agency functions. “Agencies are always working hard to



**Zampi**

make magic happen or put out fires, and it’s exhausting for agency owners,” said

**Keeton Alder**, CEO and founder of Zampi. “As an agency owner myself, I knew there had to be a better way. So I designed Zampi to automate processes and organize all aspects of digital marketing in one place.” Zampi helps agencies decrease time spent on administrative tasks, project management and client relations, while still increasing the quality of their work, Alder said.



# Industry Briefs

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

## ASSOCIATIONS

• **Scott Anderson**, president and CEO of Zions Bank, was elected chairman-elect of the **American Bankers Association** during its annual convention Oct. 20. He will serve a one-year term among the ABA's officers and is expected to be elected chairman of the ABA in 2021. The industry organization represents thousands of banks of all sizes across the U.S. that employ more than 2 million people. He is a past member of the association's Communication Committee and its Government Relations Committee, as well as a member of the Senior Advisors Group to the President's Council on Year 2000 Conversion in Washington, D.C. Anderson has 46 years of financial services industry experience and served as chairman of the Utah Bankers Association from 2002-03.



Scott Anderson

• **Ryan Napierski**, president of Nu Skin, Provo, has been appointed chairman of the Advocacy Committee for the **World Federation of Direct Selling Associations**. He will lead the organization's efforts to advocate on behalf of the direct selling industry to key external stakeholders. Napierski will chair the committee for three years. He also is currently in his second year as chair of the U.S. Direct Selling Association and is a member of the WFDSA CEO Council. Ritch Wood, CEO, also currently sits on the CEO Council and Vicky Leevutinun, presi-



Ryan Napierski

dent of Nu Skin Southeast Asia, is on the WFDSA Asia Pacific Association Advisory Council.

## COMMUNICATIONS

• **Four Utah Native American tribes** have been granted licenses from the **Federal Communications Commission** that will help them provide communications connectivity to their rural communities: the **Confederated Tribes of the Goshute Reservation**, **Paiute Indian Tribe of Utah**, **Ute Indian Tribe of the Uintah and Ouray Reservation**, and **Ute Mountain Ute Tribe**. The FCC, through its first-of-its-kind Rural Tribal Priority Window, granted licenses to 154 tribal applicants for mid-band spectrum in order to close the "digital divide" and enable advanced wireless communications, including 5G, to rural tribal communities. The licenses provide for exclusive use of up to 117.5 megahertz of 2.5 GHz band spectrum.

## CORPORATE

• **Clarus Corp.**, a Salt Lake City-based developer, manufacturer and distributor of outdoor equipment and lifestyle products focused on the climb, ski, mountain and sport markets, has begun a public offering of \$85 million aggregate principal amount of convertible senior notes due 2026. In connection with the offering, the company expects to grant to the underwriters an option, which is exercisable within 30 days, to purchase up to an additional \$12.75 million aggregate principal amount of the notes, solely to cover over-allotments. The company said it intends to use the net proceeds from the offering for the repayment of amounts due under the revolving portion of its credit agreement and for general corporate purposes. **Jefferies and Stifel** are acting as joint book-running managers for the offering.

## DIVIDENDS

• The board of directors of **Zions Bancorporation NA** has

declared a regular quarterly dividend of 34 cents per common share, payable Nov. 19 to shareholders of record on Nov. 12. The board also declared regular quarterly cash dividends on the company's various perpetual preferred shares. The cash dividend on the series A, G, H and I shares are payable Dec. 15 to shareholders of record on Dec. 1, while the cash dividend on the Series J shares is payable March 15 to shareholders of record on March 1.

## ECONOMIC INDICATORS

• **Utah** is ranked No. 37 among states for having the **most small business employees out of total employees**, according to rankings compiled by **UpCounsel**, using 2020 state data from the U.S. Small Business Administration Office of Advocacy and Kauffman's "2019 Indicators of Entrepreneurship." Utah statistics from the study include small-business employment of 590,417, or 46 percent of all employees; small businesses in the state, 301,265, or 99.3 percent of all businesses; new employer businesses per 100 people, 0.17 (35,531 net new jobs); average startup early job creation, 5.90, eighth-highest among states; self-employed minorities, 21,497 (No. 33 among states); startup one-year survival rate, 77.9 percent; rate of new employer business actualization, 10.7 percent; and rate of new entrepreneurs, 0.3 percent. Details are at <https://www.upcounsel.com/small-business-statistics-for-every-state>.

• **Park City** is at the top of rankings of the **best cities to retire in in Utah**, compiled by financial technology company **SmartAsset**. It analyzed tax-friendliness, availability of medical care and social opportunities for seniors. Park City was followed by (in order) Price, Nephi, Salt Lake City, Providence, Bountiful, Hurricane, Ivins, Brigham City and Roosevelt. Details are at <https://smartasset.com/retirement/retirement-calculator#Utah>.

## EDUCATION/TRAINING

• **Salt Lake Community College** has welcomed **Silvia Castro** and **Emily Hernandez Alzamora** as members of the SLCC Board of Trustees. Castro will serve as a representative of the college's Alumni Council and Hernandez Alzamora joins as president of SLCC's Student Association. Castro is the executive director of the



Emily Hernandez Alzamora



Silvia Castro

Suazo Business Center and has more than 20 years of experience working with a variety of organizations, including Fortune 500 companies, the state of Utah, Salt Lake City, Salt Lake County, and nonprofits such as the Utah Microenterprise Loan Fund and the Goldman Sachs 10,000 Small Businesses Program. She has also served as the assistant director for the Women's Business Center of Utah and as co-chair of Salt Lake City Mayor Erin Mendenhall's Economic Development Transition Committee. Castro currently serves on the executive committee of Envision Utah, the Wasatch Front Regional Council's Economic Development District and the Utah Governor's COVID-19 Economic Taskforce. Hernandez Alzamora is SLCC's Student Association president. She is a first-generation student studying business with plans to continue her education in business and law. A former SLCC Student Ambassador, she has worked with high school students to help them understand the transition to college and learn about scholarships, engagement and leadership opportunities.

## GOVERNMENT

• **Utah Gov. Gary Herbert** is ranked No. 5 in a list of governors based on policy performance and results, as well as executive leadership before and after the start of the COVID-19 health crisis. The **American Legislative Exchange Council** released the ranking, called the 2020 Laffer-ALEC Report on Economic Freedom, after considering 20 variables. The top-ranked governor is Greg Abbot of Texas. The bottom-ranked governor is Gina Raimondo of Rhode Island.



Gary Herbert

## HEALTHCARE

• **SR Health** by Solutionreach, a Lehi-based patient engagement solutions company, has hired **Matt Dinger** as vice president of professional services. Dinger will lead the strategic and tactical direction of SR Health implementation services to ensure that organizations maximize their SR Health



Matt Dinger

partnership. Dinger has experience in professional and customer services, mostly recently as senior vice president of delivery and professional services at Central Logic. Prior to that, he served in leadership roles with Epic, including a vice president-level position where he oversaw tools, process and methodology for all global implementations in eight offices across 12 countries.

## INSURANCE

• **Central Insurance Cos.** is opening a service office in Salt Lake City, according to the Economic Development Corporation of Utah (EDC Utah), the Salt Lake City Department of Economic Development and the Governor's Office of Economic Development (GOED). The customer services office manager is **Christine Aszmann**, who will be joined by five customer service agents. The Ohio-based property and casualty group provides insurance for more than 350,000 automobiles, homes and businesses in 24 states. The Central group of companies has combined assets of over \$1.7 billion.

## LAND USE

• The **Urban Land Institute** (ULI) has seeking volunteers for its **UrbanPlan** program, a curriculum in which students, public officials and community members learn about the fundamental forces that affect development. Its mission is "to cultivate a sophisticated level of discourse among local stakeholders involved in land use decisions through the education of tomorrow's voters and leaders as a way to create better communities." Participants must be land use professionals with several years of experience in the field who can attend the training sessions and who have the scheduling flexibility to commit to volunteer twice

see BRIEFS next page

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**CASE**

CONSTRUCTION



# Industry Briefs

from previous page

per year. Volunteers serve either as a facilitator, who challenges participants to improve their proposals, or a city council member, who selects a recipient for the request for proposals. Volunteer applications are due Nov. 11. To be considered for training, applicants must complete the UrbanPlan volunteer application form along with an RSVP to [rachel.mccillece@uli.org](mailto:rachel.mccillece@uli.org). Virtual training sessions take place Nov. 17-18, 8:30 a.m.-noon.

## OUTDOOR RECREATION

• U.S. Secretary of the Interior David L. Bernhardt has designated two new national recreation trails in the Moab area. The **Grandstaff Canyon Trail** follows a stream for two miles and ends at Morning Glory Natural Bridge. The canyon empties into the Colorado River and is directly across from Arches National Park. **Moab Brands (Bar M)** is a system of 18 multiple interconnecting mountain bike trails, totaling over 31 miles, for riders of all abilities. The designations are part of a broader national announcement that establishes 30 new national recreation trails in 25 states, adding more than 1,275 miles to the National Trails System. The National Recreation Trails Program is jointly administered by the National Park Service and the U.S. Forest Service, in conjunction with a number of federal and nonprofit partners.

## PHILANTHROPY

• **Aspen Laser Systems**, a Lindon-based medical laser company, has announced a

long-term commitment to support the needs and services for **Indigenous Health and Wellness Connections (IHAWC)**, a new nonprofit organizations. IHAWC was formed to address the unmet and growing needs of many Native Americans, including access to medical products and services. Aspen Laser has made an initial medical equipment donation of its advanced laser therapy system. This first system was delivered and installed at a medical clinic at the Washoe Tribe of California and Nevada.

## REAL ESTATE

• **The Domain Cos.**, in partnership with **Giv Development**, has announced that **Mya**, a project at 447 S. Blair St. in downtown Salt Lake City, will open later this year. Mya is a \$36 million mixed-income, mixed-use project featuring 126 one-bedroom apartments, shared workspace and ground-floor retail. The project marks Domain's debut into the Salt Lake City market and is the first of additional planned development projects. Mya anchors a \$125 million transit-oriented development by Domain combining residences, coworking space and retailers. Mya's residents will have on-site parking; a fitness center; ground-level retail; 31,200 square feet of coworking space at The Shop; and sustainable, energy-efficient design with electric car charging, solar energy and Enterprise Green Communities certification. **Goldman Sachs** provided \$10.5 million in construction financing, financed with tax-exempt bonds issued by the **Utah Housing Corp.** Goldman also provided \$5.9 million in Low-Income Housing Tax Credit equity. A \$10.5 million Freddie

Mac Forward Commitment was arranged by **Jones Lang LaSalle (JLL)**. The project was also funded in part by a \$3 million loan from the **Redevelopment Agency of Salt Lake City (RDA)**, a \$1 million loan from the **Olene Walker Housing Loan Fund**, and a \$622,500 loan from **Salt Lake City**. The architecture firm behind Mya's design is **KTGY Architecture+Planning**, with **Wadman Corp.** serving as the general contractor and **Farouki Farouki** as interior designer.

• **Mountain West Commercial Real Estate (MW)** has welcomed **Michael Francis**, **Wes Christensen** and **Alex Nielsen** as its newest hospitality brokerage team joining the Salt Lake City office. The **Francis-Christensen Hotel Group** is a regionally focused hospitality brokerage team with over 26 years of collective experience. The team has experience acquiring or disposing of limited-service, select-service, full-service and extended-stay assets across several hospitality brands, including Marriott, Hilton, IHG, Choice, Best Western and Wyndham.



Michael Francis



Wes Christensen



Alex Nielsen

Francis previously spent 17 years as a first vice president of investments at Marcus & Millichap. Christensen also worked for Marcus & Millichap as a first vice president and was a director within the National Hospitality Group. His education includes a master's degree in real estate development from the University of Utah and a Bachelor of Science in Sociology from Brigham Young University. Before joining Mountain West, Nielsen worked with an asset management firm, working on multi-million-dollar portfolios for high net worth individuals and institutions. Nielsen graduated from Brigham Young University with a Bachelor of Science in Business Management.

• **Title iO Inc.**, a Salt Lake City-based provider of SaaS automation solutions to the escrow and title settlement industry, has named **Sheila McGuire** as vice president of sales. McGuire has escrow, title and real estate tech-



Sheila McGuire

nology experience, including previously holding positions as corporate trainer, technical implementation director, and national sales manager with First American Financial Corp.



## RECOGNITIONS

• **Kerry Desberg** was named a **Global CMO of the Year 2020** at the Global CMO Summit and Awards by **Enterprise IT World**. Desberg is chief marketing officer at **Impartner**, a Salt Lake City-based channel management platform and partner relationships management provider. Enterprise



Kerry Desberg

IT World recognizes the contribution of CMOs and marketing leaders who played a key role in aligning marketing strategies with business goals and contributing to the growth of the organization through sustainable competitive advantage. Five hundred marketing leaders from 25 nations earned the awards this year. The awardees were comprised of CMOs, marketing directors, vice presidents and marketing heads from companies in IT, ITES, tele-

com, data center, cloud and managed services.

com, data center, cloud and managed services.

• **EKA Solutions Inc.**, a Salt Lake City-based provider of cloud-based integrated freight management ecosystems for carriers, brokers and shippers, has been honored as a winner of the **FreightTech 100** award, presented by **FreightWaves**, a provider of trucking news, media and analytics. The awards recognize the most innovative and disruptive companies in the freight industry as voted on by a peer group of CEOs, industry leaders and investors.

• A **Park City** home has been named **Home of the Year** award winner by **Mountain Living** magazine. The design team for the home includes **WJR Design**, **Poss Architecture+Planning**, **Gallo Builders** and **Soho Design Studio Landscape Architecture**. The home has pavilion-like forms, terraces and 25-yard negative-edge swimming pool stepping down the hill.

• **Impartner**, a Salt Lake City-based channel management platform and partner relationship management (PRM) provider, has announced six companies as winners of its fifth annual **Impartner Catalyst Awards** recognizing channel program excellence. The global award winners are **Fujitsu** for **Most Effective Partner Program Reinvention**; **Honeywell** for **Consistent Worldwide Partner Experience**; **Siemens** for **Partner Communications Revolution**; **Qualtrics** for **Partner Ecosystem Growth Explosion**; **Yamaha** for **Rapid Digital Transformation**; and **Zscaler** for **Lodestar for the Security as a Service Channel**.

## RETAIL

• **Downeast** has announced that its newly renovated concept home furnishings and lifestyle store in South Jordan will open Nov. 12. The store is at 11560 District Main Drive, Suite 400, in the District Shopping Center. Downeast has more than 40 retail locations in Utah, Arizona, Idaho and Nevada.



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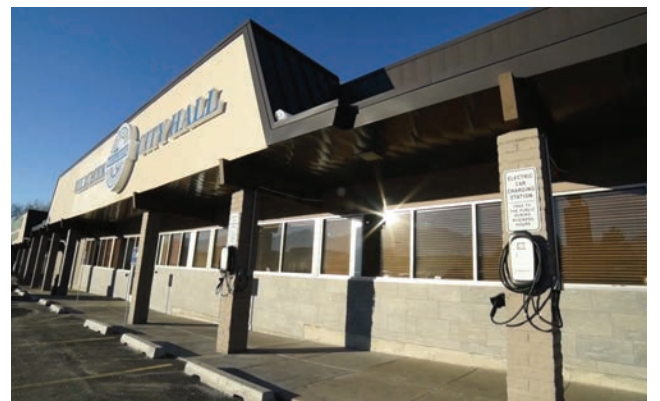
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POWERING YOUR GREATNESS



# Calendar

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

## **Nov. 3, 11:30 a.m.-1 p.m.**

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Oakridge Country Club, 1492 Shepard Lane, Farmington. Free (\$15 for lunch options). No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## **Nov. 3, 6:30-8 p.m.**

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

## **Nov. 4, 8 a.m.-4 p.m.**

**"Introduction to Customer Service,"** a Salt Lake Community College Employee Development Workshop focusing on understanding and meeting a customer's needs and providing an exceptional experience for internal and external customers. Location is SLCC's Miller Campus in Sandy. Virtual participation is also available. Cost is \$300. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

## **Nov. 4, 10-11 a.m.**

**"Global Impact Projects with IsraAID,"** presented by World Trade Center Utah, Utah Consular Corps, Utah Council for Citizen Diplomacy, and Utah Valley University Global Engagement Office. Attendees will learn about the effects of COVID-19 on those impacted by natural disasters and refugee crises worldwide. The conversation will feature speakers from IsraAID, Israel's leading humanitarian aid organization. They will share experiences with IsraAID in locations such as Moria Refugee Camp in Greece, Puerto Rico and Texas. Details are at [https://us02web.zoom.us/webinar/register/WN\\_XAYaqPMYs72eSJn3diPRZA](https://us02web.zoom.us/webinar/register/WN_XAYaqPMYs72eSJn3diPRZA).

## **Nov. 4, noon-1 p.m.**

**Power Lunch**, part of the Westminster College Speaker Series presented by the Women's Business Center of Utah, in partnership with the Bill and Vieve Gore School of Business. Speaker is Crystal Maggelet, CEO of FJ Management Inc. Event takes place online. Free. Registration can be completed at Eventbrite.com.

## **Nov. 4, noon-1 p.m.**

**Cybersecurity Leadership Council Fall Conference Workshop** titled "If You Connect It, Protect It 2.0," a Salt Lake Chamber event that takes place online. Free. Details are at [slchamber.com](http://slchamber.com).

## **Nov. 4, 3:30-5 p.m.**

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

## **Nov. 5, 8-10 a.m.**

**"Dear Competitor: Everybody Who Is Anyone Knows Our Brand,"** part of the Business Recovery Series presented by Davis Technical College, in partnership with Davis County and the Davis Chamber of Commerce. In-person and virtual classes are available. In-person class location is the Business Resource Center, 450 Simmons Way, Kaysville. Cost for the series is \$150. Cost for individual classes is \$25. Details are at <http://davistech.edu/business-recovery>.

## **Nov. 5, 8:30 a.m.-noon**

**United Way of Salt Lake Collective Impact Summit and Community Changemaker Awards.** Keynote presenter is Meisha Robinson, brand strategist and social entrepreneur. Other activities are an inclusive recovery panel discussion and breakout sessions. Community Changemaker Awards activities take place 11 a.m.-noon. Event takes place online. Free. Details are at <https://uw.org/changemaker-awards/>.

## **Nov. 5, 8:30 a.m.-5 p.m.**

**"Maximum Impact Council: Five Secret Fears of Failing in Business."** Location is Boondocks, 75 Southfork Drive, Draper. Cost is \$79 for in-person attendance, \$35 for virtual attendance. Details are at <https://maximpactcouncil.com/biz-elevated/>.

## **Nov. 5, 6-8 p.m.**

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

## **Nov. 5-6**

**Government Affairs Boot Camp**, 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. Activities are 8 a.m.-noon both days. Location is the Salt Lake Chamber, 175 E. 400

S., Suite 600, Salt Lake City. Cost is \$500 for chamber members, \$750 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

## **Nov. 6, 8-9 a.m.**

**WOW Women Training**, presented by the Women's Business Center of Utah in partnership with wowwomen.biz. Topic and speaker to be determined. Event takes place online. Free. Details are at [wbcutah.org](http://wbcutah.org).

## **Nov. 6, 8:30 a.m.-noon**

**Utah National Science Foundation (NSF) SBIR-STTR Virtual Workshop**, featuring information about Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs. Free. Details are at [eventbrite.com](http://eventbrite.com).

## **Nov. 9-11**

**Utah Life Sciences Summit**, a BioUtah event that takes place online. Featured speakers are Paul Perreault, CEO and managing director, CSL Behring; Dr. Jeffrey Shuren, director of the Center for Devices and Radiological Health, U.S. Food and Drug Administration (FDA); and Dr. Peter Marks, director of the Center for Biologics Evaluation and Research at the FDA. Cost is \$300 for entire conference, \$150 for individual days. Registration can be completed at [https://whova.com/portal/registration/ulss\\_202010/](https://whova.com/portal/registration/ulss_202010/).

## **Nov. 9-13**

**"Utah STEM Fest's Virtual Week of STEM,"** hosted by the Utah STEM Action Center and celebrating the integration of STEM education in Utah; sharing the impact that science, technology, engineering and mathematics has on the community; and inspiring people to make a difference in the future. Students, educators and parents may participate by visiting [utahstemfest.com](http://utahstemfest.com) during the week to engage in fun, educational activities and additional STEM-related content organized by the Utah STEM Action Center as well as local STEM organizations. Activities take place online. Details are at <https://utahstemfest.com/>.

## **Nov. 10, 8 a.m.-4 p.m.**

**"Leading People, Projects and Processes,"** part of the Salt Lake Community College Frontline Leader Workshop Series that will feature a review of 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 Miller Campus in Sandy.

Virtual participation is also available. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

## **Nov. 10, 8 a.m.-3 p.m.**

**Women & Business Conference and Athena Awards Luncheon**, presented by the Salt Lake Chamber and the Women's Business Center of Utah. Activities include presentations of the Athena Award and Pathfinder Awards. Location is Grand America, 555 S. Main St., Salt Lake City. Cost is \$150 for in-person ticket, \$55 for virtual ticket. Details are at [slchamber.com](http://slchamber.com).

## **Nov. 10, 8:30 a.m.-1 p.m.**

**32nd annual Parsons Behle & Latimer Employment Law Seminar.** Keynote speaker is Steven Newman, former CEO of Transocean Ltd., the owner of the Deep Water Horizon offshore drilling rig involved in the Macondo Well tragedy in 2010. Newman will discuss effective steps employees should take in preparation for, and while in the middle of, a crisis. Event takes place online. Cost is \$75. Details are at [parsonsbehle.com/emp-seminar](http://parsonsbehle.com/emp-seminar).

## **Nov. 11, 9 a.m.-4 p.m.**

**2020 UMA Manufacturing Conference**, a Utah Manufacturers Association event with the theme "People, Process, Performance." Attendees will learn best practices in continuous improvement, sales and marketing, and developing high-performing teams from industry experts. Keynote speaker Don Rheem will discuss "Creating Emotional Velcro with Your Employees." Event also will feature awards presentations. Event takes place online. Cost is \$50 for UMA members, \$100 for nonmembers. Details are at <https://umaweb.org/2020conference/>.

## **Nov. 11, noon-1:15 p.m.**

**Fall Women's Leadership Forum**, a Utah Women & Leadership Project event. Theme is "Feeling Like a Fraud: Navigating Perfectionism and Impostor Syndrome as Women." Panelists are Aimee Winder Newton, former 2020 candidate for Utah governor and currently serving on the Salt Lake County Council; Ally Isom, chief strategy and marketing officer at Attostat; and Denise Linberg, former judge of the 3rd District Court of Utah. Event takes place online. Free. Registration can be completed at Eventbrite.com.

## **Nov. 11, noon-1 p.m.**

**Cybersecurity Leadership Council Fall Conference**

**Workshop** titled "Securing Devices at Home and Work 2.0," a Salt Lake Chamber event that takes place online. Free. Details are at [slchamber.com](http://slchamber.com).

## **Nov. 12-13**

**2020 Executive Summit**, a Utah Valley Chamber event featuring keynotes and rapid-fire updates from areas of vital importance to businesses and the community. Activities take place 9-11:30 a.m. each day. Event takes place online. Registration through Nov. 11 is \$275 for members, \$325 for nonmembers. Details are at [thechamber.org](http://thechamber.org).

## **Nov. 12-13**

**Employment Law Update Conference**, an Employers Council event featuring experts in employment law providing practical, timely and critical advice to minimize liability. Event takes place online. Cost is \$329 for live conference (members pay \$229), cost for live conference and access to session recordings for 30 days is \$379 (members pay \$279). Details are at [employerscouncil.org](http://employerscouncil.org).

## **Nov. 12, 8 a.m.-1:45 p.m.**

**Annual Women In Business Summit**, a Davis Chamber of Commerce event. Speakers are Mary Crafts, founder of Culinary Crafts; Becky Andrews, owner of Resilient Solutions Inc.; and Deidre Henderson, member of the Utah Senate. Location is Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$65 for chamber members, \$85 for nonmembers. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## **Nov. 12, 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>.

## **Nov. 13, 7-11:45 a.m.**

**Annual Fall Business Conference**, a ChamberWest event originally scheduled for Sept. 16 and featuring two keynote presentations and city updates from the mayors of West Valley City, Taylorsville and West Jordan. Speaker Robert Spendlove, economic and public policy officer at Zions Bank, will discuss "Adjusting to Uncertainty." Location is the Salt Lake County Viridian Event Center, 8030 S. 1825 W., West Jordan. In-person registration (limited to 100) costs \$99 through Nov. 6 for ChamberWest members, \$125



## CALENDAR

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thereafter and for nonmembers. Virtual registration costs \$75. Details are at [chamberwest.com](http://chamberwest.com) or (801) 977-8755.

### Nov. 13, 7:45-9 a.m.

**Women in Business Networking**, an Ogden-Weber Chamber of Commerce event. Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Nov. 13, 8-9 a.m.

**WOW Women Training**, presented by the Women's Business Center of Utah in partnership with [wowwomen.biz](http://wowwomen.biz). Speaker Jennie Hendricks will discuss "Why CRMs are More Important Than Ever." Event takes place online. Free. Details are at [wbcutah.org](http://wbcutah.org).

### Nov. 13, 9-10:30 a.m.

**Fall 2020 Nubiz Symposium**, an Ogden-Weber Chamber of Commerce event. Theme is "Customer Service Perspectives in B2B and B2C Environments." Speakers include Jill Calton, UMB Fund Services; Matt Wardle, JD Machine; Tara Lindstrom, Jamba & Piology; and Justin Kallis, Sam's Club. Event takes place online via Zoom. Free for Ogden-Weber Chamber

of Commerce members, first-time guests, students and faculty. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Nov. 16, 4-8 p.m.

**15th Annual Wasatch Front Materials Expo**, a Utah SAMPE Chapter event originally scheduled for March 25. Location is Salt Lake Community College's Miller Campus, Karen G. Miller Conference Center, 9750 S. 300 W., Sandy. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

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

**"Leading People, Projects and Processes,"** part of the Salt Lake Community College Frontline Leader Workshop Series that will feature a review of 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 in Salt Lake City. Virtual participation is also available. Cost is \$250. Details at <http://www.slcc.edu/workforce/courses/index.aspx>.

### Nov. 17, 9-10 a.m.

**2020 Tourism Fall Forum**, a Park City Chamber of Commerce Convention & Visitors Bureau event, in partnership with Park City Television. Activities include a presentation by Jennifer Wesselhoff, new chamber/bureau CEO; a keynote by Bill Wyatt, executive director of Salt Lake

City International Airport; tourism updates from the chamber/bureau marketing team; and a Q&A session with Mike Goar of Park City Mountain Resort and Todd Shallon of Deer Valley Resort. Event takes place online. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

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

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Oakridge Country Club, 1492 Shepard Lane, Farmington. Free. No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

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

**Women in Business Luncheon**, an Ogden-Weber Chamber of Commerce event. Location to be determined. Cost is \$20 for members and first-time guests, \$30 for nonmembers. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Nov. 18, 7:30-11 a.m.

**"Leadership Development,"** part of the Fall 2020 Leadership Series presented by Davis Technical College's employer and continuing education team and Ames Leadership Institute and continuing through Jan. 27. Location is the Davis Technical College, Simmons Building, 450 Simmons Way, Kaysville. Cost is \$175 per class (Custom Fit cost is \$88), \$600 for a bundle of four classes (Custom Fit cost is \$300).

Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### Nov. 18, noon-1 p.m.

**Cybersecurity Leadership Council Fall Conference Workshop** titled "Securing Internet-Connected Devices in Health Care 2.0," a Salt Lake Chamber event that takes place online. Free. Details are at [slchamber.com](http://slchamber.com).

### Nov. 18, noon-1 p.m.

**"Solve the Business Puzzle,"** a Women's Business Center of Utah event. Speaker Lynn Smargis of Write For You will discuss "Learn and Leverage LinkedIn." Event takes place online. Free. Details are at [wbcutah.org](http://wbcutah.org).

### Nov. 18, 1-3 p.m.

**"How to Raise Money: Navigating Due Diligence,"** a VentureCapital.Org event. Cost is \$20 through Nov. 12, \$30 through Nov. 18. Event takes place online. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

### Nov. 18, 3:30-5 p.m.

**"Business Connections and Bowling,"** a ChamberWest event. Location is All-Star Bowling & Entertainment, 3601 S. 2700 W., Valley Fair Mall, West Valley City. Cost is \$15 for members, \$20 for nonmembers. Details are at [chamberwest.com](http://chamberwest.com).

### Nov. 18, 5-7 p.m.

**"Business After Hours,"** an Ogden-Weber Chamber of Commerce event. Location is Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden. Free for chamber members and first-time guests, \$10 for nonmembers. "The Nightmare Before Christmas" movie at Peery's Egyptian Theater begins at 7 p.m., with BOGO tickets costing \$6.50. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Nov. 19, 8-10 a.m.

**"Dear Competitor: Our Website is Better Than Yours,"** part of the Business Recovery Series presented by Davis Technical College, in partnership with Davis County and the Davis Chamber of Commerce. In-person and virtual classes are available. In-person class location is the Business Resource Center, 450 Simmons Way, Kaysville. Cost for the series is \$150. Cost for individual classes is \$25. Details are at <http://davistech.edu/business-recovery>.

### Nov. 19, 6-7 p.m.

**Intellectual Property Clinic**, 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. 20, 8-9 a.m.

**WOW Women Training**, presented by the Women's Business Center of Utah in partnership with [wowwomen.biz](http://wowwomen.biz). Speaker is Vanessa Harris. Topic to be determined. Event takes place online. Free. Details are at [wbcutah.org](http://wbcutah.org).

### Nov. 25, 7:30-8:30 a.m.

**Coffee Connection**, a Holladay Chamber of Commerce event. Location is Kokopellis Koffee House, 3955 S. Highland Drive, Holladay. Details are at [holladaychamber.com](http://holladaychamber.com).

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

**Cybersecurity Leadership Council Fall Conference Workshop** titled "The Future of Connected Devices 2.0," a Salt Lake Chamber event that takes place online. Free. Details are at [slchamber.com](http://slchamber.com).

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

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Business Resource Center, 450 Simmons Way, Kaysville. Free. No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### Dec. 2, 8 a.m.-noon

**"Leadership Secrets of Santa Claus,"** a Salt Lake Community College Employee Development workshop. Attendees will learn how Santa juggles employees, equipment, facilities, resources and production, with 10 practical strategies that can be used all year long. Location is Salt Lake Community College's Westpointe Campus in Salt Lake City. Cost is \$150. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

### Dec. 2, noon-3 p.m.

**DealForum**, a VentureCapital.Org event featuring entrepreneurs pitching their startups to a panel of active investors. Event takes place online. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

### Dec. 2, 3:30-5 p.m.

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

### Dec. 3, 7:30-9 a.m.

**Morning Speaker Series**, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests.

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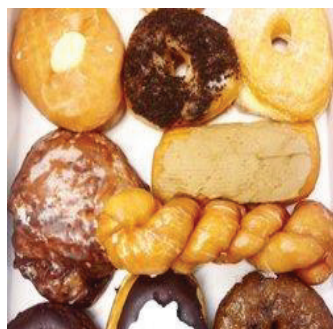
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## CALENDAR

from previous page

Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Dec. 3, 6-8 p.m.

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

## UPDATES

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### POSTPONEMENTS

**United Way of Salt Lake Collective Impact Summit and Community Changemaker Awards**, originally scheduled for Nov. 3, 8 a.m.-1 p.m., at the Salt Lake Marriott Downtown at City Creek in Salt Lake City, will take place Nov. 5, 8:30 a.m.-noon, online. Keynote presenter is Meisha Robinson, brand strategist and social entrepreneur. Other activities are an inclusive recovery panel discussion and breakout sessions. Community Changemaker Awards activities take place 11 a.m.-noon. Free. Details are at <https://uw.org/changemaker-awards/>.

The **15th Annual Wasatch Front Materials Expo**, a Utah SAMPE Chapter event originally scheduled for March 25, will take place Nov. 16, 4-8 p.m., at Salt Lake Community College's Miller Campus, Karen G. Miller Conference Center, 9750 S. 300 W., Sandy. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

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

**"We Are Utah" Manufacturers Expo**, a Utah Manufacturers Association event scheduled for Sept. 23, 1-8 p.m., at Mountain America Expo Center in Sandy, has been postponed until March 2021.

**Business to Business Expo**, a Davis Chamber of Commerce event originally scheduled for Aug. 27 at the Davis Conference Center in Layton, has been postponed until April 2021.

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

**South Jordan Business and Entrepreneurial Summit and Expo**, a South Jordan Chamber of Commerce event originally

clients.utahsbdc.org/events.aspx.

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

**"Best of Holladay" Lunch**, a Holladay Chamber of Commerce event featuring the third annual awards ceremony and chamber holiday party. Location is Holladay City Hall, Big Cottonwood Room, 4580 S. 2300 E., Holladay. Details are at [holladaychamber.com](http://holladaychamber.com).

scheduled for April 29 and later rescheduled for Sept. 10 at the Karen Gail Miller Conference Center in Sandy, has been postponed until a date to be determined.

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

### OTHER INFORMATION

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event originally set for Nov. 3, 11:30 a.m.-1 p.m., at the Business Resource Center in Kaysville, has been moved to Oakridge Country Club, 1492 Shepard Lane, Farmington. Free (\$15 for lunch options). No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

The **Annual Fall Business Conference**, a ChamberWest event originally scheduled for Sept. 16 and subsequently scheduled for Nov. 13, 7:15 a.m.-3 p.m., will take place Nov. 13, 7-11:45 a.m., at the Salt Lake County Viridian Event Center, 8030 S. 1825 W., West Jordan. In-person registration (limited to 100) costs \$99 through Nov. 6 for ChamberWest members, \$125 thereafter and for nonmembers. Virtual registration costs \$75. Details are at [chamberwest.com](http://chamberwest.com) or (801) 977-8755.

**Annual Women In Business Summit**, a Davis Chamber of Commerce event originally set for Nov. 12, 8 a.m.-3 p.m., at the Davis Conference Center in Layton, will take place that day, 8:30 a.m.-1:45 p.m. Cost is \$65 for chamber members, \$85 for nonmembers. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

The **Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event originally scheduled for Nov. 17, 11:30 a.m.-1 p.m., at the Business Resource Center in Kaysville, now will take place at Oakridge Country Club, 1492 Shepard Lane, Farmington. Free. No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### Dec. 4, 1:30-3:30 p.m.

**Holiday Social**, a South Jordan Chamber of Commerce event. Location is Market Street Grill, 10702 S. River Front Parkway, South Jordan. Details are at <https://www.southjordanchamber.org/events>.

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

**"Change Management for Managers,"** part of the Salt Lake Community College Frontline Leader Workshop Series. Attendees will gain tools to effectively plan for and manage the impact of change to their teams and organizations. Location is Salt Lake Community College's Miller Campus in Sandy. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

### Dec. 8, 5-7 p.m.

**Business Women's Forum: Winter Mixer**. Location is Hilton Garden Inn Salt Lake City Downtown, 250 W. 600 S., Salt Lake City. Cost is \$50 for members, \$60 for nonmembers. Event limited to 60 people. Details are

at [slchamber.com](http://slchamber.com).

### Dec. 9, 7:30-11 a.m.

**"Emotional Intelligence,"** part of the Fall 2020 Leadership Series presented by Davis Technical College's employer and continuing education team and Ames Leadership Institute and continuing through Jan. 27. Location is the Davis Technical College, Simmons Building, 450 Simmons Way, Kaysville. Cost is \$175 per class (Custom Fit cost is \$88), \$600 for a bundle of four classes (Custom Fit cost is \$300). Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### Dec. 9, 5-7 p.m.

**Business After Hours**, an Ogden-Weber Chamber of Commerce event. Location is Trust Brands, 155 E. 31st St., Ogden. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

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

**Annual Holiday Party and**

**Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks, 525 Deseret Drive, Kaysville. Cost is \$20 for members, \$30 for guests. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### Dec. 11, 7:45-9 a.m.

**Women in Business Networking**, an Ogden-Weber Chamber of Commerce event. Location to be determined. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

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

**"Change Management for Managers,"** part of the Salt Lake Community College Frontline Leader Workshop Series. Attendees will gain tools to effectively plan for and manage the impact of change to their teams and organizations. Location is Salt Lake Community College's Westpointe Campus in Salt Lake City. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

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## DAILIES

from page 1

entity called Utah Media Group, previously known as the Newspaper Agency Corp. (NAC) and later as MediaOne of Utah.

The JOA expires Dec. 31 and will not be renewed. The Utah Media Group printing and distribution operations in West Valley City will be shuttered, meaning the loss of about 160 jobs, and the *News* and *Tribune* will independently print and deliver their respective newspapers.

In a news release last week announcing the end of the JOA, officials from both newspapers praised the benefits of the now-ending partnership but said they remain committed to providing readers with solid journalism in the future.

"The *Deseret News* has been an outstanding and constructive partner in the JOA in this financially tumultuous industry," said Paul Huntsman, chairman of the *Tribune*. He purchased the *Tribune* from Alden Capital in 2016. "As the *Tribune* moves forward, our commitment to our readers is unchanged: to provide reliable and informative news, analysis and commentary to our readers."

"The *Salt Lake Tribune* has been a great partner over the years and the partnership has benefited the community in many ways," said Jeff Simpson, president and publisher of

the *Deseret News*. "We love our thousands of print subscribers along with the millions who read us online every month. With this change, we can continue our focus on great journalism, serving our readers and growing our digital audiences across Utah and beyond."

The *Tribune* began printing in 1871 and in 2019 undertook a nonprofit model. "It is now a community asset managed by a board of directors drawn from the community," Huntsman said. "As a nonprofit organization, in addition to reader subscriptions, it will be able to accept donations from supporting subscribers and gifts from philanthropic organizations."

The *Deseret News* started in 1850. It is one of the media entities of Deseret Management Corp., owned by The Church of Jesus Christ of Latter-day Saints.

The coming changes are occurring in a fluid media landscape as newspapers have seen print circulation figures — as well as profits from print advertising and subscriptions — decline for years and have turned to websites, email and apps to distribute their content. At one time, the *Tribune's* print circulation was about 200,000 copies. It had shrunk to about 61,000 in 2014 and now is about 36,000, according to the *Tribune*.

"We are in a unique position because for years now our digital readership has dwarfed our print readership and the great majori-

ty of the remaining print readers have become digital-first," Simpson said of the *News*.

The number of Deseret.com digital users is nearly 500 times that of local print subscribers, he added.

"Over the past two years alone, our digital users have nearly doubled across our various platforms, and 70 percent of that group are from outside Utah," Simpson said.

Readers' move from print to digital made the JOA printing and distribution activities obsolete.

"In the era of large printing presses, the benefits of these joint operating agreements were significant, but today's situation is different," Brent Low, president and CEO of Utah Media Group, said in last week's news release. "Demand for a printed newspaper is a fraction of what it was historically, while digital content and distribution is everywhere, and our clients can get their papers printed in a cost-effective way without owning their own presses."

The JOA was first signed in 1952 and later federal legislation confirmed exceptions for anti-monopoly rules. Seen as a way to preserve competing newspapers in certain markets, JOAs allowed newspapers to share certain operations while maintaining separate newsgathering activities.

The local JOA was renegotiated and amended several times over the years. In 2013, a rene-

gotiation resulted in the *News* becoming the majority partner and the *Tribune* selling to the *News* its real estate and printing presses. The *News* also increased its profits from the shared operations from 42 percent to 70 percent despite the *Tribune* having a two-to-one circulation advantage over the *News*. The *Tribune* at that time was owned by newspaper chain MediaNews Group.

In addition to the jobs being cut at MediaOne, job changes are happening at both the *Tribune* and *Deseret News*. The *Tribune* said its newsroom staff of about 65 workers will not be reduced although some might have new duties. The *News* last week said it would be cutting 18 employees, mostly from its visual editing and sales departments. Six journalists were in the group, including one writer who had worked there for more than 26 years.

Newspapers across the country have eliminated print editions, often on Mondays or moving to three-days-per-week printing. For example, the *Standard-Examiner* in Ogden recently com-

bined its Saturday and Sunday newspapers and now has only a Saturday newspaper, that is delivered by mail.

The *Tribune's* weekly print edition is expected to be mailed to subscribers along the Wasatch Front and in Summit County on weekends, the newspaper said, adding that subscribers in other areas will receive it early the following week. Print subscribers will have unlimited access to digital content.

Both the *Tribune* and *News* vowed to maintain strong news coverage. A *Deseret News* Editorial Board "invitation" last week — published before the paper's daily print edition changes were announced — encouraged readers to "pioneer with us," describing the new changes "a hinge point in news media history."

"We invite you," the board said, "to engage with us on every platform from digital to print and be part of the ongoing pioneering legacy of informed and engaged citizens committed to making this place, this nation and this world better."

## MERGER

from page 1

to the communities we serve," said Krabbenhoft. "Today, we're marking another major milestone in our long history of working to change the course of healthcare across the globe. By coming together with Intermountain Healthcare, we will improve the health and well-being of the communities we serve and strengthen our impact in healthcare delivery and value."

The two system leaders said that boards of both not-for-profit organizations unanimously approved a resolution to support moving forward by initiating the due diligence process. The organizations will enter this phase with a goal to sign a merger agreement that will bring both health systems together as a model for improving access to high-value healthcare across the U.S. The merger is expected to close in 2021, pending federal and state approvals.

The combined organization will employ more than 89,000 people and operate 70 hospitals, many in rural communities. It will operate 435 clinics across seven states, provide senior care in many locations in 24 states and insure 1.1 million people. Intermountain brings 24 hospitals, 225 clinics and about 41,000 employees in the Intermountain West to

the new organization while Sanford contributes 46 hospitals and 48,000 employees in mostly mid-western states. Sanford also operates 366 Good Samaritan Society senior care and living centers.

Harrison will be president and CEO of the combined organization while Krabbenhoft will become president emeritus. Both organizations will continue to operate under their current names for the foreseeable future. Headquarters for the combined operation will be in Salt Lake City with a second corporate office in Sioux Falls.

Existing boards of trustees members from both systems will join to form a combined board. A new executive committee of the board will be created with equal representation from members of the Intermountain and Sanford Health boards. Gail Miller, chairwoman of the Larry H. Miller Group of Cos. in Salt Lake City and current chair of the Intermountain board, will serve as board chair for the merged organization.

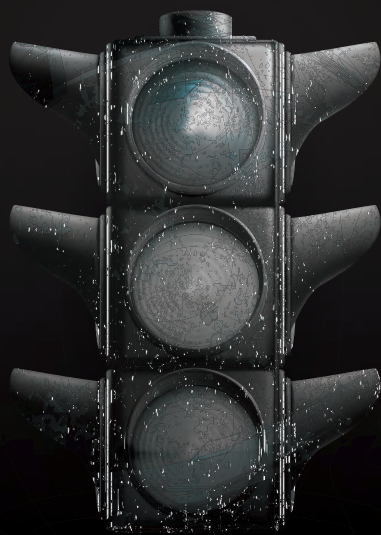
When Harrison was asked if the merger would affect the Intermountain Healthcare workforce, he said that it would not. "There is no anticipation that it will affect the Intermountain workforce. With respect to the physicians fighting the pandemic, their day-to-day will not change at all. They will keep working as we do our work to get to the starting line of the merger," he said.

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