

Focus

THE WORKPLACE

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The Utah manufacturing industry is facing a true dichotomy during the COVID-19 pandemic. Some producers are facing steep sales declines while others are struggling to meet demand. For those that are showing losses, industry leaders are predicting a prolonged recovery period.

Manufacturing's recovery from pandemic might take a while

Brice Wallace
The Enterprise

While workforce shortages and supply chain issues resulting from the COVID-19 pandemic currently plague Utah's manufacturing sector, the outlook in the near term could remain grim.

Speakers at a recent Future of Utah Manufacturing Summit indicated that recovering from the pandemic could take a while, in part because of the unpredictability of its length and impacts on an industry that accounts for 7 percent of Utah's workforce and affects one-fourth of its GDP.

The summit came after the release of an in-depth economic study by the Utah Industry Resource Alliance (UIRA) and the Utah Advanced Materials and Manufacturing Initiative (UAMMI) of the pandemic-induced recession on the state's manufacturers. It indicated a dichotomy, with some manufacturers facing steep sales declines and others unable to keep up with demand.

"In the study that we just completed

as the UIRA looking at the economic trends underlying that the Utah manufacturing industry, we are in what should be our recovery phase, but now with this third resurgence of the pandemic, it's certainly setting things back," said Tulinda Larsen, an economist and executive director of UAMMI.

"It looks like we will have a much longer recovery — probably 2023, maybe even out to 2025 — before we can get back up to the 2019 levels of production and revenue."

The dichotomy includes companies "just burning up, they can't keep up," she said, noting companies producing bicycles and skis or involved in bricklaying. It also includes companies like those in aerospace and oil and gas that "are just way down."

"I think the biggest challenge, hands down, for our industry is finding our way out and back to recovery," Larsen said.

June Chen, managing partner at LDD Partners, a boutique investment banking firm, and managing partner at Mountain

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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' website calendars. This is not a complete list of postponements or cancellations. Check with organizers to determine if their events will take place.

POSTPONEMENTS

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 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.

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Gov.-elect Cox tabs Hemmert to head GOED

A businessman and Utah state senator has been selected to become executive director of the Governor's Office of Economic Development (GOED).

Gov.-elect Spencer Cox recently announced that Dan Hemmert will succeed Val Hale, who is retiring as director of GOED.

Hemmert owns and operates Red Hanger Cleaners, a multi-store retail dry cleaning operation and a disaster recovery/fabric restoration business, and is a partner in five restaurants. He has represented District 14 (Utah County) since being appointed by Gov. Gary Herbert in August 2016 and has

served as majority whip since 2018.

According to votesmart.org, Hemmert's career has included serving as owner of Red Hanger since 2015. Previously, he was managing director at Dakota Pacific, 2012-15; chief financial officer at JR Miller Enterprises, 2009-15; partner at Horizon Partners Ltd. Co., 2008-09; chief financial officer at OrangeSoda, 2009; associate at Pillsbury Winthrop Shaw Pittman, 2008-09; as-



Dan Hemmert

sociate at Partners Group, 2007-08; senior associate/co-founder at Sundance Capital, 2006-07; summer associate at Pillsbury Winthrop Shaw Pittman, 2006; associate at SR Funding, 2003-06; intern at Zions Bancorporation, 2005; and financial analyst at Zions Bank, 2001-03.

That website also indicates that Hemmert has served as an advisory board member at the Utah Sports Commission, 2019-present; board member of the

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

BioUtah wants life sciences workers included in first vaccine recipients

The Centers for Disease Control has made its recommendations, but the it's up to individual states to make the final decisions about vaccine allocation. The Utah Department of Health and Department of Public Safety, along with Gov. Gary Herbert and Gov.-elect Spencer Cox are actively working to refine the state's initial COVID-19 vaccination plan.

BioUtah has made its feeling known on vaccine priority. The organization, which represents the state's life sciences industry, has sent a letter to the Department of Health and state leaders making the case to include employees of Utah's life sciences companies among priority recipients of the COVID-19 vaccines as essential workers. The letter also urges that Health Care Industry Representatives (HCIRs) in the medical device sector, given their on-site work with clinical teams, be treated as healthcare workers in the earliest phases of state vaccinations.

The national Biotechnology Innovation Organization (BIO), a BioUtah partner, shared its views on vaccine allocation for the biopharmaceutical industry in a letter to the National Governor's Association. AdvaMed, also a BioUtah partner, commented on COVID-19 vaccine allocation in a memo to state vaccine authorities. Both BIO and AdvaMed share the position of BioUtah that life sciences workers should be included in the earliest phase of vaccinations for essential workers with healthcare industry representatives (HCIRs) prioritized as healthcare workers.

"Our industry's workers are recognized as essential in the U.S. Department of Homeland Security's Cybersecurity & Infrastructure Security Agency's definition of critical infrastructure workers," BioUtah's letter said. "Some of Utah's medical device companies' employ HCIRs who perform critical functions alongside healthcare professionals on the front lines. They typically work in clinical settings in close proximity to physicians and healthcare professionals. As a result, their risk of COVID-19 exposure, like other healthcare workers, is high, and should be recognized as such in the state's vaccination plan."

Pandemic side effect: Utah seniors say they've become more tech-savvy

A majority of Utah seniors say they have become more tech-savvy since the start of the COVID-19 pandemic, according to results of a study by GearHuntry.com, a resource for reviews of gear, gadgets and gifts.

Fifty-five percent of seniors say video apps have helped with loneliness. Two-thirds of people will avoid seeing extended family this Christmas in order to protect seniors from any risk.

GearHungry.com surveyed 3,000 people 65 and older to find out how they coped, and overall, 54 percent of Utah seniors said their understanding of technology has actually improved since the start of the pandemic.

Thirty-eight percent of seniors said their children or grandkids have spent time with them this year, explaining how the technology works. Fifty-five percent say being able to use technology has helped people feel less alone. Seventy-three percent of respondents below the ages of 55 said they had made more of an effort to connect with elderly friends and relatives this year. Sixty-three percent said they will avoid seeing extended family this Christmas in order to protect them from any infection risk.

Utah has until Dec. 31 to spend more than \$200 million in CARES Act funds

Utah received over \$934 million when the federal government passed the initial CARES Act for coronavirus relief in March. By the end of November, the state still has about \$215 million of that money left — and needs to spend it by the end of the year or lose it. Those numbers come from Phil Dean, interim executive director of the

Governor's Office of Management and Budget.

Dean said the CARES Act stipulated that relief money be spent by the end of the calendar year. Utah officials are working to move the funds to where they're needed and make sure they don't have to return money to the federal government.

The Office of Management and Budget is joined by the Utah Department of Health, the Department of Human Services, the Department of Workforce Services, the Governor's Office of Economic Development and other agencies in finding needs to match the funds.

The average Utahn would pay \$429 to butt in line for the C-19 vaccine

Ever since the start of the global pandemic, the world has been eagerly awaiting the development and approval of COVID-19 vaccines. Not only will these save lives, but kick-start the economy and pave the way to a return to normality. Americans have welcomed recent news, with cautious optimism, that two vaccines will receive FDA approval this year. However, current predictions expect just 3.7 percent of the American population to receive the vaccine in 2020. Naturally, and according to basic economic theory — there is more demand when there is less supply — many Americans will be determined to be first on the list. But the question remains, just how desperate would they be to jump the queue and get vaccinated first?

MyBioSource.com, a biotechnological products distribution company, carried out a survey of 4,428 (ages 18-plus) to find out how much each person, hypothetically, would be prepared to pay to get vaccinated ahead of others. The poll revealed the average Utahn would sacrifice \$429 of their savings to be first in line (compared to a national average of \$460). It appears Oklahomans would be prepared to spend the most — a hefty \$936. South Dakotans would only be willing to pay \$279 to get vaccinated first.

Understandably, some may be worried about partaking in a vaccine that has been rushed through clinical trials due to the rapid transmission of the virus. The survey found that nearly one in five (16 percent) respondents say they are more concerned about a coronavirus vaccine than the virus itself.

Pandemic has made long-term care cost go up in Utah and nationwide

The COVID-19 pandemic has caused a lot of things to cost more and long-term care is no exception. While the national annual median cost of long-term care increased across the board in the past year, those services in Utah were mixed as the pandemic intensified providers' existing challenges in meeting the increasing demand services, according to Genworth Financial's 17th annual Cost of Care Survey.

The survey showed costs in Utah increasing for home-maker services (up 5.21 percent), home healthcare (up 8.33 percent), adult day healthcare (up 23.61 percent) and private rooms in nursing homes (up 10 percent). The cost of a semi-private room in a nursing home dropped 0.24 percent while the cost of staying in an assisted living facility stayed flat.

Nationally, annual median costs increased 6.1 percent for assisted living facilities, 4.4 percent for home care and 3.5 percent for skilled nursing facilities.

Providers told Genworth they will have to raise rates again in the next six months to cover the added cost of providing care under the extraordinary challenges posed by COVID-19.

Providers pointed to several factors that resulted in increased costs, including a shortage of workers in the face of increasing demand for care, increased spending for training on new safety procedures, testing, purchase of PPE and cleaning supplies, higher mandated minimum wages as well as higher recruiting and retention costs and an increase in the cost of doing business, including regulatory, licensing and employee certification costs.

CCT Research expands COVID-19 clinical trial capabilities to Salt Lake

CCT Research, a Mesa, Arizona-based provider of community-based, embedded clinical research that is currently supporting clinical trials for COVID-19 vaccines in partnership with multiple pharmaceutical companies, has expanded its clinical trial operations to the Salt Lake City area. CCT will partner with Olympus Family Medicine, Ogden Clinic and Springville Dermatology, increasing CCT's total site network to 17 locations nationwide.

CCT offers a unique approach to clinical trials by embedding clinical research in physician practices and care communities, allowing patients to participate in studies without leaving the comfort of their community.

"Our goal is to provide clinical research opportunities to patients in a safe, trusting, local environment, and we're thrilled to make this a reality in Utah," said CJ Anderson, president of CCT. "Clinical research offers patients the opportunity to receive investigational treatments that may not otherwise be available. By making studies more convenient, we can improve participant engagement and data quality, enabling clinicians to deliver leading-edge patient care options."

CCT said it is expanding its trials for COVID-19 vaccines to the Salt Lake City locations. In addition to COVID-19, CCT's primary therapeutic areas are neurology, dermatology and family practice.

"We are excited to be part of the CCT family. Clinical research is a vital component of the healthcare landscape, and this important work allows physicians in the community to support critical advancements in medicine," said Dr. John Hemmersmeier, a family medicine physician with the Ogden Clinic.

Study to determine if blood thinners prevent clots, ease COVID symptoms

As part of a national movement to develop treatments and therapies for COVID-19, Intermountain Healthcare researchers are launching a study in Utah to examine the effects of anticoagulants on patients who have tested positive for the novel coronavirus. COVID patients in Utah will be among the first patients in the world enrolled in the study, which is unique as it is one of the first and largest studies focusing on treatments options for patients in the community who have not been hospitalized for the virus.

Intermountain is one of three active sites in the United States participating in the national trial, which is sponsored by the National Heart, Lung and Blood Institute (NHLBI), and is part of Operation Warp Speed, a nationwide public-private partnership examining therapeutics and diagnostics for the COVID-19.

Intermountain researchers are specifically seeking to determine whether a dose of either aspirin or the anticoagulant apixaban will prevent the formation of potentially deadly blood clots in patients who are COVID-positive but are not sick enough to be hospitalized.

"This study is looking to see if patients who are less critically ill from COVID benefit from taking very common medications to prevent the development of blood clots. We want to know if these medications help them from getting worse, avoiding hospitalization and death," said Dr. Joseph Bledsoe, director of research in the department of emergency medicine at Intermountain Healthcare.

While the COVID-19 virus is still new, it has been associated with an increase in the development of blood clots in the legs, lungs and heart, according to Dr. Sarah Majercik, a trauma surgeon and primary investigator of the study at Intermountain Healthcare.

Researchers believe coronavirus may cause microthrombi, or tiny clots, in some COVID-19 patients. When these microthrombi are present in the lungs, this could be the reason why some patients who test positive for the vi-

Ivanti buys mobile software cos.

Ivanti Inc., a South Jordan IT automation and security company, has acquired two companies, the firm has announced. MobileIron, a provider of mobile-centric unified endpoint management solutions based in Mountain View, California, and San Jose, California-based Pulse Secure LLC, a provider of secure access and mobile security solutions, will join the Clearlake Capital Group and TA Associates-backed Ivanti.

"We are excited to welcome the MobileIron and Pulse Secure teams into the Ivanti family," said Jim Schaper, Ivanti chairman and CEO. "Our intelligent experience platform will power business through hyper-automation and secure connections on every device, for any user, wherever and however they work. This enables our customers to collaborate and innovate more freely, while reducing the risk of data breaches and enhancing employee experiences. We have a tremendous opportunity ahead of us, and I'm very excited for the future."

By bringing MobileIron and Pulse Secure into the Ivanti portfolio, organizations will be able to proactively and autonomously self-heal, self-secure and self-service devices in the "everywhere enterprise" and deliver better user experiences and outcomes, Ivanti said.

Under the terms of the agreement with MobileIron, Ivanti acquired all outstanding shares of MobileIron common stock for a total value of approximately \$872 million. MobileIron shareholders approved the acquisition at a special stockholder meeting on Nov. 24.

Pulse Secure was acquired from affiliates of Siris Capital Group LLC. The terms of the Pulse Secure transaction were not disclosed.

Businesses saved and jobs protected: Bridge Loan Program results reported by Sorenson

Based on a new impact report commissioned by the Utah Governor's Office of Economic Development (GOED) and conducted by the Sorenson Impact Center, the \$12 million Utah Leads Together Small Business Bridge Loan Program helped 1,150 small businesses and nonprofits with 50 or fewer employees across the state weather the economic fallout from the COVID-19 pandemic.

The center's report shows the results from the program, how funding was used and whether applicants secured other forms of financial support. Throughout this summer, the center surveyed businesses and nonprofits that benefited from the bridge loan program. The center said 32 percent of bridge loan recipients responded, reporting the following:

- More than 27 percent of loans were deployed to small businesses in rural counties. The goal

was 25 percent.

- Most Utah businesses used the loan to maintain their payroll (30 percent); pay their business rent, mortgage or utilities (27 percent); or pay for other business operating costs.

- Over 66 percent of businesses were able to keep or increase staff hours and avoid layoffs and furloughs.

- Approximately 13 percent of the businesses receiving loans were owned by black, indigenous or other people of color.

- Approximately 33 percent of businesses receiving bridge loans were owned by women, which is on par with state averages.

- While the U.S. Census reports approximately 5.4 percent of Utah's residents have veteran status, 9 percent of business owners that received the bridge loan were veterans.

The survey conducted by the

center also identified areas where businesses and nonprofits need additional support to navigate ongoing instability. More than one-third of companies (35 percent) identified new business grants as being helpful, with 18 percent of respondents identifying flexible loans as being helpful moving forward. Respondents also identified long-term low-interest capital, loan forgiveness and lending options to support capital improvements, such as upgrades to air filtration and sanitation systems, as helpful.

"We're proud to partner with the Governor's Office of Economic Development to measure the reach and impact of the Utah Leads Together Small Business Bridge Loan Program," said Geoff Davis, CEO of the Sorenson Impact Center. "This initiative is part of the center's broader work to support an equitable recovery from the COVID-19 pandemic."

Provo's AccessData acquires Portland legal software company

AccessData, a digital forensics provider based in Provo with offices also in London and Germany, has been acquired by Portland-based legal software provider Exterro for a reported "nine figures."

"With AccessData's forensic investigation capabilities and broad customer base spanning corporations and government and law enforcement agencies across the globe, Exterro will now play a critical role in addressing some of the world's more pressing civil challenges including government investigations, freedom of information requisitions along with criminal matters such as the elimination of child pornography and forced sexual trafficking," said a statement accompanying the announcement.

"Converging market forces in digital forensics and incident response (DFIR), e-discovery, privacy and information governance are the driving factors behind this acquisition. To effectively address these critical challenges requires the ability to identify, preserve, analyze and present data in a contextual manner, quickly and inexpensively. It also requires a consistent, defensible process," said Bobby Balachandran, CEO of Exterro. "Ensuring the integrity of the data supply chain is of the utmost importance. With the acquisition of AccessData, Exterro combines all of these capabilities in a single, integrated platform to give organizations a holistic framework for address-

ing their governance, risk management and compliance (GRC) challenges and obligations."

"This is an exciting day for AccessData customers. As the leading legal GRC technology provider, Exterro offers a portfolio that perfectly complements our own innovations," said Ken Naumann, CEO at AccessData. "The acquisition will bring tremendous

new value to our users, helping them strengthen and defensibly accelerate end-to-end forensic investigations and e-discovery. Exterro shares our deep commitment to FTK and is dedicating significant resources and investment to drive additional innovation throughout the combined product lines, with the common goal of taking customer satisfaction to

new heights while ensuring the highest level of data integrity."

Exterro will retain AccessData's entire management team, Naumann said. The Utah company's 150 employees will "play a significant role" in the combined business as AccessData's products will be fully integrated into Exterro's e-discovery and legal GRC solutions.



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Lehi's Weave names Roy Banks as new CEO

Weave, a provider of software for management of service-based businesses, has announced that Roy Banks has been named CEO. Weave is based in Lehi and serves over 20,000 customers worldwide.

Banks replaces interim co-CEOs Jeff Lyman and Marty Smuin, who have led the company since July, when former CEO and co-founder Brandon Rodman assumed the role of chairman of the board. Smuin will reassume his role as chief operating officer and Lyman will continue as chief product officer.



Roy Banks

Banks brings to Weave more than 20 years of experience in the high-tech software development, e-commerce, Internet marketing and payment processing industries. He most recently served as a CEO partner of Tritium Partners. Prior to that, he was president of the LoadPay business unit and a board member for Truckstop. He has also served as CEO of Network Merchants

Inc. and Accelerated Payment Technologies, and as president of Authorize.net.

"This is an amazing time to be joining Weave and I couldn't be more excited to lead such an outstanding team of talented and passionate individuals," said Banks. "Weave is well-positioned to continue its exponential growth by providing best-in-class engagement, communication and marketing solutions to its valued service-based customers. This is not a turn-around situation; this is a step-on-the-gas-pedal situation and I've been given the amazing opportunity to sit in the driver's seat and take Weave to the next levels of success."

"We are thrilled to welcome Roy to the Weave family. Weave is a fast-growing company and Roy's extensive experience is tailored to our situation and market opportunity. His proven track record is exactly what we need at this accelerated stage of Weave's growth, enabling us to continue to deliver the most valuable solutions for our customers while still maintaining one of the best cultures and work experiences in the country," said Smuin.

Aoki president of CB Skyshare

CB SkyShare, a regional jet share company based in Ogden, has named Tommy Aoki, former senior vice president for operations at Spring Mobile, as president. The company also named Jonathan Schaedig as director of maintenance. CB SkyShare said the positions were created to meet the company's rapid growth. Aoki will report to Cory Bengtzen, founder and CEO of CB SkyShare.

"Tommy and Jonathan represent two dynamic leaders whose decades of experience will help CB SkyShare continue to grow at a time when demand for our unique model is surging," said Bengtzen. "I'm incredibly energized to work with Tommy and Jonathan as we continue to make CB SkyShare available to more passengers seeking the best, most simplified option for regional air travel."

At Spring Mobile, Aoki

oversaw all day-to-day operations including the departments of finance, business planning and analysis, real estate, purchasing and logistics, loss prevention, marketing, omnichannel and workforce management. Aoki was previously vice president of sales and operations GameStop's Cricket Wireless division.

Schaedig brings more than 15 years as an FAA-certified mechanic, including 10 years with an inspection authorization certificate. He was previously director of maintenance at California-based Desert Jet.

CB SkyShare recently established a presence as a fixed base operator at Salt Lake City International Airport, opening early next year. Aoki will be based in the Salt Lake City office, while Schaedig will be based at the company's headquarters in Ogden.

SBA opens office in St. George

The office is located in the St. George Federal Building on Tabernacle Street.

Norberg said it has been a goal of the agency to place an office in St. George for years, but permanent funding was finally secured this year with the support of the SBA administrator in Washington, D.C.; Utah's congressional offices; and local elected officials and economic development organizations. With more than 99 percent of all Utah businesses being small, it was determined

that this satellite office will play a critical role in making access to SBA's programs and services easier for all Utahns, he said.

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COVID-19 NEWS

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rus may develop severe acute respiratory syndrome.

“These are tiny clots that we can’t detect by traditional imaging methods but when in the lungs they may cause patients who are first seem stable to get much sicker quickly, have breathing difficulties and potentially need a ventilator,” said Majercik. “Our aim in this study is to see

if these drugs can stop clots from forming so patients who are not hospitalized never fall into this severe category of disease.”

For the study, Intermountain researchers are seeking patients between the ages of 40 and 80 who have tested positive for COVID-19 but are not sick enough to need hospital care. They must have normal kidney function and need to meet some other laboratory criteria. Information about inclusion in the study is available at COVIDOutpatientTrials@imail.org.

Utah’s 14-day quarantine period changed to match CDC’s now-recommended 7-10 days

In accordance with the U.S. Centers for Disease Control and Prevention’s new recommended policy concerning the length of quarantine for those exposed to COVID-19, the Utah Department of Health reduced its coronavirus quarantine time from 14 days to 7-10 days. The change was announced by Dr. Angela Dunn, the state epidemiologist.

Those exposed to COVID-19 can now end their quarantine on the seventh day from exposure if they receive a negative test, or on the 10th day from exposure without a negative test, according to the new guidelines. Those who have had COVID-19 within the past three months do not need to quarantine after exposure as long as the individual doesn’t develop symptoms again, the CDC’s new guideline recommends.

Exposure is defined as a person who has spent a total of 15 minutes six feet or closer to an in-

fectured person, including over multiple visits.

Quarantining for a full 14 days is still considered best practice, as it is possible to develop symptoms after the 10-day mark or even after testing negative on day seven, Dunn said. Wearing a mask and practicing social distancing is still crucial, she added.

However, CDC officials said offering a reduced quarantine period is aimed at relieving pressure on those facing economic stress from not being able to work during the two weeks.

Those quarantined at home are advised avoid all contact with others and watch for symptoms to develop — a fever, cough or shortness of breath or other signs of illness. For those who choose to utilize Utah’s shorter quarantine policy, they should still watch for symptoms up until the 14-day mark, even if they tested negative on day seven.

Health Dept. places first order for COVID-19 vaccine, expects it to arrive mid-December

The Utah Department of Health recently tweeted out a video of department officials placing the state’s first order of a COVID-19 vaccine. The department said it expects the order, which will be immediately distributed to hospitals, to be delivered around Dec. 15.

“These doses will be shipped directly to hospitals in Utah as soon as the FDA formally approves the vaccine,” the department’s tweet said.

Officials placed the order after leaders from two of Utah’s largest healthcare providers said they expected the first rounds of the COVID-19 vaccine to be administered to frontline workers at five of Utah’s largest hospitals by mid-December. The first rounds will be given to frontline staff at LDS Hospital and University Hospital in Salt Lake City, Intermountain Medical Center in Murray, Utah Valley Hospital in Provo, and the Dixie Regional Medical Center in St. George.

Dr. Jeanmarie Mayer, chief of

infection prevention at University of Utah Health, and Dr. Kristin Dascomb, medical director of infection prevention employee health at Intermountain Healthcare, said that the first round of doses will be distributed shortly after the Pfizer vaccine is approved by the Food and Drug Administration. The FDA was to have voted on an Emergency Use Authorization approval for the vaccine on Dec. 10.

Upon FDA approval, high-risk frontline staff like doctors, nurses, technicians and environmental service housekeeping workers close to COVID-19 patients will get the first round of doses, Mayer and Dascomb explained.

“It’s just so incredibly important to make sure that we keep our healthcare systems intact and able to care for the most vulnerable in our populations,” Mayer said. “We’re really targeting those healthcare personnel that have been on the frontline taking care of our COVID patients since March.”

sPower joins leading renewables platform

Salt Lake City’s sPower, an independent renewable energy power producer, has announced an agreement by the company’s owners, the AES Corp. of Arlington, Virginia, and Alberta Investment Management Corp. (AIMCo) of Edmonton, Alberta, Canada, to merge sPower with AES’s U.S.-based clean energy development business. AES’s wholly owned clean energy development business includes AES Distributed Energy and a wind development team formerly part of Advance Energy.

A press release from sPower said the merged business will represent one of the top renewables growth platforms and be focused on accelerating the safe, reliable transition to cleaner energy solutions in the U.S. As states, communities and organizations of all types make commitments and plans to reduce their carbon footprints, renewables are on track to be the fastest-growing source of electricity generation in the U.S. in 2020, sPower said. “The merged sPower and AES clean energy business will work with its customers to co-create and deliver the smarter, greener energy solutions that meet their needs, including 24/7 carbon-free energy.”

“Our experience working with AES has shown that they are a world leader in delivering on customers’ sustainable energy needs, and the formation of this new renewables platform in the

U.S. will take that capability to an even higher level,” said Ryan Creamer, CEO of sPower. “On behalf of our clients and consistent with our investment mandate, we are excited about the value the next phase of our partnership will bring to our many stakeholders.”

“The merged renewables platform will bring together sPower’s and AES’ differentiated capabilities in solar, wind and energy storage to accelerate our customers’ energy transitions,” Creamer continued. “The leading renewables platform that sPower is today is a testament to the hard work of our

people and the partnership we’ve had in place with AES and AIMCo. As sPower merges with AES’ clean energy business in the U.S., we look forward to continuing to power our customers’ energy transitions in ways that also benefit the communities we operate in and our industry. I am excited to help transition the team to AES by the end of the year.”

“We share our customers’ commitments to a more sustainable energy future. Together, we can create a safe, resilient and carbon-free grid,” said Andrés Gluski, AES president and CEO.

MeridianLink acquires TazWorks

MeridianLink, a Costa Mesa, California, provider of cloud-based software solutions for financial institutions, has acquired Draper-based TazWorks. TazWorks is a technology company that offers a turnkey background screening platform to organizations that provide those services, including its TazWorks Software and TazCloud screening platform.

“It is exciting to bring two leading technology innovators together to help organizations streamline their screening and credit reporting processes,” said Nicolaas Vlok, CEO of MeridianLink. “TazWorks forms the perfect complement to our Mortgage Credit Link business, enabling MeridianLink to provide the consumer re-

porting agency community with a better and more enriching experience.”

“We are confident the deep collective [consumer reporting agency] experience of our two amazing organizations, coupled with MeridianLink’s investment, will accelerate TazWorks’ product development and roadmap,” said Barton Taylor, CEO and founder of TazWorks. “This acquisition will allow increased innovation within screening technology and further development will provide a faster delivery of these products to the industry.”

The acquisition of TazWorks is expected to be finalized soon. Financial details were not disclosed.

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Succeeding in Your Business

Business partners gone wild: Case No. 448

“Two years ago, my wife’s brother and I decided to start up a local taxi service (it’s a small town, well off the radar screens of Uber and Lyft). We set up a limited liability company (LLC) for the business. Because of some credit problems I had in the past, the city wouldn’t give us the medallion to operate the taxi service if I was a member of the LLC. So we made my wife 50 percent owner of the business, with my wife’s brother owning the other 50 percent.

“The business has done really well, so well that it’s totally gone to my brother-in-law’s head. He thinks it’s HIS business, even though my wife does all the books and I’m driving cabs just as much as he is. Last week we learned that he re-registered all of our taxicabs in his own name, shut down the LLC checking account and opened a new LLC checking account at another bank with him as the only authorized signature. He’s totally out of control. How can we get rid of him?”

There’s an old saying that says, “The road to hell is paved with good intentions,” and here’s a classic example. As I’ve said before in this column, nothing — and I mean NOTHING — will keep a business owner awake at night like when a partner goes over to the dark side and starts doing weird stuff without his or her knowledge.

Your first mistake was setting up the LLC as a 50/50 partnership between your wife and her brother. With only 50 percent of the voting power, your wife cannot legally overrule her brother’s crazy behavior. She should have been given 51 percent or more of the membership interests so her brother couldn’t do any of this stuff without her consent.

Putting your wife in as the 50 percent member also puts her in an incredibly awkward position, emotionally speaking. She loves you, of course, but this is her brother we’re talking about. You’re asking her to take sides, which certainly cannot be easy for her. You should not have assumed she will always see things your way.

In legal terms, your wife and her brother are deadlocked, meaning the LLC is stymied and cannot do anything because the owners can’t see eye to eye. At this point, you and your wife have four options:

- You can offer to buy her brother out.
- You can sue her brother.
- In most states, you can petition your state court to dissolve the LLC and divide up the assets between her and her brother.
- She can offer to sell her 50 percent ownership stake to her brother.

None of these solutions are perfect.

Buyout. Once someone becomes your business partner, the only way you can legally get rid of him is to buy him out. When you set up this LLC, you should have gotten her brother to sign a “buy-sell” agreement, which would have permitted your wife to buy him out at a pre-established price in the case of a deadlock. The time to get an agreement like this is when everybody likes each other and nobody’s thinking about getting divorced. In the words of Carole King, “It’s too late, baby/ Now it’s too late.”

Lawsuit. The actions your brother-in-

law took to gain control of the business clearly breached his fiduciary duty to the LLC as a 50 percent owner. You can sue him for that (or threaten to sue in the hopes he will see the error of his ways). Keep in mind, though, that it will probably take months, if not years, and tens of thousands of dollars in legal fees before you get the judgment you deserve.

Dissolution. In most states, when an LLC is deadlocked, an aggrieved member can ask the state courts to dissolve the LLC and divide up the assets. The trouble here is that your medallion, or license to run

a taxicab service, probably cannot be split in two. You will have to present a compelling case to the court so the judge awards the medallion to your wife, rather than her brother.

Selling Out. Since your brother-in-law now controls the LLC’s assets and “possession is nine-tenths of the law,” there may be no alternative but to have your wife sell her 50 percent stake to her brother and let him run the show. Since your brother-in-law probably doesn’t have enough cash to pay fair value for your wife’s share, consider offering him a royalty arrangement in which he pays a small amount upfront and then a percentage of his monthly gross sales (usually 10 percent to 25 percent) each month over the next three


to five years. It’s not perfect, but in a situation like this, it’s probably the only cost-effective option. You will have to get your brother-in-law’s attention, either by threatening to sue him or threatening to shut him out of the family in some way, before he will agree to a buyout. That won’t be easy — or pleasant.

For more information, see my YouTube video “Keeping Lawsuits at Bay.”

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

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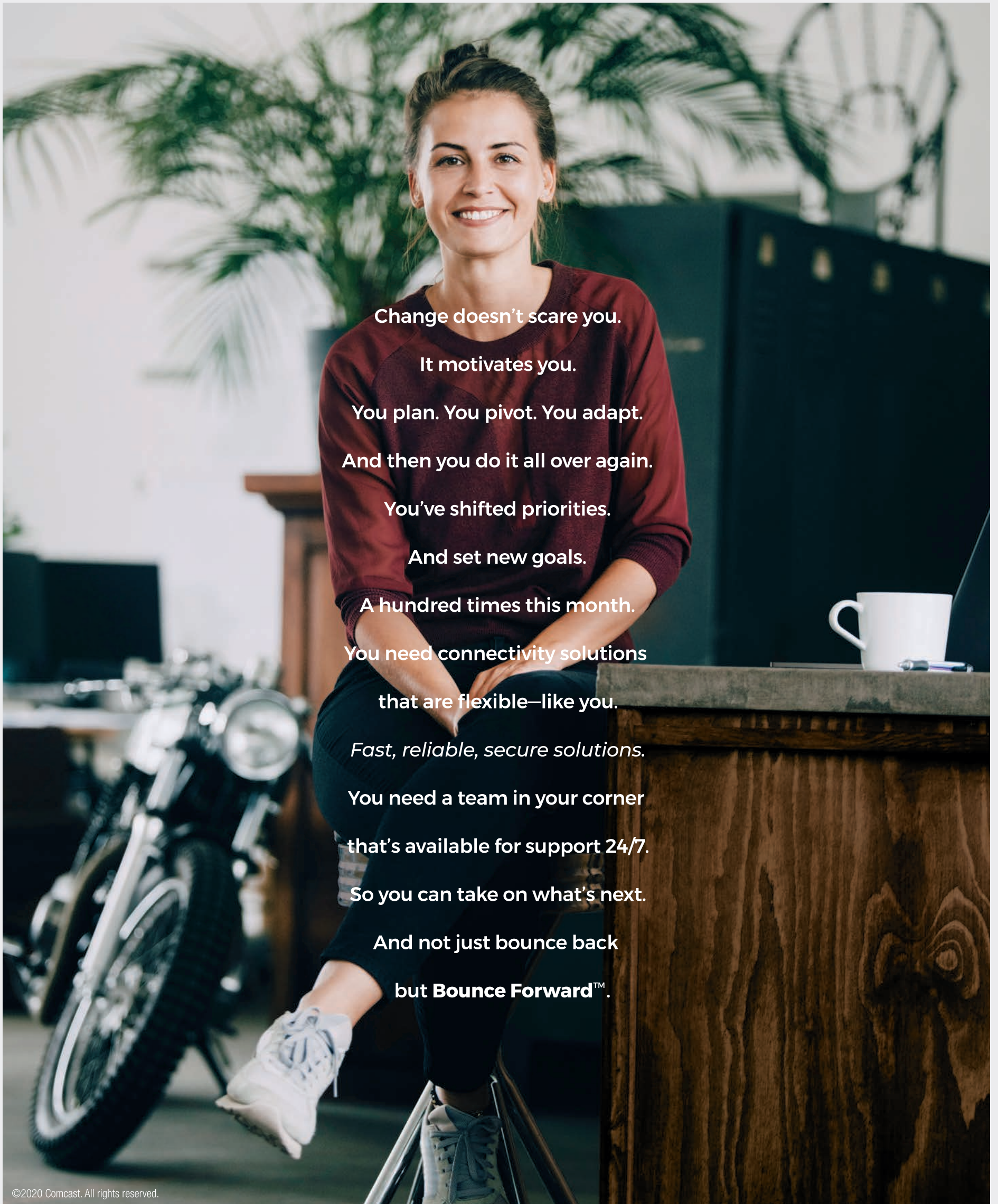
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COMCAST **BUSINESS**

Industry Briefs

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

ACCOUNTING

• **BKD CPAs & Advisors** has selected **Jeff Ronsse** as North Region managing partner, effective June 1. Ronsse succeeds **Abe Cole**, who was selected as BKD's next chief operating officer. Ronsse has served as instructor at multiple BKD internal trainings, as an accounting and auditing director for the Oklahoma practice, and most recently as managing partner of BKD's Colorado-Salt Lake City practice.



Jeff Ronsse

BANKING

• **Bank of Utah**, Ogden, has hired **Randy R. Hahn** as a vice president senior trust officer and personal trust manager. He will manage the personal trust department in the bank's City Creek Banking Center in Salt Lake City, with the Dec. 31 retirement of **Lisa K. Mariano**. Hahn has more than 20 years of experience as a trust professional and has worked for top financial institutions in the U.S., including as senior fiduciary officer, supervisor and compliance manager for Oxford Financial Group Ltd. in Indianapolis; senior vice president, senior trust officer and trust department manager for Herring Bank in Amarillo, Texas; senior vice president and trust department manager for First American Bank of New Mexico; and president and senior trust officer for Belmont Trust in Dallas. Hahn earned a bachelor's degree from Brigham Young University and a J.D. degree from the University of Utah S. J. Quinney School of Law. Mariano started at Bank of Utah in 2013 as a vice president and trust officer and later became vice president and personal trust manager. She previously served as vice president and senior trust officer for both Key Bank and Wells Fargo. Her education includes an MBA from the University of Phoenix and a bachelor's degree from the University of Utah.



Randy Hahn

• The board of directors of **Altabancorp**, American Fork, has authorized a share repurchase program for up to 940,000 shares, which represents approximately

5 percent of the company's outstanding shares as of Nov. 15. The repurchase plan effectively represents a renewal of the company's prior repurchase plan that lapsed Sept. 30. The repurchase plan remains in effect through Nov. 30, 2021. Altabancorp is the bank holding company for Altabank, which has 26 branch locations in Utah and Idaho.

• **Galileo**, a Salt Lake City-based company focused on card issuing, virtual card solutions and digital banking, has appointed **Seth McGuire** as chief revenue officer. He is responsible for expanding Galileo's business relationships and scaling marketing and business development functions for additional growth. Prior to joining Galileo, McGuire was president and chief operating officer at Backbone PLM. Earlier, he spent nearly six years at Twitter in senior and management positions, including managing Twitter's data and enterprise solutions business.



Seth McGuire

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CONTESTS

• The application deadline for the **Utah Entrepreneur Challenge** is Feb. 8 at midnight. All college students in Utah may participate in the business model competition provided by the Lasonde Entrepreneur Institute and sponsored by Zions Bank. Applicants have a chance to win \$60,000 in cash and prizes. Details are at <https://lassonde.utah.edu/uec>.

CORPORATE

• **Aaron's Holdings Inc.** has completed its spin-off of its Aaron's Business Segment and changed its name to **PROG Holdings Inc.**, based in Salt Lake City. PROG began operating as a standalone business following the spin-off. It began "regular-way" trading on the New York Stock Exchange

on Dec. 1 under the ticker symbol PRG. Under the terms of the spin-off of the Aaron's Business segment, Progressive shareholders of record as of the close of business Nov. 27 received one share in The Aaron's Co. Inc., the new company that will operate the Aaron's Business segment going forward, for every two shares of Progressive common stock held by them. Progressive completed the distribution of Aaron's common stock to its shareholders Nov. 30. PROG provides lease-purchase solutions through more than 30,000 retail partner locations and operates Vive Financial, a provider of a variety of second-look credit products that are originated through federally insured banks.

ECONOMIC INDICATORS

• **St. George** is ranked No. 10 and **Salt Lake City** is No. 18 in a list of the "most dynamic metropolitans" in the U.S., out of 375 on the list compiled by **Heartland Forward**, a think tank focused on economic renewal in the middle of the country. Salt Lake City moved up 53 spots from No. 71 last year. Salt Lake City is featured in the report for its educated workforce, entrepreneurial culture and research university. The index incorporates various metrics, including job growth, average annual earnings, GDP gains, total jobs at new businesses, and educational attainment. Midland, Texas, was ranked No. 1.

ENERGY/ NATURAL RESOURCES

• The **Trump administration** has disbursed more than \$8 billion from fiscal year 2020 energy production on offshore areas and federal and American Indian lands. It includes \$53.9 million in Utah.

GOVERNMENT

• **Salt Lake County** has hired **Jevon Gibb** as its economic development director. He will lead Salt Lake County's economic development team in regional collaboration and economic strategy to support economic recovery and long-term economic development opportunities that address continued growth. Gibb, a military veteran, brings a wide breadth of business experience and economic knowledge, from deployed service in Afghanistan as an attorney in the U.S. Navy to problem-solving for local businesses.



Jevon Gibb

HEALTHCARE

• **CenExel Clinical Research**, a Salt Lake City-based provider of medical and scientific support in the design and execution of clinical trials, has hired **Judith Montero** as director of clinical assessments. Montero will work closely with raters personnel at all CenExel Centers of Excellence to ensure the highest quality of ratings scales and assessments are performed in psychiatric, pain and neurology trials, the company said. Prior to entering the pharmaceutical industry in 2002, she worked in a multidisciplinary clinical setting providing psychological services and conducting neuropsychological assessments to heterogeneous populations. She has nearly 20 years of experience in the clinical research industry, including at Syneos Health.



Judith Montero

• **Carterra Inc.**, a Salt Lake City-based company focused on antibody screening and characterization, has announced that **Joseph D. Keegan** has been appointed as executive chairman of the board of directors. Keegan has been a member of Carterra's board for the past five years and has over 30 years of experience leading public and private life science platform companies, including serving as CEO of ForteBio Inc. and Molecular Devices Corp. He currently serves on a number of boards of directors, including those of Bio-Techne and Interpace Biosciences.

HOSPITALITY/FOOD SERVICE

• **AC Hotel Park City**, owned by **Ensign Hospitality**, has opened. Part of AC Hotels by Marriott, the design-driven hotel brand from Marriott International, the 100-room hotel is designed to combine a small-town lodge feel with elegant, comfortable rooms and sleek, modern amenities. AC

Hotels has more than 155 hotels in more than 20 countries and territories. Ensign Hospitality LLC develops, owns and operates hotel properties throughout Utah.

INVESTMENT

• **Red Door Capital Partners LLC**, a Salt Lake City-based independent private equity firm, has hired **Mike Warren** as executive vice president of strategy and partnerships. He will oversee all relationships with the investment advisor and family office communities.



Mike Warren

Warren will also be member of the Investment Committee and Deal Flow review team, working directly with issuers and their executives.

NONPROFITS

• **Rob Moore**, CEO of Big-D Construction, Salt Lake City, has been appointed to the Board of Trustees of the **Economic Development Corporation of Utah**. The board consists of 37 business and community leaders throughout Utah who bolster the state's economic development. Big-D has grown from \$2 million to over \$2 billion in revenues since Moore joined the company in 1976. EDCUtah is a private, nonprofit economic development organization specializing in corporate recruitment, economic research, site selector marketing, and community development. It is a partner of the Governor's Office of Economic Development for corporate recruitment.



Rob Moore

see BRIEFS next page

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Industry Briefs

from previous page

PHILANTHROPY

• **Utah First Credit Union**, Salt Lake City, in association with **The Community Volunteers of Utah**, will provide new shoes to more than 1,000 Utah children during the holiday season. Utah First has been providing children with shoes for 25 years through its “Warm the Soles” program. Utah First works closely with area schools and other local nonprofits in identifying children in need who can benefit from a new pair of shoes. Utah First and its members’ donations are combined with grants from the **Walmart Foundation** and local **Sam’s Club** stores. Once wrapped and tagged, the shoes will be delivered to children at several locations throughout Salt Lake City, including the **Guadalupe School**, **Bennion and Whittier elementary schools**, **The Volunteers of America’s Homeless Youth Resource Center**, the **Boys and Girls Clubs** and **The Road Home**. Details are at www.UtahFirst.com.

• **Purple Innovation LLC**, a Lehi-based manufacturer of comfort products, has announced it will donate 10 percent of net proceeds from sales of its Kid Collection on Giving Tuesday, Dec. 1, to the **Precious Dreams Foundation**, which provides bedtime comfort to children in foster care and homeless shelters. Items include blankets, pillows, plush toys, pajamas, socks and books. The foundation will deliver the comfort items, called Comfort Drops, throughout the holiday season to shelters and centers across the United States. In addition to donations from Kid Collection sales, Purple will be participating in a number of

Giving Tuesday Comfort Drops and Purple mattress donations to shelters in Atlanta; Austin; Compton, California; and Salt Lake City.

• The **Jordan Education Foundation**, **South Jordan Chamber** and **Walmart South Jordan** recently hosted the seventh annual “Christmas for Kids” fundraiser designed to provide 450 middle and high school students in the **Jordan School District** with Christmas gifts. This year, volunteer shoppers did not shop in-person with students as in years past. Instead, volunteer shoppers were given a list of their student’s needs and shopped Dec. 7 using a gift card provided by Jordan Education Foundation through community and business donations.

• **Walker Edison**, a provider of ready-to-assemble furniture, recently donated 50,000 masks to **Jordan Education Foundation**. The donated masks are high-quality, reusable and adjustable.

• The **Delta Dental Community Care Foundation** has announced it is giving \$25,000 to the **Utah Food Bank**. This announcement was made on Giving Tuesday. The donation and matches could ultimately provide 207,000 meals for Utahns facing hunger. The Utah donation is part of \$2.5 million in funding from the foundation to food banks across 15 states and Washington, D.C., in addition to \$11 million in previously awarded grants in response to COVID-19. Foundation support in 2020 totals nearly \$15 million, including nearly \$225,000 to nonprofits in Utah.

• **Mountain America Credit Union** and the **Utah Jazz** are asking Jazz fans to nominate charities for the 2020-2021 “Pass it Along” program, which will

award \$5,000 each to five local nonprofits and be featured during a Jazz TV broadcast during the season. The program is in its eighth year, donating \$180,000 so far. Nominations can be made at <https://www.nba.com/jazz/passitalong>.



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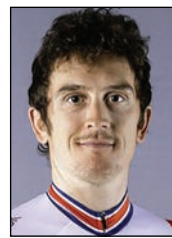
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PRODUCTION

• **Amp Human**, a Park City-based human performance company, has added British Olympian and Tour de France champion **Geraint Thomas** to its athlete roster and investor list.



Geraint Thomas

The partnership marks a two-year agreement that will see Thomas as an active advisor to Amp Human as it expands its human performance portfolio. Thomas also will be a shareholder in the early-stage company. Thomas was an early adopter of Amp Human’s flagship product, PR Lotion, and has been a supporter of the company’s vision since its inception in 2018, the company said.

RECOGNITIONS

• **Comcast Corp.** has announced the first round of award recipients under the **Comcast RISE** award program. More than 700 businesses will receive consulting, media and creative production services from Effectv, the advertising sales division of Comcast Cable, or technology upgrades from Comcast Business, based on the specific needs. This includes five black-owned small businesses in Utah. Comcast RISE launched in October to help strengthen small businesses hard hit by COVID-19. It opens eligibility to include black-, indigenous- and people of color-owned small businesses. Utah recipients are **Caribbean Nightingale LLC**, Provo; **Chef**

Jean-Roody LLC, Salt Lake City; **Isha Esthetics**, Murray; **ManCave Barbershop**, Layton; and **Pretty Please Teethers LLC**, West Haven.

• **Michael Welch**, who began his career as an intern in Salt Lake City and currently works as general manager for the TAC Air-APA FBO in Denver, has been selected to the 2020 “Top 40 Under 40” list of aviation leaders by *Airport Business* magazine. The list showcases the top talent and leading thinkers in the aviation industry who are driving success and innovations for the future. The list is compiled by members



Michael Welch

of the *Airport Business* staff. TAC Air is an aviation ground services company. Welch spent many years as a line service technician in Salt Lake City and line service manager at TAC Air-APA in Denver. He was then promoted to lead TAC Air-BDL as general manager and in 2020 moved to the general manager role at the TAC Air-APA FBO at Centennial Airport in Denver.

SCHOLARSHIPS

• The family of the late **Erin Valenti**, a local entrepreneur, recently partnered with the **Lassonde Entrepreneur Institute** at the University of Utah’s David Eccles School of Business to establish the **Erin Valenti Women in Entrepreneurship Scholarship** starting in the 2020-21 academic year. The scholarship fund was initiated by donations from Valenti’s family, friends and supporters, who gave more than \$100,000 to honor her legacy as a tech entrepreneur and advocate. This money and future donations will be held in an endowment to provide annual scholarships to promising female entrepreneurs at the University of Utah. Valenti died unexpectedly in 2019 at the age of 33. Among her accomplishments, Valenti was the founder and CEO of Tinker, a product development agency and venture studio, and was actively involved with Utah’s Women Tech Council and founded SLC Tech Startups, a

professional networking group in Utah. The first of these scholarship recipients received awards for the 2020-21 academic year: **Justine Nguyen**, a first-year, pre-business major; **Sydney Hewitt**, a first-year, pre-business major; and **Ella Bachorowski**, a first-year, pre-design major.

SERVICES

• **Mariner Wealth Advisors**, a Kansas-based wealth advisory firm, has opened an office in Salt Lake City. It is the company’s 42nd office and 26th state. **Mark Dickamore**, senior wealth advisor, opened the new office under the guidance of **Eddie Dulin**, managing director of the firm’s Scottsdale, Arizona, location. Dickamore specializes in customizing wealth management solutions for clients, integrating trust services and estate planning,



Mark Dickamore

personal insurance solutions and retirement planning, and servicing the niche client base of academia professionals. He has 16 years of experience in assisting high-net-worth individuals.

TECHNOLOGY/ LIFE SCIENCES

• **SmartSearch**, an ID check and “know your customer” SaaS software firm, has opened its first office in the U.S. in Lehi. The company said the office will enable the company to make greater inroads into the U.S. market and protect more firms against fraud.



Chad Rawlings

The office will be led by national sales director **Chad Rawlings**. It will import the technology and expertise directly from the United Kingdom to make the technology available and affordable to protect U.S. businesses, the company said. In the UK, SmartSearch serves more than 4,500 client firms and around 40,000 users with national and international compliance checks.



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Legal Matters

The vaccination is here: As a business owner, should I require staff to take it?

Officials with the Utah Department of Health have ordered the first batch of COVID-19 vaccines for the state and expect to roll out the first round of vaccinations — which will require two doses — around Dec. 15. According to officials, the vaccine will be rolled out in three phases and they are currently assessing who should receive the vaccine after healthcare workers and assisted living staff and residents. As things stand currently, sufficient supplies of the vaccine may arrive so that vaccinations are open to the general public as early as May or July 2021.



KATHLEEN
WERON

In Utah, there is no plan for a state-wide COVID-19 vaccine mandate. However, in anticipation of the vaccination's arrival, employers have begun considering what this means for their workforce and whether they will require employees to get the vaccination when it is ready. But, can an employer require mandatory employee vaccinations as a condition of employment? The short answer is "perhaps," but with exceptions, and even then employers may want to consider the impact a mandate may have on their workforce. Utah is an at-will state, which means private employers can set health and safety work conditions. An employer could require employees to be vaccinated or face termination for their refusal to do so. However, employees who have a disability or underlying medical condition, or who object on sincerely held religious belief, may fall under statutory exceptions.

Under the Americans with Disabilities Act (ADA), vaccinations and health screenings are "medical examinations." Therefore, the vaccination must be job-related, consistent with business necessity or justified by a direct threat, no broader or more intrusive than necessary, for the vaccination to be lawful under the ADA. This is why some jobs, such as healthcare providers, schools, nursing homes and employers that work with high risk populations, can customarily require mandatory vaccinations.

In March 2020, the Equal Employment Opportunity Commission (EEOC) declared COVID-19 a pandemic and a direct threat. As a result, the EEOC carved out some early exceptions under the ADA, including allowing an employer to ask employees about medical symptoms or requiring workplace temperature testing. Thus far, the EEOC has yet to issue specific guidance on COVID-19 vaccinations. In 2009, in response to the H1N1 flu pandemic, the EEOC issued guidance stressing that an employer considering a mandatory vaccination policy must comply with the ADA and Title VII. The EEOC will likely issue the same guidance in response to mandatory COVID-19 vaccinations. Thus, an employee may be entitled to an exemption from the mandatory vaccine requirement based on an ADA disability that prevents the employee from taking

the vaccination or sincerely held religious beliefs.

To comply with the ADA, if an employee claims to have a disability and refuses the COVID-19 vaccination, an employer must engage in the "reasonable accommodation" interactive process with the employee. Through this process the employer must offer an accommodation unless doing so would place an "undue hardship" on the employer or the employee poses a "direct threat" to the health and safety of others, such as working with vulnerable populations, but even this exception for high-risk settings is not a guarantee. Exempting the employee from the employer's mandatory vaccination requirement may be a reasonable accommodation, of course, depending upon the circumstances of the job, busi-

ness necessity and or direct threat to the health and safety of others. Other reasonable accommodations may include allowing an employee refusing the vaccination to work remotely, requiring protective personal equipment, such as a mask in the workplace, or adjusting the employee's duties to minimize risk of transmission. Currently, under guidance issued by the EEOC in March 2020, before release of the vaccine, the EEOC recommended that ADA-covered employers (that is, employers with 15 or more employees) should consider simply *encouraging* employees to get the vaccine rather than *requiring* them to take it.

Similarly, under Title VII of the Civil Rights Act of 1964, once an employer receives notice that an employee's sincerely held religious belief, practice or observance

prevents them from taking the vaccine, the employer must provide a reasonable accommodation unless it would pose an undue hardship as defined by Title VII ("more than *de minimis* cost" to the operation of the employer's business, which is a lower standard than under the ADA).

Aside from ADA and Title VII religious belief issues, employers must carefully weigh liability issues potentially associated with a mandatory vaccination requirement. Employer liability could arise if the vaccine goes sideways and creates harm to the employee. That may give rise to a workers' compensation claim against the employer. An employer can-

see **VACCINE** page 13



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Calendar

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

Dec. 14, 10-11 a.m.

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

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>.

Dec. 15, 8:30-10 a.m.

“COVID Vaccine Roll-Out for Utah: How Does That Affect Business?” part of the a South Valley Chamber’s “In The Know” Series. Rich Lakin, immunization program manager at the Utah Department of Health, will share the plan to roll out the vaccine. Kathleen Woren, employment law attorney at Manning Curtis Bradshaw & Bednar, will discuss dos and don’ts as it relates to employees and customers. Event takes place online. Free. Registration can be completed at Eventbrite.com.

Dec. 15, 11 a.m.-1 p.m.

Business Alliance Holiday Party, a Davis Chamber of Commerce event. Location is The Canterbury Place, 197 E. 500 S., Bountiful. Free. No RSVP required. Details are at davischamberofcommerce.com.

Dec. 15, noon-1 p.m.

“Doing Business in Russia,” presented by World Trade Center Utah, in partnership with Swattage and RP Group International. Speakers are Aleksandra Efimova, owner and founder of RP Group International, Russian Pointe and FLX; and Dale Richards, owner of Swattage, the Software Innovation Lab. Registration can be completed at https://us02web.zoom.us/join/9tJtG_9P9_A.

[zoom.us/webinar/register/WN_nN7nL5ISRmOkJytG_9P9_A](https://us02web.zoom.us/join/9tJtG_9P9_A).

Dec. 15, noon-1 p.m.

Business Success Academy Workshop, presented by the Zions Bank Business Resource Center. Presentation is “Inside Secrets to Funding Your Business.” Event takes place online. Free, but reservations are required. Details are available by calling (801) 844-7900 or emailing utresources@zionsbank.com.

Dec. 16, 8-10 a.m.

M.A.C.H. Speed Networking, a Murray Area Chamber of Commerce event that takes place online via Zoom. Free. Details are at murraychamber.org.

Dec. 16, 8:30-9:30 a.m.

Summit Speaker Series, an extension of the Utah Outdoor Recreation Summit and presented by the Utah Office of Outdoor Recreation, in partnership with Snowsports Industries America (SIA), the Economic Development Corporation of Utah (EDCUtah) and the Utah Outdoor Association (UOA). Topic is “The Economics of Dark Sky Communities.” Speakers are Aubrey Larsen, Community Development Office; Cassidy Jones, National Parks Conservation Association; Flint Timmins, Utah Office of Tourism; and Crystal White, Friends of Arches and Canyonlands Parks. Event takes place online. Free. Registration can be completed at Eventbrite.com.

Dec. 16, noon-1:30 p.m.

“Solve the Business Puzzle: Playing with Canva,” a Women’s Business Center of Utah event. Presenter is Debbie Drake, program director at the Women’s Business Center of Utah. Event takes place online via Zoom. Free. Details are at wbcutah.org.

Dec. 16, 3:30-5 p.m.

“Business Connections,” a ChamberWest event that takes place online. Registration is required. Free. Details are at chamberwest.com.

Dec. 16, 5:30-6:30 p.m.

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

Dec. 16, 5:30-6:30 p.m.

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

Dec. 17, noon-1 p.m.

“Tools for a New Year: Goal-Setting and Using Staffing Agencies as a Resource,” presented by the Utah State Office of Rehabilitation-Business Relations and focusing on setting “SMART” (Specific, Measurable, Achievable, Realistic and Timely) goals. Event takes place online. Free. Registration can be completed at Eventbrite.com.

Dec. 17, 6-7 p.m.

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

Dec. 24, 5:30-7 p.m.

Chamber Mixer, a West Jordan Chamber of Commerce event. Location to be determined. Cost is \$5 for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

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

Coffee Connection, a Holladay Chamber of Commerce event. Event takes place online (check Facebook for details and Zoom link). Details are at holladaychamber.com.

Jan. 7, 7:30-9 a.m.

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

Jan. 7, 1:30-2:30 p.m.

“Salt Lake Chamber-Business Live!” a virtual networking event. Free for members, \$10 for nonmembers. Details are at slchamber.com.

Jan. 7, 6-8 p.m.

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

Jan. 12-Feb. 4

PMP Certification Exam Prep, a Salt Lake Community College Employee Development Workshop taking place on Tuesdays and Thursdays, 8 a.m.-noon. This intermediate course prepares participants to successfully pass the PMP exam by reviewing the concepts and principles of project management. Students will study project management methods in accordance with PMI requirements and a syllabus to study for the

new 200-question 2021 PMI PMP examination. Location is SLCC’s Miller Campus in Sandy. Cost is \$1,350. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

Jan. 12, 8 a.m.-4 p.m.

“Time Management,” part of the Salt Lake Community College Frontline Leader Workshop Series. Participants will analyze and explore strategies to use their resources of time and energy more efficiently and effectively. 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>.

Jan. 12, 8 a.m.

Speaker Series, an ACG (Association for Corporate Growth) Utah event. Speaker is Jeremy Pope of KNS International. Event takes place online via Zoom. Free for members, \$10 for nonmembers. Details are at www.acg.org/utah.

Jan. 12, noon-1 p.m.

“Business Essentials,” part of the Small Business Management Series presented by the Cedar City Chamber of Commerce and the Women’s Business Center of Utah. Six topics will be presented each quarter. Remaining presentations are “Start Smart” on Jan. 26, “Accounting Essentials” on Feb. 9, “Product Analysis” on Feb. 23, “Pricing Your Product or Service” on March 9, and “Marketing/Branding” on March 23. Cost is \$50 per quarter. Events take place online via Zoom. Details are at wbcutah.org.

Jan. 13, 7:30-11 a.m.

“Effective Public Speaking,” 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.

Jan. 14, 5-7 p.m.

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

Jan. 14, 6-8 p.m.

“Business Essentials,” a Small Business Development

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

Jan. 19, 8 a.m.-4 p.m.

“Time Management,” part of the Salt Lake Community College Frontline Leader Workshop Series. Participants will analyze and explore strategies to use their resources of time and energy more efficiently and effectively. Location is SLCC’s Westpointe Campus in Salt Lake City. Virtual participation is also available. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

Jan. 20, 8-10 a.m.

M.A.C.H. Speed Networking, a Murray Area Chamber of Commerce event that takes place online via Zoom. Free. Details are at murraychamber.org.

Jan. 21, 1:30-2:30 p.m.

“Salt Lake Chamber-Business Live!” a virtual networking event. Free for members, \$10 for nonmembers. Details are at slchamber.com.

Jan. 26, noon-1 p.m.

“Start Smart,” part of the Small Business Management Series presented by the Cedar City Chamber of Commerce and the Women’s Business Center of Utah. Six topics will be presented each quarter. Remaining presentations are “Accounting Essentials” on Feb. 9, “Product Analysis” on Feb. 23, “Pricing Your Product or Service” on March 9, and “Marketing/Branding” on March 23. Cost is \$50 per quarter. Events take place online via Zoom. Details are at wbcutah.org.

Jan. 27, 7:30-11 a.m.

“Attracting, Engaging and Retaining Talent,” 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.

Jan. 27, noon-1 p.m.

“Developing Leaders for Sustained Performance,” the second installment of a leader

Nine habits that cause us unnecessary trouble in a business setting

Most of us are talented at excusing personal habits as trivial idiosyncrasies or minor infractions. Yet, they can come together to form a clear picture of who we are in the eyes of others.

Here are nine habits, among many others, that we can easily overlook or ignore. However, if we do, they can cause us unnecessary trouble, both personally and professionally:

1. Winging it. What is it? It's assuming we're so smart or experienced that we don't need to prepare for a presentation. It starts out innocently. We run out of time and decide to "wing it." Before long, it's a habit. By then, we've convinced ourselves that we're getting by with it. Don't kid yourself. Everyone knows — customers, prospects, co-workers and the boss.

2. Thinking we're indispensable. "Which of us can resist the temptation of being thought indispensable?" wrote Margaret Attwood. When leaving to take a new job, some want to think

they're leaving a hole that can't be filled. But, as Dene Ward notes in *Medium's the Ascent*, "The reality is that every organization can survive a departure, unless you are a sole proprietor!" It's much better to leave a legacy of quality performance and training a capable replacement.

3. Missing deadlines. No matter the task or assignment or how much pressure is put on some people, they're still late, even though they may be bright, capable workers. Missing deadlines can be a form of job protest, like slowing down a production line. A better way is to establish credibility by being on time and then speaking up. Others are more likely to listen.

4. Saying yes but no intention of doing it. It's a good way to get off the hook for the moment, but it comes back to bite us. In the workplace, it's called "task avoidance." Yet, it doesn't solve a problem, it only delays facing it, creating doubt and undermining

personal trust. Even though it may be stressful, many people repeat it throughout their work lives.

5. Not taking time to communicate effectively. A *Fast Company* article states, "Communication was the most commonly required skill in job opportunities posted to the platform in July and August" of 2020. This is no surprise, since tens of millions are working remotely, due to the pandemic. In spite of the available technology — virtual meetings, texting, email, and, of course, the phone — we have become "silos of one." The article points out that four of the top 20 most popular LinkedIn Learning courses "deal directly with communication skills training, and three address a related skill, such as 'Remote Learning Foundations' and 'Learning Personal Branding.'"

6. Not being aware of what's going on around us. "When they were fired, 68 percent of participants noted they were surprised — they had not seen it coming," according to a *Forbes* article. How does it happen? We all see what we want to see and filter out anything that doesn't fit the

picture of ourselves. An employer tells of a 20-year key worker who cried when told the company was closing, even though the information she worked with every day contained obvious clues. She couldn't see them. This is why questioning our thoughts and ideas helps improve awareness.

7. Not having a plan. With so many ways to vote in the recent election, urging everyone to vote wasn't enough, particularly during the pandemic. To make sure our vote would be counted, we were urged to have a plan. That was good advice. As a famous author reminds us, "A goal without a plan is just a wish." And we all know what that means.

8. Ignoring details. With student debt weighing down the future of millions of Gen-Zs and millennials, many claim they didn't understand what they were getting into. Some say they signed contracts without reading them or having a trusted person review them. Now their lives are on hold. If we assume everyone is honest, we can find ourselves in trouble. We believe it when told, "Don't

worry about it. It's all standard boilerplate. Just sign here." As they say, "The devil is in the details."

9. Leaving it until the last minute. Some claim procrastinating makes them more creative. They may be on to something, since the subconscious mind has more time to do its work. Perhaps, but it's also true that quality output doesn't occur with the first pass or initial draft. It requires extra time, for review, additional thought, reworking, and polishing. If that isn't enough, last minute leaves no room for something going wrong. This is also when we hear the excuse, "I didn't have enough time."

There is a long list of other habits that can cause unnecessary trouble. If you take the time to make up your own personal list, you may avoid bothersome problems and move forward faster.

John Graham of GrahamComm is a marketing and sales strategy consultant and business writer. He is the creator of "Magnet Marketing," and publishes a free monthly eBulletin, "No Nonsense Marketing & Sales Ideas."



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CORPORATE FINANCIAL REPORTS

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

Sportsman's Warehouse

Sportsman's Warehouse Holdings Inc., based in West Jordan, reported net income of \$30.5 million, or 68 cents per share, for the quarter ended Oct. 31. That compares with \$10.5 million, or 24 cents per share, for the same quarter a year earlier.

Sales in the most recent quarter totaled \$385.7 million, up from \$242.5 million in the year-earlier quarter.

The company is an outdoor specialty retailer.

"Sportsman's Warehouse continued its exceptional performance in the third quarter of 2020," Jon Barker, CEO, said in announcing the results. "We were extremely pleased with the efforts of associates in all of our facilities as we worked as a team to safely and effectively serve customers, both new and returning."

Same-store sales increased 41 percent during the quarter, compared with a year earlier, "driven by elevated participation in fishing, camping and hunting, and our continued market share gains in firearms," he said.

"We continue to be excited about the expansion of our e-commerce capabilities, with e-commerce-driven sales up over 200 percent from the prior-year period. We are also highly encouraged by the strong visitor traffic on both our website and inside of our stores."

The company opened nine new stores year-to-date in 2020, taking the total Sportsman's Warehouse store count to 111. It also opened its first Legacy Shooting Center, which he said is perform-

ing ahead of expectations.

"We believe we are well-positioned," Barker said, "to continue to capitalize on substantial growth opportunities, including heightened participation in outdoor activities, e-commerce growth and new store expansion to create long-term shareholder value."

HealthEquity

HealthEquity Inc., based in Draper, reported net income of \$1.8 million, or 2 cents per share, for the quarter ended Oct. 31. That compares with a net loss of \$21.3 million, or 30 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$179.4 million, up from \$157.1 million in the year-earlier quarter.

HealthEquity is a health savings account (HSA) non-bank custodian.

"HealthEquity provided another quarter of growth and profitability," Jon Kessler, president and CEO, said in announcing the results. "Our team helped members open over 104,000 new HSAs this quarter, growing membership organically by 11 percent year-over-year, with HSA assets growing by more than \$200 million, or 19 percent year-over-year."

Total accounts held steady at 12.5 million despite \$600,000 commuter accounts being suspended as more participants began working from home due to COVID-19, Kessler said.

"Revenue grew by 14 percent to \$179 million, overcoming a nearly 40 percent decrease in commuter revenue, and adjusted EBITDA (earnings before interest, taxes, appreciation and amortization) grew 10 percent to \$61 million in the quarter, producing a 34 percent margin during the pan-

demic. We are pleased with how quickly the team has adjusted during this time and look forward to finishing this fiscal year strong, positioning us for further growth next year."

Domo

Domo Inc., based in American Fork, reported a net loss of \$22.2 million, or 75 cents per share, for the third quarter ended Oct. 31. That compares with a loss of \$29 million, or \$1.05 per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$53.6 million, up from \$44.8 million in the year-earlier quarter.

Domo is focused on the business cloud.

"In Q3, we achieved strong growth and delivered on the commitment we made at our IPO to grow revenue while getting to cash-flow-positive with the cash we had on hand," Josh James, founder and CEO, said in announcing the results. "This is a huge financial milestone for our company and a result of listening to our customers and building what they need, and having every employee put their hearts and souls into this mission. Our strong results and our improved financial position give us the confidence to invest in the significant growth opportunity in front of us."

ClearOne

ClearOne, based in Salt Lake City, reported a net loss of \$1.3 million, or 7 cents per share, for the third quarter ended Sept. 30. That compares with a loss of \$2 million, or 12 cents per share, for

the same quarter a year earlier.

Revenue in the most recent quarter totaled \$8.4 million, up from \$6 million in the year-earlier quarter.

ClearOne designs, develops and sells conferencing, collaboration and network streaming solutions for voice and visual communications.

"We achieved outstanding sequential and year-over-year revenue growth, thanks to our appealing video products and innovative BMA-based (Beamforming Microphone Array) solutions," Zee Hakimoglu, CEO and chair, said in announcing the results.

"Our revenue growth amidst a global pandemic demonstrates the resilience of our product portfolio. Our wide-ranging suite of audio and video solutions are well-suited for traditional offices as well as the burgeoning work-from-home remote offices."

VACCINE

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not require an employee to waive workers' compensation claims, so a release of liability will not provide the employer any defense.

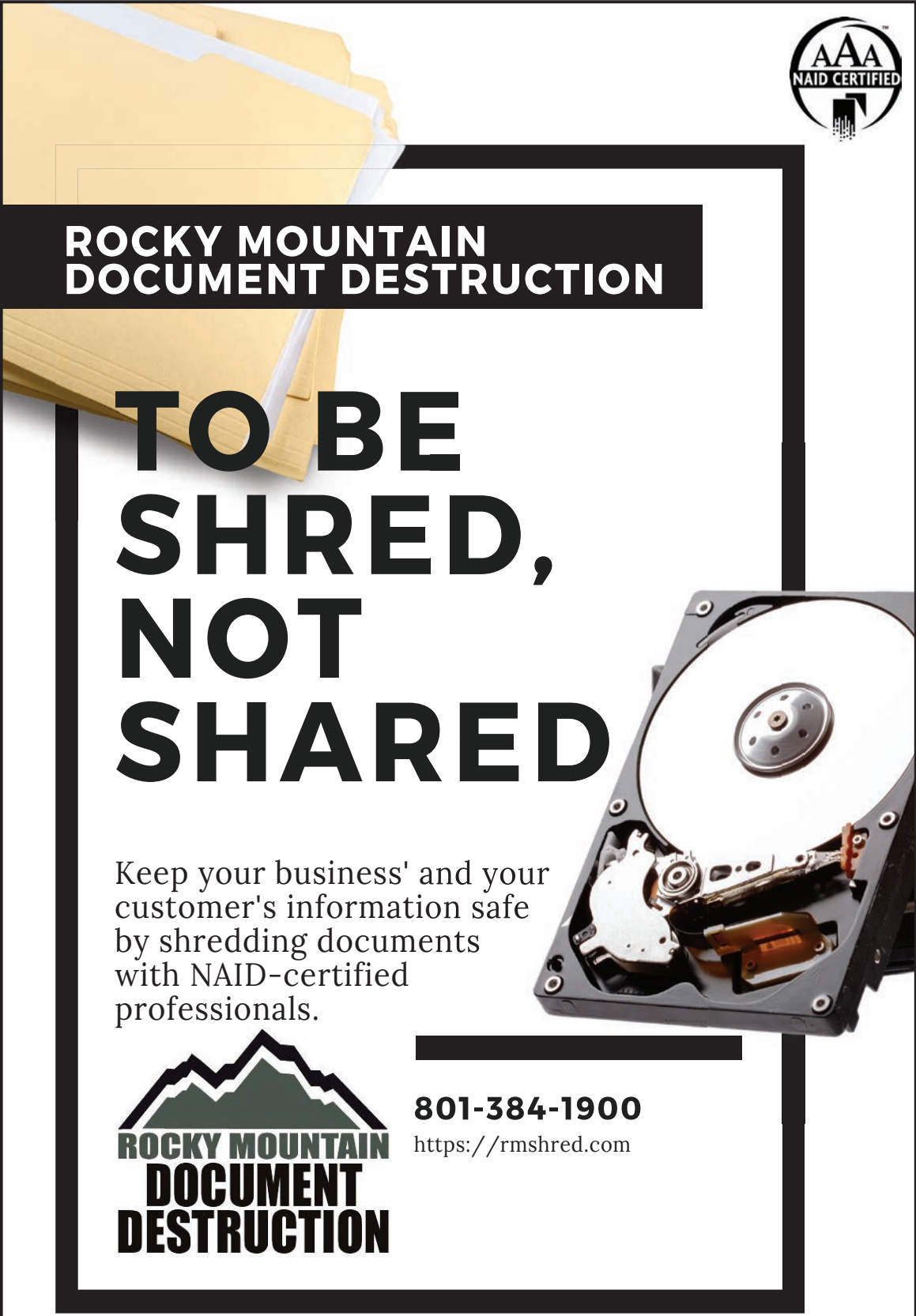
Finally, employers should consider the effect a mandatory vaccination requirement would have on its employee relations. A Gallup Poll published in August 2020 shows that if the FDA approved a free COVID-19 vaccine, at least 35 percent of respondents stated they would not receive the vaccine. This may be for myriad reasons, but employers are wise to understand who their workers are and how they are likely to respond to an employer-directed mandate. Some employees may decide to leave their employ-

ment if mandatory vaccination is required, or if they do reluctantly decide to receive the vaccine, this may generate distrust between the employer and employee.

Although the EEOC has not weighed in on the issue since March, employers should consider encouraging COVID-19 vaccination as opposed to requiring the vaccination, unless there is a bona fide job-related reason consistent with business necessity for mandatory vaccinations in the workplace.

Kathleen Weron is an employment law attorney with Manning Curtis Bradshaw & Bednar PLLC, where her practice focuses on management employment law counseling and employment litigation defense. She graduated from the University of Utah's S.J. Quinney College of Law.






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CALENDAR

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development series presented by Silicon Slopes. Speakers are David Smailes, director of leadership development at CHG Healthcare; and Sheena Blauvelt, head of organizational development at USANA Health Sciences. Event takes place online. Details are at siliconslopes.com.

Jan. 28, 5:30-7 p.m.

Chamber Mixer, a West Jordan Chamber of Commerce event. Location to be determined. Cost is \$5 for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

Jan. 28, 6-7 p.m.

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

Feb. 4, 7:30-9 a.m.

Morning Speaker Series, an Ogden-Weber Chamber of Commerce event. Location is the Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com.

Feb. 4, 1:30-2:30 p.m.

"Salt Lake Chamber-Business Live!" a virtual networking event. Free for members, \$10 for nonmembers. Details are at slchamber.com.

HEMMERT

from page 1

Utah Symphony/Utah Opera, 2019-present; a member of the Utah State Bar, 2007-present; and president/board member of the Sundance Mountain Sports Education Foundation, 2014-16.

Hemmert lives in Orem and has an undergraduate degree in economics, a master's degree in business administration, and a law degree, all from Brigham Young University.

His appointment to the GOED position was among several appointments made recently by Cox and Lt. Gov.-elect Deidre Henderson.

"We've recruited some of the best and brightest Utahns to join us as we strengthen our schools, our rural towns and the overall quality of life here in Utah," Cox said in making the announcements. "We welcome these fine individuals to public service and we're grateful to have them on the team."

Feb. 5, 8-10 a.m.

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

Feb. 9, noon-1 p.m.

"Accounting Essentials," part of the Small Business Management Series presented by the Cedar City Chamber of Commerce and the Women's Business Center of Utah. Six topics will be presented each quarter. Remaining presentations are "Product Analysis" on Feb. 23, "Pricing Your Product or Service" on March 9, and "Marketing/Branding" on March 23. Cost is \$50 per quarter. Events take place online via Zoom. Details are at wbcutah.org.

Feb. 17, 8-10 a.m.

M.A.C.H. Speed Networking, a Murray Area Chamber of Commerce event that takes place online via Zoom. Free. Details are at murraychamber.org.

Feb. 17, 5:45-10 p.m.

2021 Annual Gala & After Party, an Ogden-Weber Chamber of Commerce event. Awards will be presented for Small and Large Business of the Year, Volunteer of the Year, Chairperson of the Year, the Chamber Impact Award, the Sue Westenskow Education Award, the Athena Leadership Award and the Wall of Fame. Doors open at 5:45 p.m. Awards program begins at 6:30 p.m. After party begins at 7:30 p.m. Location is Peery's Egyptian Theater and

Hale has served as GOED's leader since being appointed to the position by Herbert in July 2014, succeeding Spencer P. Eccles, who returned to the private sector. In a farewell message, Hale said Utah was still feeling the effects of the Great Recession when he took over in 2014. "However, our economy was building momentum and, thanks to our amazing business leaders and good public policy, we have become the country's brightest economic star," he wrote.

He commended the work of the GOED team and the GOED board for helping make Utah "an economic juggernaut." He also lauded Herbert for making economic development and education his top priority and being "the state's biggest and best cheerleader."

Hale added that he is confident the state will continue to thrive economically and that he has "full confidence that Gov.-elect Spencer Cox will proudly carry the banner and that Utah's entrepreneurial spirit will continue to thrive and prosper."

Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden. Cost is \$100. Details are at ogdenweberchamber.com.

Feb. 18, 1:30-2:30 p.m.

"Salt Lake Chamber-Business Live!" a virtual networking event. Free for members, \$10 for nonmembers. Details are at slchamber.com.

Feb. 23, noon-1 p.m.

"Product Analysis," part of the Small Business Management Series presented by the Cedar City Chamber of Commerce and the Women's Business Center of Utah. Six topics will be presented each quarter. Remaining presentations are "Pricing Your Product or Service" on March 9, and "Marketing/Branding" on

MANUFACTURING

from page 1

Pacific Venture Partners, serving early- and growth-stage medical device companies, said COVID has created both opportunities and challenges for Utah's manufacturers. One medical device distribution company, she said, would have had to close its doors had it not switched to distributing personal protective equipment (PPE).

"I think the biggest challenge of 2021 is going to be to predict where the trends will go," Chen said. "The unpredictability of COVID and what it's going to bring is sort of like looking into a crystal ball and figuring out, well, what's the next manufacturing trend related to PPE or medical devices that we would be able to jump on now and be just-in-time-for for 2021?"

Johnny Ferry, vice president of business development for Honeyville, a co-manufacturer of branded consumer dry goods, said many of his company's projects in March were "in incubation," including those that normally take six months to two years to complete. But companies relying on Honeyville suddenly wanted projects in production immediately while also boosting the number of their projects.

"I think those [manufacturers] who are in that mode and succeeding are those who have been able to respond and be dynamic and flexible with the demand that either is there suddenly or has dropped off and then you swerve and you work on the next project," Ferry said.

David Winter, in charge of worldwide product development and of engineering and manufacturing at the Clearfield operations of Lifetime Products, said

March 23. Cost is \$50 per quarter. Events take place online via Zoom. Details are at wbcutah.org.

Feb. 25-27

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

demand for his company's products softened in March and some temporary workers were let go as a result. Three weeks later, "it started taking off like crazy," and Lifetime has been in a constant hiring mode since then — unable to fill 100 production positions at the time of the summit.

"Next year, just knowing this year's been a significant jump [in business], we've got to be careful not to add too much capacity because we don't know what's coming in the future," Winter said. "Is it going to back down to what it was before, or are we going to add on from there?"

Speakers said manufacturers are facing a variety of challenges, including a shortage of workers, a situation exacerbated by some of them wanting to remain at home or the exodus of women employees; and issues with supply chains.

"We literally have product that we've jumped through hoops to build and made it through all of our challenges, and it's sitting in our warehouse because we can't get trucks to show up to take it out," Winter said, noting also a difficulty in getting trucks to bring in the raw materials Lifetime needs. "Shipping has become a huge issue for our company."

But Ferry said that in the current environment, manufacturers need to recognize any opportunities that present themselves. Other speakers said now is the time to invest in employees, if not in higher wages then by providing them with meaningful work and by management showing appreciation for them. Chen suggested that companies focus on areas that will be more resistant to recessions or geopolitical events.

"Certainly, life sciences and medical devices have historically survived downturns with less impact," Chen said, "and I think

will be available following the live event for at least 12 months. Details are at rootstech.org.

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

Chamber Mixer, a West Jordan Chamber of Commerce event. Location to be determined. Cost is \$5 for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

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

Morning Speaker Series, an Ogden-Weber Chamber of Commerce event. Location is the Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com.

see CALENDAR next page

those are going to be critical to long-term prosperity here in Utah."

Larsen expressed optimism that coping with the pandemic-prompted recession will lead to creativity, just like the global financial crisis in 2008 spawned several successful companies.

"Recessions like this one and the pandemic are the catalysts for innovation," she said. "We really can look at the silver lining as to innovation finding us the way out and back into a growth economy."

UPDATES

from page 1

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 Connections and Bowling," a ChamberWest event scheduled for Dec. 16, 3:30-5 p.m., at All-Star Bowling & Entertainment in West Valley City, is now "Business Connections," taking place online. Free. Details are at chamberwest.com.

"Solve the Business Puzzle," a Women's Business Center of Utah event originally scheduled for Dec. 23 and taking place online, has been moved to Dec. 16, noon-1:30 p.m. Free. Details are at wbcutah.org.

Coffee Connection, a Holladay Chamber of Commerce event taking place Dec. 30, 7:30-8:30 a.m., at Coffee & Cocoa in Holladay, has been moved online (check Facebook for details and Zoom link). Details are at holladaychamber.com.



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CALENDAR

from previous page

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

"Salt Lake Chamber-Business Live!" a virtual networking event. Free for members, \$10 for nonmembers. Details are at slchamber.com.

March 5, 8-10 a.m.

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

March 9, noon-1 p.m.

"Pricing Your Product or Service," part of the Small Business Management Series presented by the Cedar City Chamber of Commerce and the Women's Business Center of Utah. Six topics will be presented each quarter. Remaining presentation is "Marketing/Branding" on March 23. Cost is \$50 per quarter. Events take place online via Zoom. Details are at wbcutah.org.

March 17, 8-10 a.m.

M.A.C.H. Speed Networking, a Murray Area Chamber of Commerce event that takes place online via Zoom. Free. Details are at murraychamber.org.

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

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