

OF NOTE



No more free lunch

Costco's free food samples have become an iconic part of its image and a key reason why its millions of fans stay so loyal to the chain. But the coronavirus scare has changed all that. The huge warehouse chain has taken note of customer concerns and temporarily stopped handing out samples in many of its stores across the U.S. and in several other countries.

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Dr. Angela Dunn, state epidemiologist in the Utah Department of Health, discusses the coronavirus COVID-19 during an informational session streamed on YouTube last week. Listening is Lt. Gov. Spencer Cox, leading the state's virus response team. The session involved representatives from the Governor's Office of Economic Development, Utah Department of Health, Salt Lake Chamber and World Trade Center Utah.

State leaders: Be prepared, but don't panic about virus

Brice Wallace

The Enterprise

While Utah had only three confirmed cases of coronavirus as of the middle of last week, a group of prominent government and business officials were encouraging individuals and businesses to be prepared because that number likely will grow.

"The key is ... we don't need to panic," Val Hale, executive director of the

Governor's Office of Economic Development (GOED), said last week during an informational session involving GOED, the Utah Department of Health, the Salt Lake Chamber, the Economic Development Corporation of Utah and World Trade Center Utah. "We just need to be prepared, we just need to address this and take every precaution we can and then meet it head-on if, in

see VIRUS PREP page 18

California fintech coming to Utah with more than 500 jobs

Brice Wallace

The Enterprise

A California-based financial technology company will expand into Utah, bringing more than 500 jobs.

Deserve Inc. made the announcement last week after being approved for a state incentive by the Governor's Office of Economic Development board. The incentive is tied to 258 jobs that will have average pay of \$70,000.

The \$1.2 million project in Taylorsville

represents a large expansion for the company, which currently has about 65 employees at its headquarters in Menlo Park, California, and at an engineering center in India.

"Salt Lake Valley's diverse and entrepreneurial talent pool and business-friendly environment provide Deserve with a unique opportunity to scale our operations while aligning with our entrepreneurial spirit and diverse culture," Kalpesh Kapadia, founder

see GOED page 19

Event highlights contributions of Utah's women-owned businesses

As women grow in their roles as business owners, they can become a growing force in international trade, Ana M. Guevara, deputy assistant secretary for U.S. field operations of the U.S. Commerce Department, told a recent gathering at the International Women's Day Celebration hosted by the Women's Business Center of Utah and World Trade Center Utah (WTC Utah).

"Companies that women start, own or run tend to be less likely to trade internationally than those owned by men," said Guevara, keynoting the event and identifying creative connections as a solution. "As women become an even larger force in trade and business, the U.S. Commercial Service can be a partner from the outset for any women-led businesses with an exporting objective."

Celebrating the economic and social contributions of women on a global scale, the Women's Business Center of Utah and WTC Utah, in partnership with the Emerald Hills Institute, hosted the gathering. The event's theme, "What Women Bring to Our Community," highlighted successes and obstacles Utah women have experienced while growing their businesses both locally and internationally.

Attendees were told that, within the state of Utah, nearly 84,000 women-owned businesses generate \$14 billion in revenue. Nationally, over the past five years, the annual growth rate in the number of women-owned firms has been more than double that of all businesses.

"This is a trend that we are eager to see continue," said Courtney Smith Rae, international program manager for WTC Utah. Rae organizes trade missions on behalf of the state and leads business delegations abroad. "One of WTC Utah's objectives is to take Utah companies to the world. An increase of women-owned businesses representing the state on an international level

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MWCN names HealthEquity founder Neeleman 2020 Entrepreneur of the Year

MountainWest Capital Network (MWCN) has named Dr. Stephen Neeleman, founder and vice chair of HealthEquity Inc., as its 2020 Entrepreneur of the Year. HealthEquity is a health saving account trustee and custodian founded in 2002. Neeleman was recognized during a ceremony on March 3 in Salt Lake City.

Each year, MWCN recognizes a Utah entrepreneur who demonstrates outstanding achievement by building an industry-leading company, inspires others to pursue their own entrepreneurial vision and gives back to the community, the organization said in a release.

As a member of an entrepreneurial family, Neeleman had great examples of the importance of valued customer service, from his early days working at his grandfather's grocery store, MWCN said. From the beginning of his career as a surgeon, he understood the causes of fractured relationship between patients and their physicians and began building solutions to help more people obtain quality health benefits. Neeleman's vision led him to found HealthEquity, an integrated consumer-directed benefits organization. His work educating congressional leaders prior to the

passage of the Medicare Modernization Act (MMA), which passed in 2003, helped establish legislation supporting health savings accounts (HSAs). While building and running an industry-defining company, he still practiced medicine for Intermountain Healthcare as a board-certified general and trauma surgeon.

"Dr. Steve Neeleman has that entrepreneurial spirit MWCN strives to honor and celebrate. He has a vision that translates into something much bigger than himself and impacts change and improves the lives of so many," said Cheri Waldron, MWCN executive director. "With HealthEquity, his influence is far-reaching, not only with those team members who work here in Utah and across the country, but with the millions of Americans who rely and benefit from the products and services the company provides."

In August 2014, Neeleman, author of the annual *The Complete HSA Guidebook-How to Make Health Savings Accounts Work for You*, participated with HealthEquity's public offering on the NASDAQ. He also participated in the company's August 2019 acquisition of WageWorks, an administrator of HSAs, FSAs, HRAs, Commuter and other consumer-directed benefits.

"I realize the typical path to entrepreneurship may not include a stop through medical school,

but my story just proves anyone can make a difference by recognizing a challenge and continually working to improve it," Neeleman said. "I have partnered with remarkable people through every phase of my career and am grateful to our team members at HealthEquity who demonstrate 'purple' service every day, connecting health and wealth for our members across the country."

Neeleman completed his undergraduate degree at Utah State University. During this time, he also served as the general airport manager for Morris Air and developed a model of technology, efficiency and service, helping the company succeed in a struggling sector. Following Utah State University, Neeleman attended medical school at the University of Utah and from there, completed surgical training at the University of Arizona, where he later became an assistant professor of surgery.

Neeleman sits on the board of Utah's Health Data Committee and on the board of the Governor's Office of Economic Development, as appointed by Gov. Gary Herbert.

Neeleman joins other entrepreneurial pioneers who have also been named Entrepreneur of the Year since 1983. Past honorees include Fred Lampropoulos, Ryan Smith, Jeremy Andrus, Aaron Skonnard, Peter and Nicole Mouskondis, Tom Dickson, Todd Pedersen, Josh

James, Peter Metcalf, Larry H. and Karen Gail Miller, Alan E. Hall, Amy Rees Anderson, Kirk Benson, Dr. Ted Stanley, Ken Woolley, Dr. Hunter Jackson, David Evans, Ray Noorda, Dale

Ballard, Dr. Dinesh Patel, Gary Stevenson, Scott Watterson, David Bailey, Hyrum Smith, Jerry Atkin, Sid Green, Steve Aldous, Spencer Kirk and Dave Spafford.



Dr. Stephen Neeleman

Veteran leader Sarah Lehman named CEO of Lehi's Entrata

Property management software developer Entrata has announced major changes to its senior leadership team. The company has named Sarah Lehman as CEO and member of the board of directors, and John Schmidt as chief software architect.

"We are delighted to have someone of Sarah's caliber leading the company," said Darren Dunn, co-founder and president of Entrata. "This is an exciting time for Entrata, where we are seeing great opportunities for momentum and future growth. Sarah is an extraordinary leader with a proven track record of strategically scaling a business and we have great confidence in her vision."

Lehman has over 25 years of leadership experience in consumer goods, manufacturing and biotech companies and was previously CEO and president of ENVE Composites, where she grew the business from start-up to one of the industry's leading cycling brands, ultimately overseeing its acquisition.

"I'm honored to join this exceptional team of creative, dedicated and talented thought leaders," said Lehman. "I believe in Entrata's mission of

combining data, science and technology to positively impact the travel and tourism economy. We are hitting the ground running in order to change the way that destinations look at data."

Schmidt will lead the development of Entrata's data and analytics platform for destination management organizations. Previously assistant professor of mechanical engineering at the University of Utah, Schmidt has 26 years of experience developing and managing high-performance computing architectures, mathematics and simulation.

"Building the platform for destination marketing organizations (DMOs) to effectively bring together the many streams of data they receive is both challenging and rewarding," said Schmidt. "I'm thrilled to join this innovative company to help DMOs use data for faster, more effective decision-making."

"John's wealth of experience building complex software systems provides a high level of reliability and allows us to scale quickly," said Jay Kinghorn, co-founder and chief innovation officer at Entrata. "John's personality, wisdom and expertise make him a great addition to the Entrata team."



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Grewe to head Utah Office of Outdoor Rec.

Gov. Gary Herbert has named Patrick "Pitt" Grewe as director of the Utah Office of Outdoor Recreation (OOR).

"We conducted an extensive two-month search to find our new director for the Utah Office of Outdoor Recreation," said Val Hale, executive director of the Governor's Office of Economic Development, which oversees OOR. "Pitt quickly rose to the top of the candidates because of his love for Utah, the great outdoors and his noteworthy experience working in, marketing and managing some of Utah's most recognizable outdoor brands. We know he'll repre-

sent the state and the governor very well and look forward to welcoming his contributions to the GOED team."

Grewe's parents worked in Utah's ski industry. Growing up, he spent every winter weekend at one of Utah's ski resorts and started his professional career working at one of the resorts.

In his role as director of the OOR, Grewe will work to expand and improve Utah's outdoor recreational opportunities and assets. He'll collaborate with local, state and federal land managers and natural resource agencies to represent outdoor recreation's interests.

He'll work to inspire Utahns, especially the state's youth, to engage in outdoor recreation.

A husband and father of three who lives in Sandy, Grewe comes to OOR from Bivy.com, where he served for three years as the company's marketing director. Before that, he worked as marketing operations manager at Goal Zero, customer sales and support manager at Petzl America, founder and instructor of Rapid Pogression Kayak School and lift operations supervisor and training coordinator at Canyons Resort. Grewe has a bachelor of arts in international studies from Utah State University.

Vivint Smart Home announces upper management changes

Alex J. Dunn is stepping away from his position as president of Vivint Smart Home after 14 years at the company. He will remain an advisor to the company through March 2021. Scott R. Hardy, Vivint's chief operating officer, will assume many of his day-to-day responsibilities.

"I am deeply grateful to Alex for helping Vivint become a leading smart-home provider," said Todd Pedersen, CEO of Vivint Smart Home. "We thank him and wish him continued success in his future endeavors."

Vivint also announced the promotion of Dale R. Gerard to chief financial officer. Gerard had been serving as the company's interim chief financial officer since October 2019 and has served previously as the company's senior vice president of finance, investor relations and treasurer since 2010.

Vivint also appointed Todd M. Santiago as chief revenue officer, overseeing marketing and all revenue-generating channels. Santiago had been serving as executive vice president and general manager of retail. Before joining Vivint in 2012, he was CEO of 2GIG Technologies, which launched the first touchscreen panel for the home in 2009.

Vivint also appointed JT Hwang as chief technology officer, responsible for leading the

Vivint Innovation Center, which encompasses all of the company's technology and product operations. Hwang joined Vivint in 2008 and previously served as the company's chief engineering officer and was the key architect of Vivint's cloud infrastructure.

Matthew J. Eyring, executive vice president and general manager of inside sales, and Jeremy Warren, chief technology officer, are leaving to pursue other opportunities, Vivint announced.

"We're incredibly fortunate to have a deep bench of leadership experience in Scott, Dale, Todd and JT," said Pedersen. "Each has been instrumental in providing exceptional customer experiences and driving growth for many years. It's an exciting time to be in the smart home market and these talented leaders will continue to play strong roles in our ongoing success."

IE Corp. acquires Baselayer Technology

Price-based power distribution engineering company IE Corp. has acquired edge data center company Baselayer Technology LLC. Edge data centers are smaller facilities located close to the populations they serve that deliver cloud computing resources and cached content to end users. They typically connect to a larger central data center or multiple data centers.

The purchase of Baselayer includes the Baselayer name, intellectual property, software and employee and customer base providing IE a stronger foundation in the edge data center market, IE said in a release.

IE plans to further invest in Baselayer by evolving the product line and offering customers the option of custom products.

Since the acquisition, Baselayer has already begun to fulfill domestic edge deployment orders for two new customers. Additionally, Baselayer has contracted expansions for its current client base totalling \$8.5 million in business since January.

"We're excited about the growth opportunities provided by the combined capabilities of IE Corp. and Baselayer," said Kindra Martone, IE's vice president of data center strategy. "Since the acquisition, we've already secured new customers, grown our pipeline substantially and expanded projects with our current client base."

Baselayer's existing installed base includes over 400 data center modules totaling more than 200 megawatts across North

America, Europe and Asia. The existing Baselayer team will join IE Corp.'s Mission Critical Business segment, managed by Bobby Houston, IE's vice chairman and head of the Mission Critical Business.

IE manufactures modular systems including power distribution skids, generator enclosures, tanks and packaging, MV and LV switchgear, UPS enclosures, packaging and integration, chilled water pump packages, colocation and hyperscale deployments as well as data center technology. The company has manufacturing and operation locations across the U.S., including its Price headquarters and sites in Arizona, Colorado, North Dakota, Illinois, Ohio, Oklahoma, Wyoming, Texas and Pennsylvania.

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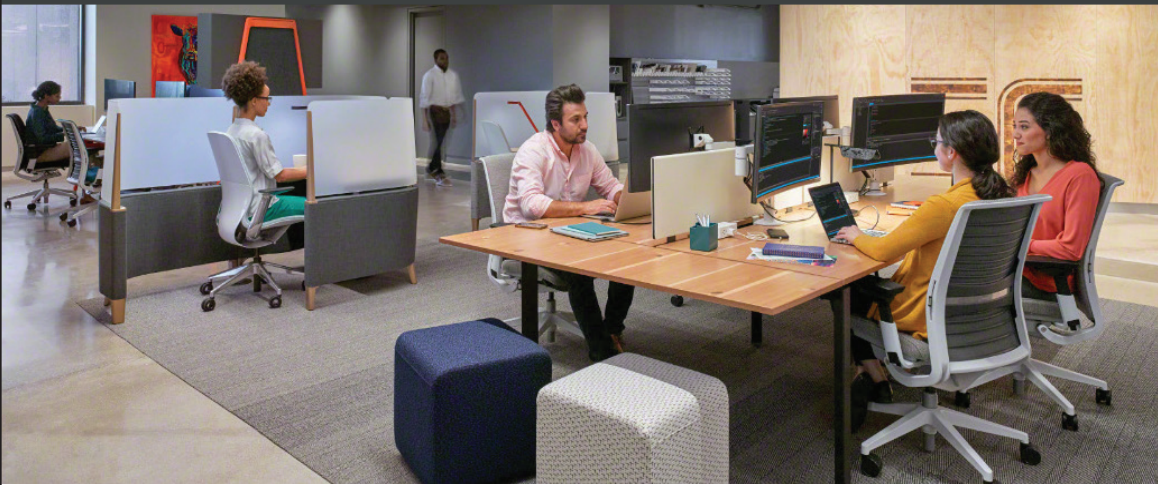
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The iconic FatBoy ice cream sandwich made by 95-year-old Casper's Ice Cream in Richmond, Cache County, is now available in a gluten-free variety. Casper's also added gluten-free versions of its ice cream cones that the company introduced last year. The two products — chocolate wafers for the FatBoy and the cone portion of the ice cream cones — are made with rice flour in place of the wheat flour used in the original products. "Our customers want choices that satisfy their dietary needs, and we are thrilled that those following a gluten-free diet can now indulge in a FatBoy ice cream sandwich or cone made with our classic, premium ice cream," said Paul Merrill, Casper's Ice Cream CEO. "The gluten-free diet has spread to a sizable portion of the U.S. population in the last decade and while our sister brand, Jolly Llama, offers several gluten-free and dairy-free options, we wanted to offer similar alternatives to our customers who crave the nostalgia and creaminess of FatBoy ice cream in a gluten-free sandwich."

CORPORATE FINANCIAL REPORTS

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

Purple Innovation

Purple Innovation Inc., based in Lehi, reported a net loss of \$12.7 million, or 29 cents per share, for the fourth quarter ended Dec. 31. That compares with a loss of \$5.4 million, or 12 cents per share, for the same quarter a year earlier.

The company said the 2019 fourth quarter included a \$13.4 million non-cash loss associated with the change in fair value of warrant liabilities.

Revenue in the most recent quarter totaled \$124.3 million, up from \$78.5 million in the year-earlier quarter.

For the full year 2019, the company reported a net loss of \$12.4 million, or 40 cents per share. That compares with a loss of \$19.6 million, or 51 cents per share, in 2018. Revenue in 2019 was \$428.4 million, up from \$285.8 million in 2018.

Purple designs and manufactures comfort products, including mattresses, pillows, cushions, frames and sheets.

"We delivered outstanding financial results in 2019 highlighted by revenue growth of 50 percent and a significant improvement in our balance sheet," Joe Megibow, CEO, said in announcing the results. "The combination of our top-line performance, significant gross margin expansion and meaningful expense leverage fueled a dramatic improvement in operating profit compared with

2018.

"We believe our differentiated product offering and enhanced marketing programs are driving increased traffic to our e-commerce website, company operated showrooms and retail partner doors. At the same time, we believe the improvements we've made to our manufacturing, supply chain and fulfillment functions have created a foundation to support profitable growth. Overall, we have great momentum as 2020 gets underway and remain very excited about our growth prospects for the current year and beyond."

SINTX

SINTX Technologies Inc., based in Salt Lake City, reported preliminary results that show a net loss from continuing operations of \$3.08 per share for the year ended Dec. 31. That compares with a loss of \$26.57 per share for 2018.

Revenue for 2019 totaled \$700,000, up from \$100,000 in 2018.

The company is an original equipment manufacturer ceramics company that develops and commercializes silicon nitride.

"In 2019, SINTX transitioned from a spine implant manufacturer and seller to a technical ceramic materials company, with the goal of identifying new markets for its silicon nitride," B. Sonny Bal, chairman and CEO, said in announcing the results. "We were well-positioned to do so because of our established knowledge equity, and because of the superior quality of our material platform."

Upgraded restaurants and lodges part of Deer Valley's \$14 million improvements

This summer, Deer Valley Resort will begin its biggest capital investment in over two decades with a \$14 million improvement plan for the 2020-21 season. The summer work will be the beginning of resort owner Alterra Mountain Co.'s five-year plan for the resort that will total more than \$75 million in enhancements once completed.

Included in this year's improvements will be the start of a modernization master plan for the resort's dining facilities. Phase 1 includes a complete renovation of the 100,000-square-foot Snow Park base lodge, including new retail offerings and extensive updates to food and beverage service with a new indoor/outdoor après bar, slope-side coffee shop and bistro.

Also scheduled is the addition of an outdoor deck to Cushing's Cabin, located at the top of Flagstaff Mountain, and continued work with bicycling trail developer Gravity Logic to expand the resort's mountain bike trail inventory, including a trail on Bald Eagle Mountain and a trail from the top of Bald Eagle Mountain to Silver Lake Village.

Deer Valley will also install additional outdoor digital signage to supplement the signs installed in the 2019-20 season. The signage will provide real-time information on ticketing availability and pricing, lift operations, grooming conditions and other mountain- and lodge-related information.

The resort will also purchase four new state-of-the-art snow cats to add to the snow grooming fleet and spend \$1 million in its snowmaking capabilities, including purchasing additional low-energy guns, new fan guns, upgrading control systems and replacing several thousand feet of snowmaking pipes.

Also planned are upgrades and investment in overall transportation fleets around the resort, Deer Valley said. New uniforms for all of the on-mountain staff are also planned, produced by Norwegian mountain gear company Helly Hansen.

The upgrades at Deer Valley are part of \$223 million in capital improvements that Alterra Mountain Co. is making across its 15 North American mountain destinations for the upcoming year.

"Three years ago, when we formed Alterra Mountain Co., an initial priority was to commit to investing a half a billion dollars by 2023 across our family of North American destinations," said

Rusty Gregory, the company's CEO. "To date, we have invested more than \$350 million and are committed to exceeding our original plan, spending \$575 million by 2020 on lifts and gondolas, snow-

making, summer activities, real estate development, hospitality and technology, all in the name of creating memories for our guests through an elevated mountain experience."

WOMEN'S DAY from page 1

would make Utah more competitive, resulting in a win for all of us."

"Each year, international sales add \$5 billion in additional revenues for small businesses in Utah," said Miles Hansen, president and CEO of WTC Utah. "Through their persistence and ingenuity, many women business leaders are creating prosperity here in Utah and proudly represent our state around the world. WTC Utah is committed to setting aside sufficient resources to ensure that each and every woman-owned business ready to pursue international growth can fully utilize our free services and trade promotion grants. We want to be

full partners in catalyzing the next generation of Utah's business leaders who will follow in the footsteps of the inspirational women we heard from today."

As part of the event, WTC Utah events manager Hannah Lowry moderated a panel discussion of local businesswomen that included Mary Lamoureux, senior director of customer service for OOCL; Crystal Low, executive vice president of treasury management at Zions Bancorporation; and Maxine Turner, founder of Cuisine Unlimited Catering & Special Events.

Each panelist reflected on her path of success, discussed the opportunities that defined her career, the resources that proved the most valuable and the advice they would like to share with women in similar positions.

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UTAH COUNTY UPDATE SPONSORED BY CENTRAL BANK

Lehi: Transportation, parks and fiber optic network priorities for the city

Lehi City will focus on three primary objectives in 2020 which have generated much discussion. They are all related in some specific way to the issue that has concerned many in our community and much of our state: growth.

I want to briefly frame what lies ahead in Utah County. I understand concerns regarding future growth. It has the attention of every jurisdiction along the Wasatch Front. Utah County is expected to double in population in the next 30 years and Salt Lake County will also continue to expand rapidly. It is important to understand that the majority of the growth is internal and many who grew up and were educated here are staying due to the strong local economy. I am familiar enough with the demographic projections to understand the importance of controlling what we can and the dangers that lie in ignoring calculated projections. I am very optimistic that with aggressive planning and the appropriate political support, Lehi will continue to be a wonderful place to live and remain the "economic engine of Utah."

First, Lehi City will focus on creating a regional transportation plan. We will be finishing up the revised General Plan in 2020 and on its heels will be a new Master Transportation Plan. I am excited to address current problems in transportation areas and plan anticipated systems for the future.

One area of concern for many citizens has been the I-15 corridor. I-15 is the main transportation corridor north and south and is expected to be completed Nov. 1, 2020. While Lehi City is appreciative of all of UDOT's efforts to alleviate some of the

stresses in that area, a real issue for the city is the east and west connections. In 2019, Lehi City upgraded 1200 West from a two-lane road to a five-lane road, completed Ashton Boulevard and finished numerous other projects. One fact that is important to

understand is that the east/west connectivity is not just a Lehi issue, this is a regional issue. Lehi and the surrounding communities continue to grow, which adds to our transportation issues. All roads pass through Lehi, making this a regional issue. All three cities need to be working together, not just on planning, but on funding projects that cross

borders. Again, this is a regional issue that will take planning and funding from all three cities.

I have been meeting regularly with UDOT, UTA, MAG, WFRC, the Point of the Mountain Commission and other key agencies in developing a mutual plan for the development and funding of a successful transportation and transit network for our area. The overall issue is funding. When I-15 is completed, we will most likely see a lot of the transportation funding going north to Salt Lake and Davis counties. Transportation issues will only get worse, which forces the city and other agencies to look at other funding sources. This includes federal transportation funds, CDBG block grant, TIF, bonding and other sources. Transportation will be key to the region's future success. Everyone involved understands the critical need to plan appropriately and has the motivation to do so.

Second, Lehi City will focus on park development in 2020. Demand for parks from our citizens has grown and we recog-

nize open space as a vital resource. Funding is available for the design of new facilities that will serve both the sports and leisure demands of the citizens. We have been identifying creative funding solutions to build these parks once they are designed.

In 2019, Lehi signed an agreement with Arsenal to install competitive soccer fields at a nearby developing park. The fields will be ready for the 2020 season. The city will install a road, parking and water facilities. Arsenal will maintain the fields in exchange for first right to utilize a certain percentage of the fields. The city is also working on the design of baseball fields at Mellor Rhodes Park. These fields will work in conjunction with Saratoga Springs ball fields to bring in large tournaments and facilitate recreational play.

Another project coming up is the Dry Creek Reservoir. Construction on Dry Creek Reservoir will begin in the next two to three years. While this will be a reservoir for the city, it will provide water activities for the region. Activities will include stand-up paddle boarding, fishing, swimming, canoeing and pavilion areas. Lehi City is also working with the parks and trails committee to look at building out the trail system on Traverse Mountain. The system will eventually connect into Draper's trail system and provide a regional running, hiking and biking system.

We are currently working on additional property acquisitions for future park space that will sustain our diverse needs in the future. I expect to have finalized designs available for our major park spaces in this upcoming year. Parks and green space are a quality of life issue. While they don't bring in revenue, they are needed and wanted by our citizens.

Third, Lehi City will develop a plan for a fiber optic network. Lehi City understands the need and demand for a fiber optic network. Both our residents and the business community rely on high-speed Internet. Anyone who has spent time on social media knows there has been discussion regarding fiber and the city has been investigating it comprehensively. It has become a crucial need to the private sector and is of high demand from the citizens. There has been much civic debate about the proper role of this service and whether it should operate as a utility, similar to other services provided by your local government. The reality is, fast, reliable and affordable Internet is needed. We have reached a time where I believe this is an essential asset just as public power, sewer, water and emergency services have become. City administration has been investigating every alternative along with the associated cost and risk.

In this upcoming year, we will be laying out our plan for the installation and maintenance operations for a network that will best serve the citizens of our city.

Lehi remains a wonderful place to live. There are great things coming in 2020 that I believe will not only improve our quality of life but will also help sustain our community into the future.

Mark Johnson has lived in Lehi for over 23 years and has served on the Planning Commission, as a City Council member and now as mayor. His civic service spans over 18 years. He is a local business owner and has many years of experience in consulting municipalities on transportation and development standards as well as entitlement issues for private property owners.



MARK JOHNSON



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.

COMMUNICATIONS

• **CallTower**, a South Jordan-based unified communications and collaboration solutions company, has announced that **Nick Amelang** and **Charles Phaneuf**



Nick Amelang



Charles Phaneuf

Phaneuf joins CallTower as the channel specialist for the Northeast. He has several years of experience in field sales, business development, technology and marketing.

CONTESTS

• The top 20 teams have been announced in the **2020 High School Utah Entrepreneur Challenge**, a business-idea competition with a chance to win \$30,000 in prizes. More than 350 applications were received. The top 20 teams advance to the final stage of competition. The competition is hosted by the **Lassonde Entrepreneur Institute**, a division of the David Eccles School of Business at the University of Utah, and sponsored by **Zions Bank**. The public can participate in online voting for their favorite idea through March 27 at <https://lassonde.utah.edu/hsuec/vote2020/>. A public showcase and awards ceremony will take place March 28 from 2:30-4 p.m. at the Lassonde Studios. The top 20 teams are (in alphabetical order) **Alteration Annie's**, West High School; **Aurora Discovery**, Ridgeline High School; **EcoFashion**, Academy for Math Engineering & Science; **Epicure**, Waterford School; **Fillabelli**, Capstone Classical Academy; **Hoshi**, Spanish Fork High School; **Jespersion Inc.**, American Fork High School; **Optimized Lawn Care**, Skyline High School; **Pocket Change**, Murray High School; **Pocket Gardens**, Hillcrest High School; **Proxy**, Skyridge High School; **Saola Co.**, Park City High School;

Skibaxx, Park City High School; **Smart Buddy**, West High School; **SomnaSuo**, Weber High School; **SubscriptionMinder**, Park City High School; **TagTeam**, Herriman High School; **The Circle of Life**, Academy for Math Engineering & Science; **Unlabel**, Logan High School; and **Zip Away**, Park City High School.

ECONOMIC INDICATORS

• **Utah** has the No. 3 highest-rated hospitals in the U.S., according to a study by **PsyDPrograms.org** using data from Centers for Medicare & Medicaid Services through January 2020. To determine the rankings, 3,698 hospitals were analyzed and given a rating from one to five stars for 57 categories related to patient experience, mortality and safety of care. Utah received an overall score of 3.8 stars out of five. The average score for hospitals nationally was 3.1. Wisconsin had the highest-rated hospitals. The District of Columbia had the lowest-rated hospitals.

• A new study by **SafeHome.org** shows that FTC complaints from Utah about spam phone calls and "do not call" registration increased 107.6 percent from 2015 to 2019. Utah now ranks No. 45 for the highest percentage of its population registered for the "do not call" list, at 65,530 per 100,000 people. The national average is 68,428 per 100,000. The three most common spam calls reported from Utah residents were related to imposters, 20.5 percent of the time; debt reduction, 22 percent; and medical and prescriptions, 28.7 percent. Nationally, the FTC received complaints from more than 5.4 million Americans, up 50 percent, and "do not call" list registration increased 1.7 percent to 240 million Americans.

EXPANSIONS

• **Domo**, an American Fork-based business cloud company, has a new data center running on Amazon Web Services in Canada. The company said the expansion will provide regional support and data governance for customers in that region as well as global customers with worldwide operations.

• **VentureCapital.Org** has announced an expansion of its **WeROC** (Women Entrepreneurs Realizing Opportunities for Capital) conference with a conference April 7 in Boise. The event will be at the Stueckle Sky Center, 1910 W. University Drive. It will feature keynotes from Doreen Benson, managing director of Benson Funds; Marlene Tromp of Boise State University; and Leslie

Goldman of The Artemis Fund. Trent Christensen, VentureCapital.Org CEO, will discuss the vision and direction of the organization. Activities also include breakout panel discussions and two Deal Forum panels.

FOODS

• **Lotus Co.**, known as **Lotus Craft**, Salt Lake City, has made several hires in advance of opening two craft brewery operations in 2020. With construction underway at Ogden River Brewing, Lotus Craft has hired veteran food and beverage operators **Doug Hofeling** and **James Soares**, formerly of Squatters Craft Beers and Wasatch Brewery. After serving as COO and director of operations and sustainability, respectively, for Squatters and Wasatch, Hofeling and Soares have over 40 years of combined experience in the craft beer and restaurant industries. Prior to joining Lotus, Hofeling also served on a national platform as vice president of brew pubs for the parent company of Squatters and Wasatch, CANarchy Brewery Collective. Lotus Craft also has hired **Patrick Bourque** as director of brewing. He previously was head brewer for Uinta Brewing. Bourque will work with Pat Winslow, brewmaster at Ogden River Brewing, as well as lead all development and production for Fife Brewing Co., a Lotus Craft project coming to the Midtown District of Salt Lake City this fall. Lotus also has hired **Lauren Boyack** as vice president of marketing. Boyack most recently worked for Squatters and Wasatch Pubs & Beers.



Doug Hofeling



James Soares



Patrick Bourque



Lauren Boyack

HOSPITALITY

• **Bluff Dwellings Resort & Spa** has had its grand opening. The resort, in Bluff, features 57 Native American-inspired luxury rooms and suites. **Jared Berrett** is president and CEO. **Dallin Tait** is general manager of Bluff Dwellings

Resort and WILD Expeditions. The 13-acre cliff-bound property features rooms adjacent to red rock cliffs, several shared public spaces, and private dwellings for extended stays.

MEDIA/MARKETING

• **BYUtv**, Provo, has named **Dave Phillips Jr.** as the network's head sports producer. He will oversee all studio and live event sports content and production and will be a member of the BYU broadcasting content development team, leading strategy, development and production of all sports-related programming for BYUtv, including live and tape-delayed sports broadcasts, studio programs and original sports content. Phillips has been the live graphics supervisor at BYUtv for the past six years. Prior to joining BYUtv in 2013, Phillips produced pre-game, halftime and post-game shows for the Utah Jazz and Real Salt Lake. Previously at KJZZ-TV, he produced and directed live sports for Utah State University, Weber State University, high school and NBA D-League broadcasts. He started his career working for Salt Lake City's CBS affiliate, KUTV, on its production crew and producing sports content.



Dave Phillips Jr.

PHILANTHROPY

• **Tammy Levent**, founder of **It's My Bag**, a Florida-based national nonprofit whose purpose is to provide foster care children their own bag, recently teamed up with Utah organization **American Classics Corp.** to donate 380 new suitcases to **Pioneer Youth and Adult Community Services**, Murray. The newly crowned 5A state girls basketball champions from **Highland High School** were on-site as a service project to help unload the luggage.

REAL ESTATE

• **Institutional Property Advisors** (IPA), a division of Marcus & Millichap, has hired multifamily investment advisors **Daniel Shin** and **Brock Zylstra** for its Salt Lake City office. They have represented large private and institutional clients in partnership with IPA teams in Northern California and Phoenix and have sold



Daniel Shin



Brock Zylstra

approximately 14,000 multifamily units in Utah and Idaho. Both are graduates of Brigham Young University.

RECOGNITIONS

• The **Women Tech Council** has released its **2020 Shatter List**, a group showcasing the technology and innovation companies that are accelerating removing the glass ceiling for women in tech by enacting impactful programs and cultures that create inclusivity and promote women throughout the technology sector. The list was compiled after evaluating data from more than 10 different sources that demonstrated work and impact in four areas identified as most critical to successfully helping break the glass ceiling for women in tech: executive engagement, company programming, community investment and women's or diversity and inclusion group. The 2020 Shatter List (alphabetically) includes **Adobe**, **Ancestry**, **AvidXchange**, **Chatbooks**, **CHG Healthcare**, **Clearlink**, **Cotopaxi**, **Dealertrack**, **Degreed**, **Dell Technologies**, **Domo**, **eBay**, **ForgeDX**, **Franklin Covey**, **Goldman Sachs**, **Health Catalyst**, **HealthEquity**, **HireVue**, **InMoment**, **Instructure**, **Intermountain Healthcare**, **Lucid**, **MarketStar**, **Micron Technologies**, **MX**, **Nice inContact**, **Northrup Grumman**, **O.C. Tanner**, **Oracle**, **Overstock.com**, **Pluralsight**, **Progressive Leasing**, **Qualtrics**, **Recurson Pharmaceuticals**, **Salesforce**, **SaltStack**, **SoFi**, **Vivint Smart**

see BRIEFS next page

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CASE
CONSTRUCTION

Industry Briefs

from previous page

Home, WCF Insurance, Workday, Workfront and Zions Bancorporation.

• The **Sandy City Peak Award** winners were recently announced: **Business Person of the Year, Daniel J. Luke**, Diversify; **Business Person of the Year, Fernanda and Vivien Bohme**, Bohme; **Business of the Year, Cityworks**; **Community Service Award, Whole Kids Emotional Wellness**; **Developer of the Year, Wadsworth Development**; **Innovative Company of the Year, Dental Select**; **Public Private Partnership Award, Chemtech-Ford**; **Mayor's Excellence Award, M-Vac Systems Inc.**; and **Residents' Choice, Pixels Foto and Frame**.

• **Ray Pickup** has been inducted into the **Junior Achievement Utah Business Hall of Fame**.



Ray Pickup

Pickup is CEO of WCF Insurance. Hall of Fame laureates are inspiring leaders whose remarkable combination of vision and innovative work has made a major positive difference in Utah. Founded in 1919, Junior Achievement is the world's largest and fastest-growing business/education partnership and the top school-to-career program in school districts across the country. Junior Achievement of Utah was established as an after-school program in 1956 and began its in-school programs in 1985. JA of Utah is currently reaching more than 96,000 students through its in-school programs and at Junior Achievement City.

• **Go Solar Group**, a Murray-based residential solar installer, has announced that **James O'Connor**, director of

marketing, has been accepted into **Forbes Communications Council**, an invitation-only community for executives in communications, marketing and public relations.



James O'Connor

O'Connor was vetted and selected by a review committee based on the depth and diversity of his experience. Criteria for acceptance include a track record of successfully impacting business growth metrics, as well as personal and professional achievements and honors. As a member of the council, O'Connor will connect and collaborate with other respected local leaders in a private forum, be invited to share his expert insights in original business articles on Forbes.com, and to contribute to published Q&A panels alongside other experts.

RETAIL

• **Overstock.com Inc.**, Salt Lake City, has appointed **Mark Baker** as chief product officer of its retail shopping site. He



Mark Baker

will lead all product management and user experience across every customer touchpoint. Baker began working at Overstock in 2011 and has held a number of product development roles within the company. Prior to Overstock, he held software engineering positions with Lockheed Martin, Longhair Technologies and Scitor Corp.

SERVICES



Nick Madsen

• **Gold Cross Ambulance** has named **Nick Madsen** as chief financial officer. He will be responsible for managing the company's finances, assessing financial risks and opportunities, setting and tracking financial goals and budgets and overseeing all banking and lender relations. Madsen has 12

years of finance and accounting experience and has served as the controller at Gold Cross since 2014. Previously, he was an auditor with Tanner LLC and a senior accountant at Norbest Inc. He earned a master's in accounting at Southern Utah University.

TECHNOLOGY/LIFE SCIENCES

• **Ivanti**, a Salt Lake City-based company that unifies IT and security operations to better manage and secure the digital workplace, has promoted **Cyrus Hatfield** to senior vice president of global sales, hired **Gary Abad** as vice president of global channels and system integrators, and hired **Leigh Lebow** as senior director of channel marketing. Hatfield has more than 25 years of



Cyrus Hatfield



Gary Abad



Leigh Lebow

experience in directing revenue growth and sales strategies for technology and enterprise software organizations. He joined Ivanti four years ago, most recently serving as the company's vice president of Americas sales. Prior to joining Ivanti, he was vice president of digital commerce solutions for Pitney Bowes Software and vice president of North America enterprise sustainability solutions at Infor. Abad has more than 25 years of channel sales experience. He joins Ivanti following enterprise software channel sales leadership positions with LogRhythm, Meru Networks (acquired by Fortinet), Kaspersky Labs, F5 Networks and Polycom. Lebow has more than 20 years of channel marketing experience, most recently at Infor, where she drove the company's partner network enablement and education programs. Prior to Infor, Lebow held channel marketing leadership positions with Kaspersky Lab and CA (now Broadcom).



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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.

March 16, 7-9 p.m.

26th Annual Community Leadership Lecture, a Leadership Park City event. Keynote speaker is Rusty Gregory, CEO of Alterra Mountain Co. Location is Park City Library's Santy Auditorium, 1255 Park Ave., Park City. Free.

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

"Effective Business Writing," part of the Salt Lake Community College Frontline Leader Workshop Series and designed to help people understand the elements needed to get messages read in this modern world of competing information and develop essential skills that translate to any form of business writing. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

March 17, 8-9:30 a.m.

"Better Your Business" Breakfast Seminar, a Utah Department of Workforce Services event. Speaker Brenda Yamagata of Yamagata & Associates will discuss "Forecasting the Future: Affirmative Action and the Year Ahead." Location is the Department of Workforce Services, 5735 S. Redwood Road, Taylorsville. Free. RSVPs can be completed at jenjones@utah.gov.

March 17, 8:30 a.m.-12:30 p.m.

"Americans with Disabilities Act Essentials," an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

March 17, 11 a.m.-noon

"Doing Business With Brazil," a World Trade Center Utah event, in partnership with the Governor's Office of Economic Development and World Trade Center Sao Paulo. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

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

"Business Women's Forum: Cultivating Strength, Bravery and Confidence." Speaker Robyn Reynolds, chief marketing communications officer at University of Utah Health, will discuss her atypical journey to profes-

sional growth and engage attendees in exercises to identify their own strengths and core beliefs. Location is Hilton Garden Inn Salt Lake City Downtown, 250 W. 600 S., Salt Lake City. Cost is \$30 for members, \$40 for nonmembers. Details are at slchamber.com.

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

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

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

"March Networking Lunch & Learn," a Southwest Valley Women in Business event. Speaker is Leta Greene. Location is Legacy Retirement Residence, 1617 W. Temple Lane, South Jordan. Cost is \$15 for members, \$20 for nonmembers. Registration can be completed at <http://bit.ly/WIBLunchMarch2020>.

March 18, 8-10 a.m.

M.A.C.H. Speed Networking, a Murray Area Chamber of Commerce event. Location is Residence Inn by Marriott, 171 E. 5300 S., Murray. Free. Registration can be completed at Eventbrite.com.

March 18, 8-9:30 a.m.

Chamber Launch, a Salt Lake Chamber event. Location is Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Free. Details are at slchamber.com.

March 18 and 25, 8:30-10:30 a.m.

"Basics of IT" Academy, a South Valley Chamber event. Speaker is Ben Rees, employee development manager at Executech. March 18 is "The Basics of IT." March 25 is "What Cybersecurity Means for Your Organization." Location is Salt Lake Community College's Miller Campus, MFEC 223, 9750 S. 300 W., Sandy. Cost is \$50 for members, \$100 for nonmembers. Registration can be completed at Eventbrite.com.

March 18, 8:30 a.m.-4 p.m.

Administrative Professionals Conference, a Utah Valley University event designed to empower admins, enabling them to further excel within their frequently chaotic work. Theme is "Finding Beauty in the Chaos." Location is UVU's Sorensen Student Center. Details are at thechamber.org.

March 18, 10-11 a.m.

Brunch Event, a Holladay

Chamber of Commerce event. Location is Caputo's Deli & Market, 4673 S. 2300 E., Holladay. Details are at holladaychamber.com.

March 18, noon-1 p.m.

"Lunch & Learn: Instagram for Business," a Park City Chamber/Bureau event for members only. Location is Blair Education Center, Park City Hospital, 900 Round Valley Drive, Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

March 18, 5:30-6:30 p.m.

Small Business Development Center (SBDC) Workshops, including "Quickbooks Workshop" and "Tax Planning." Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

March 18, 6:30-8 p.m.

"Simple Steps," a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

March 19-20

Intermountain Sustainability Summit, featuring the main summit day March 19 and workshops March 20. Keynote presenter is Hunter Lovins, president and founder of Natural Capitalism Solutions. Location is Weber State University, Shepherd Union Building, 3910 W. Campus Drive, Ogden. Registration is required for each summit day. Details are at <https://www.weber.edu/issummit>.

March 19-21

Annual Conference of the Utah Plumbing & Heating Contractors Association (UPHCA), featuring speakers, continuing education classes, exhibitors and networking opportunities. Location is Dixie Event Center, 1835 Convention Center Drive, and Hilton Garden Inn, 1731 S. Convention Center Drive, St. George. Details are at www.uphca.org.

March 19, 8:30-11 a.m.

"Instagram for Business: Perfect Your Profile," a Small Business Development Center (SBDC) event. Location is Salt Lake SBDC, Salt Lake Community College, MCPC Building 5, Room 333, 9750 S. 300 W., Sandy. Cost is \$10. Details are at <https://clients.utahsbdc.org/events.aspx>.

March 19, 8:30-10:30 a.m.

Sandy/Draper Industry

Breakfast, a Silicon Slopes event. Speaker is Lt. Gov. Spencer Cox. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Details are at siliconslopes.com.

March 19, 9 a.m.-noon

Presenter Evolution Series, featuring three half-day training sessions on consecutive Thursdays. Speaker Mike Brian, author of *Presenter Evolution* and CEO of Penna Powers, will lead students and professionals through his approach to presenting and public speaking. Sessions are "Presenter Skills Development" on March 19, "Cadence Planning" on March 26, and "Connect with Storytelling" on April 2. Location is Salt Lake Community College's Miller Free Enterprise Center, 9750 S. 300 W., Sandy. Details are at <https://pennapowers.com/workshops/>.

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

Chamber Luncheon, a Davis Chamber of Commerce event featuring a legislative debrief with Sen. Todd Weiler. Location is Canterbury Place, 197 E. 500 S., Bountiful. Cost is \$20 for members, \$30 for guests. Details are at davischamberofcommerce.com.

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

Networking Lunch, a Murray Area Chamber of Commerce event. Speaker Donna Wysinger of Abundance Realty will discuss "Leveraging the Chamber." Location is Twigs Bistro & Martini Bar, 6223 S. State St., Fashion Place Mall, Murray. Cost is \$20 for members, \$25 for guests. Details are at murraychamber.org.

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

"Multiplying Lasting Profitable Relationships," a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$10 for nonmembers. Details are at westjordan-chamber.com.

March 19, 1-5 p.m.

"From Leads 2 Sales 4 Gr8r Profits," in which speakers Clay Neves, Jim Carroll and Boyd Petersen discuss taking you from attracting customers to your sales funnel, using a website to move your prospects along and then how to set more appointments and close more sales by the prospects wanting to do business with you. Location is Stevens-Henager College, 383 W. Vine St., Salt Lake City. Free. Details are at bpmedia.com/seminars.

March 19, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is Utah Museum of Contemporary Art, 20 S. West Temple, Salt Lake City. Cost is \$10 for members, \$15 for nonmembers. Details are at slchamber.com.

March 19, 5:30-7:30 p.m.

"SCORE Resources for Starting Your Small Business," a Zions Bank Business Success Academy workshop. Location is Zions Bank, Business Resource Center, 310 S. Main St., first floor, Salt Lake City. Free, but registration is required. Registration can be completed at utresources@zionsbank.com or at (801) 844-7900.

March 20, 8-10:30 a.m.

Third Friday Speed Networking, a South Jordan Chamber of Commerce event. Location is Megaplex at the District, 3761 W. Parkway Plaza Drive, second floor, South Jordan. Cost is \$10. Details are at southjordanchamber.org.

March 20

Seventh Annual Spring Grants Conference, a Utah Area Chapter of the Grant Professionals Association event featuring information and networking opportunities for people with an interest in grants development or the grants profession. Activities include breakouts about the U.S. Census Bureau and a keynote address by Lisa Arnette, a veteran fundraising professional, on "Persuasive Writing for Grant Professionals." Location is Southern Utah University, Cedar City. Cost is \$75 (\$50 for GPA members). Details are at <https://tinyurl.com/grant-conf20>.

March 20, 7:30-8:30 a.m.

"Eggs & Issues," a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

March 20, 11:15 a.m.

"Secrets to Reaching the Consumer From Utah's Top Outdoor Brands," a Silicon Slopes event at the Intermountain Festival. Panelists are Jason Tillinhast, head of Americas, Suunto; Russel Nadel, head of partnerships, Jaybird; and Caleb Whittle, marketing manager, Suunto. Location is The Monarch, 4455 25th St., Ogden. Details are at siliconslopes.com.

see **CALENDAR** page 12

Succeeding in Your Business

Should you be a guinea pig for a new franchise?

"I was downsized from a corporate job about a year ago. I have never run my own business before, but I am realizing now there is no future for me in corporate America (I am over 50 years of age), so I am looking at entrepreneurial options.

"My outplacement firm recommended that I consider buying a franchise. The problem with franchises, though, is that the really good ones are too expensive.

"I was approached recently by a franchise that's just getting off the ground. It's a restaurant concept founded by an award-winning chef. The problem is that the franchise has no franchisees yet. I would be the first.

"How do you evaluate the risks in a franchise when you can't talk to other franchisees?"

It used to be that franchise developers would open and run at least 20 or 30 outlets before selling their concept to franchisees. Not anymore. These days anyone with a franchise concept and the money necessary to register with the Federal Trade Commission is launching a franchise. As with any new venture, the buyer must beware.

Here are some things to think about before you commit your time and money:

Is the franchise properly registered? About a dozen states require franchises to register with a state government agen-

cy (usually the attorney general's office) before they can legally offer franchises to in-state residents. If you are living in one of these states, you should ask the franchise if it is registered and get hold of the registration documents (often these are more detailed than the franchise disclosure document on file with the FTC).



If you are in a registration state and the franchise is not yet registered there, do not do ANYTHING until it is.

Do the people running the business know what they are doing? Just because someone is a brilliant chef does not mean he knows how to run a successful restaurant. Spend lots of time speaking to the franchise management team, and ask some tough questions, such as:

- Do you have in-depth knowledge of the restaurant business?
- Do you understand how franchises work?
- Have you worked with similar types of restaurants before (if this is an upscale restaurant concept and the management team has only worked with fast-food franchises, head for the hills).

Pay especially close attention to the franchise real estate team — the people who will help you select the location for your first restaurant. Successful restaurants are all about "location, location, location," and

many restaurants with poor locations fail even though the food's terrific.

Is this a trendy restaurant concept? Beware of restaurant fads. In the early 2000s, everyone was opening soup kitchens. Five years ago, it was cupcakes. Today it's either vegan or upscale burgers (yet additional proof that we live in a divided nation). If the restaurant's claim to fame is based only on a limited number of menu items, the franchise will probably have trouble adapting once the fad passes.

Will the concept fly in your part of the country? Certain restaurant concepts work only in certain parts of the country. People in northern states do not consume fruit smoothies the way they do in the Sunbelt, especially during the winter months.

If the franchise menu items are inexpensive, the franchise will probably not do well in high-rent parts of the country (such as the Northeast), where you will have to sell thousands of items just to cover your monthly expenses.

And forget about selling high-concept spicy ethnic cuisine in "meat and potatoes" parts of the country (you know who you are).

Will the franchise bend its rules? Since the franchise management team knows as little about the business as you do, it should not enforce franchise restrictions too narrowly. You should be given the opportunity to bend, if not break, the rules if you think it's necessary for the franchise to succeed in

your territory.

Can you sign up for a huge territory? You correctly point out that you will need to be a gambler to buy this franchise. If you're going to gamble, go for the highest stakes possible.

Do not accept a small, limited territory defined by a handful of ZIP codes. Buy the master franchise or area development rights for your entire state or region. By doing so, you accomplish two important goals:

- You minimize the risk of failure, as chances are there are at least one or two places in your state where the franchise concept will actually work.
- You can become immensely wealthy if the franchise concept takes off and becomes hugely popular.

Just remember that you will be selling franchises to others in your state and will share responsibility with the franchise if the concept flops.

Know yourself. To succeed with this franchise, you must be fiercely independent, highly entrepreneurial, persistent and aggressive. If you need lots of support and hand-holding from a franchise or if you fear taking risks of any kind, look for an established franchise with a proven concept.

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

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CALENDAR

from page 11

March 20, noon-1 p.m.

"Silicon Slopes Live," a live recording of the Silicon Slopes podcast and featuring Brad Bonham, CEO of Walker Edison. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at silicon-slopes.com.

March 20, 1-8 p.m.

"We Are Utah" Manufacturers Expo, a Utah Manufacturers Association event. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Free. Details are at <https://www.umaweb.org/event/we-are-utah-manufacturers-expo/>.

March 21, 8:30 a.m.

RevRoad Annual Entrepreneur Competition, featuring entrepreneurs pitching to business leaders and investors. Location is RevRoad, 1555 N. Freedom Blvd., Provo. Free, and open to the public. Details are at <https://ecomp.revroad.com/>.

March 24, 8:30-11 a.m.

"Instagram for Business: Curate your Instagram Feed,"

a Small Business Development Center (SBDC) event. Location is Salt Lake SBDC, Salt Lake Community College, MCPC Building 5, Room 333, 9750 S. 300 W., Sandy. Cost is \$10. Details are at <https://clients.utahsbdc.org/events.aspx>.

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

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 4455 25th St., Ogden. Cost is \$20 for members and first-time guests, \$30 for nonmembers. Details are at ogdenweberchamber.com.

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

Women in Business, a South Valley Chamber event. Speaker is Col. Angela Michael, senior leader for the Mature and Proven Aircraft Division at Hill Air Force Base. Location is Make-A-Wish Utah, 771 E. Winchester St., Murray. Cost is \$20 for members, \$30 for nonmembers. Registration can be completed at Eventbrite.com.

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

Lunch Event, a Holladay Chamber of Commerce event. Topic is the health benefits of therapy animals. Location is

Tandoor, 4828 S. Highland Drive, Holladay. Details are at holladaychamber.com.

March 24, 5-7 p.m.

Business After Hours Mixer, a Park City Chamber/Bureau event. Location is DeJoria Center, 970 N. State Road 32, Kamas. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

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

"Unlock the Financial Power of Your Business Ideas," a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

March 24, 6-8 p.m.

"How to Get the Most Out of Advertising," a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

March 24, 7-9:30 p.m.

"Pillar of The Valley" Gala 2020, a Utah Valley Chamber event. Location is Utah Valley

Convention Center, 220 W. Center St., No. 200, Provo. Details are at thechamber.org.

March 25, 7:30-8:30 a.m.

Coffee Connection, a Holladay Chamber of Commerce event. Location is Kokopellis Koffee House, 3955 S. Highland Drive, Millcreek. Details are at holladaychamber.com.

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

"Pay Equity: This Train Isn't Stopping Any Time Soon, So You Better Be On Board," an Employers Council event that is part of the five-part Legal Breakfast Series. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

March 25, 10 a.m.-4 p.m.

CrossTalk, a Utah Advanced Materials + Manufacturing Initiative event in conjunction with the Wasatch Front Materials Expo and featuring presentations, discussions and networking. Location is Salt Lake Community College's Miller Campus, Sandy. Cost is \$6, \$15 for event and lunch. Registration can be completed at <https://uammi.ticket-spice.com/crosstalk2020>.

March 25, 4-8 p.m.

Utah SAMPE Wasatch Front Materials Expo, an event focused on advanced materials and featuring 62 vendors. Location is Salt Lake Community College's Miller Campus, Sandy. Free. Registration can be completed at Eventbrite.com.

March 25, 6:30-8 p.m.

"Simple Steps," a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

March 26, 8:30 a.m.-12:30 p.m.

"Interviewing: How to Gain a Competitive Edge," an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

March 26, 9-10 a.m.

"Coffee With Clancy," a Women's Business Center of Utah event featuring Clancy Stone, business advisor for the northern

Legal Matters

New H-1B Visa registration period opens - and closes soon

U.S. Citizenship and Immigration Services (USCIS) recently announced it is changing the way it allocates the annual quota of H-1B visas. Companies seeking a new H-1B visa must first register online before they will be eligible to petition for a visa. The initial registration period opened at noon Eastern on March 1 and will remain open through noon Eastern on March 20. Employers interested in seeking one of these visas in 2020 must act quickly; otherwise, they must wait until next year when a new allotment is available.

The H-1B visa is one of the most common temporary work visas available for U.S. companies to employ foreign professionals in the United States. A total of 85,000 new H-1B visas become available each year, with 20,000 reserved exclusively for foreign workers with a master's or higher degree from a U.S. university.

Eligibility for an H-1B visa centers on two principal requirements: 1. Whether the job in which the foreign worker will work is a "specialty occupation" (requires at least a bachelor's degree in a specific field of study), and 2. Whether the foreign worker possesses the required qualifications for the job at the time the petition is filed. The U.S. government will not approve a petition unless an employer satisfies both requirements.

During the initial registration period, an employer must electronically submit a separate registration for each foreign worker for whom it seeks to file a cap-subject H-1B visa petition for the fiscal year 2021 H-1B cap. USCIS will then randomly select from those electronic registrations the number of registrations projected as needed to reach the 2021 H-1B quota (65,000 regular cap and 20,000 advanced-degree cap). Only those employers with selected registrations will be eligible to file a cap-subject petition and only for the foreign worker named in the registration. USCIS will not consider a

cap-subject petition properly filed unless the employer files it with a valid registration for the same foreign worker and the appropriate fiscal year. Additionally, USCIS will discard any duplicate registrations for the same foreign worker by the same employer in the same fiscal year.

The following is an overview of the new H-1B visa petition process:

Step 1: Gather information about the job and the foreign worker to evaluate suitability for an H-1B visa. The employer and the foreign worker complete questionnaires and gather required documents. The most important document the employer must prepare is a job description with very detailed job duties and the minimum qualifications required to perform each duty. It is critical that the job require a minimum of a bachelor's degree in a specific field of study. Employers should resist any urge to bypass this first step. Submitting a registration without first confirming that the job and the foreign worker are suitable for an H-1B visa could cause significant problems for the employer or the foreign worker later in the application process. With a job and a foreign worker deemed suitable for an H-1B visa, the employer may proceed with confidence to Step 2.

Step 2: The employer or its counsel prepares and submits a separate electronic registration naming each foreign worker for whom it seeks a cap-subject H-1B petition and pays the \$10 registration fee per foreign worker. When counsel represents the employer, it prepares the registration and pays the registration fee for the employer. Counsel then sends a one-time passcode to the employer. The employer creates its own myUSCIS online account, enters the passcode and reviews and accepts the registration and Form G-28. Counsel then submits the electronic H-1B registration. Counsel must complete all of these tasks by no later than noon (EDT) on

March 20.

Step 3: If USCIS randomly selects a registration, it will notify the employer of that by approximately March 31. The employer then prepares and files a complete H-1B visa petition package with USCIS within 90 days of its selection date. If represented by counsel, the employer's counsel gathers any additional information or documentation from the employer and/or the foreign worker and then prepares and files the H-1B visa petition package with USCIS, including an application for the foreign worker's dependents, if any. The filing fees for the visa petition range from \$1,710 to

\$2,460 per worker. If desired, an employer may request the optional premium processing service. Paying this additional \$1,440 filing fee does not increase the likelihood of approval, but it does speed up the process significantly. The filing fees for the dependent's application is a base fee of \$370 plus \$85 per family member.

Step 4: Wait for USCIS to make a decision on the petition. The current estimated processing time is 9-12 months, but an employer can reduce that to just 15 calendar days by requesting premium processing. It is increasingly common for USCIS to issue a Request for Evidence (RFE).

If that happens, USCIS gives the employer approximately 87 days to respond.

Because these visas are in such high demand, we recommend that an employer not wait to file for a qualified foreign worker until a subsequent fiscal year. Register now. If not selected this year, the employer may need to work with counsel to identify suitable alternatives for the foreign worker.

Tim Wheelwright is a shareholder with the law firm of Durham Jones & Pinegar. He advises individuals and businesses on routine and complex immigration matters, including worksite enforcement, I-9 forms, E-Verify, etc.



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WHAT BARRIERS?

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CALENDAR

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region for the Women's Business Center of Utah. Location in Morgan County to be determined. Free. Details are at www.wbcutah.org.

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

Business Luncheon Series, a Murray Area Chamber of Commerce event. Location is Stevens Henager College, 171 E. Vine St., Murray. Cost is \$20 for members, \$25 for nonmembers. Details are at murraychamber.org.

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

WBN Luncheon, a Utah Valley Chamber event. Location is Utah Valley Home Builders Association, 707 E. Mill Road, Suite 201, Vineyard. Cost is \$25. Details are at thechamber.org.

March 26, 6-9 p.m.

"Giant in Our City 2020," a Salt Lake Chamber black-tie, invited event. Award recipient is Gov. Gary Herbert. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$250. Details are at slchamber.com.

March 26, 6-7 p.m.

Small Business Development Center (SBDC) Clinics, including "Legal Clinic," "Intellectual Properties Clinic" and "Accounting Clinic." Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

March 27, 7:30-8:30 a.m.

"Eggs & Issues," a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

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

Lean Manufacturing 101 with Simulation, a Salt Lake Community College event featuring presentations and hands-on activities focused on lean manufacturing principles to reduce waste and improve an organization's bottom line. Location is Salt Lake Community College's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$300. Details are available at mireya.castillo@slcc.edu.

March 27, 11:30 a.m.-1 p.m.

Startup Conversation, a Silicon Slopes event featuring Ryan Westwood, founder and CEO of Simplus. Location is Kiln, 26 S. Rio Grande St., Suite

2072, Salt Lake City. Details are at siliconslopes.com.

March 27, 4-9 p.m.

Silicon Slopes Classic, a free ski and ski race featuring Utah-based companies in support of the Sundance Mountain Sports Education Foundation, a nonprofit focused on building character and leadership in student-athletes through mountain sports. Location is Sundance Mountain Resort. Details are available by contacting John Bowers at john@silicon-slopes.com or Renea Dietrich at renea@smsef.org.

March 31, 8:30-11 a.m.

"Selling Without Guilt and Stigma," a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, Building 5, 9750 S. 300 W., Sandy. Cost is \$10. Details are at <https://clients.utahsbdc.org/events.aspx>.

March 31, 6-7 p.m.

After Hours Social, a Holladay Chamber of Commerce event. Speaker Jim Santangelo of the Wine Academy of Utah will discuss the terminology and tasting techniques used by the pros. Location is 3 Cups, 4670 S. 2300 E., Holladay. Cost is \$42. Details are at holladaychamber.com.

April 1

IT Exchange, an IT trade show and conference hosted by VLCM. Event includes vendors, breakout sessions, prizes and more. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Details are at <https://www.vlcmtech.com/it-exchange>.

April 2, 8:30-10:30 a.m.

"I-9: Self-Audit Workshop,"

an Employers Council event featuring hands-on instruction and examples of how to audit Form I-9s to ensure compliance with USCIS regulations, as well as make corrections the right way. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

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

Networking Lunch, a Murray Area Chamber of Commerce event. Location is Twigs Bistro & Martini Bar, 6223 S. State St., Murray. Cost is \$20 for members, \$30 for guests. Details are at murraychamber.org.

April 3, 8-10 a.m.

First Friday Face to Face, a West Jordan Chamber of Commerce event. Location is Megaplex Theatres, second floor, The District, 3761 W. Parkway Plaza Drive, South Jordan. Details are at westjordanchamber.com.

April 3, 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.

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

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

April 8, noon-1 p.m.

"Startup Stories," a Kiln event featuring Mike Maughan, head of brand growth, global insights and strategic initiatives at Qualtrics. Location is 2701 N.

Thanksgiving Way, Suite 100, Lehi. Details are at kiln.co/events.

April 8, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location is Capstone Classical Academy, 3885 U.S. 89, Pleasant View. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

April 9, 8:30 a.m.-4 p.m.

"Supervisory Skills Program," an Employers Council event over four consecutive Thursdays. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

April 9, 9-10 a.m.

"Coffee With Clancy," a Women's Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women's Business Center of Utah. Location is La Barba Draper, 13811 Sprague Lane, Draper. Free. Details are at www.wbcutah.org.

April 9, 11 a.m.-1 p.m.

"Protecting Your Business with Business Contracts," a Zions Bank Business Success Academy workshop. Location is Zions Bank, Business Resource Center, 310 S. Main St., first floor, Salt Lake City. Free, but registration is required. Registration can be completed at utresources@zionsbank.com or at (801) 844-7900.

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

Women in Business Luncheon, a Davis Chamber of Commerce event. Location to be

announced. Cost is \$20 for members, \$30 for guests. Details are at davischamberofcommerce.com.

April 9, noon-1 p.m.

"Lunch & Learn: Buffer Your Social Media," a Park City Chamber/Bureau event for members only. Speaker is Lynn Smargis of Write for You. Location is Park City Hospital, 900 Round Valley Drive, Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

April 10, 7:45-9 a.m.

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is The Argo House, 529 25th St., Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

April 14, 7:30 a.m.-3 p.m.

Women in Business Spring Conference, a ChamberWest event. Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Sponsorship opportunities available. Details are available at (801) 977-8755 or chamber@chamberwest.com.

April 14, 8 a.m.-noon

"HR Management Program: Advanced HR Competencies," an Employers Council event over Tuesdays through May 12. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

April 14, 8 a.m.-4 p.m.

"The Effective and Legal

see CALENDAR next page

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CALENDAR

from previous page

Manager,” part of the Salt Lake Community College Frontline Leader Workshop Series and designed to maximize the performance of your team, legally, from the interview and selection process through coaching, developing talent, and disciplining when needed. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$250. Details at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

April 14, 9:30-10:30 a.m.

Member Showcase, a Park City Chamber/Bureau event. Location is Park City Chamber/Bureau, 1850 Sidewinder Drive, Suite 320, Park City. RSVP required. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

April 15, 8 a.m.-noon

Cybersecurity Conference 2020, a Salt Lake Chamber event. Location is Jordan Commons Megaplex, Conference Center, 9335 S. State St., Sandy. Cost is \$70 for members, \$80 for nonmembers. Details are at slchamber.com.

April 15, 9 a.m.-3 p.m.

Second Annual Valley Visioning Summit, an Association of Utah County Chambers event. Location is Utah Valley Convention Center, 220 W. Center St., Provo. Cost is \$50. Details are at thechamber.org.

April 15, 1-5 p.m.

2020 B2B Expo, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Details are at davischamberofcommerce.com.

April 16, 23, 30

Digital Marketing Academy 2.0, a South Valley Chamber event. Presenters are representatives of Firetoss, who will discuss attribution modeling, SEO, advanced paid media strategies and programmatic advertising. Location is Salt Lake Community College's Miller Campus, MFEC 223, Sandy. Cost is \$75 for members, \$150 for nonmembers. Registration can be completed at Eventbrite.com.

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

"Multiplying Lasting Profitable Relationships," a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is West Jordan City

Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$10 for nonmembers. Details are at westjordanchamber.com.

April 16, 4-6 p.m.

After Hours, an ACG (Association for Corporate Growth) Utah event. Location is Punchbowl Social, 6 N. Rio Grande St., The Gateway, Salt Lake City. Cost is \$10 for members, \$20 for nonmembers. Details are at acg.org/utah/events.

April 17, 7:30 a.m.-noon

Spring 2020 Nubiz Symposium. Location is Weber State University, Shepherd Building, 3910 W. Campus Drive, Ogden. Cost is \$49. Details are at ogdenweberchamber.com.

April 17, 8 a.m.-noon

"Sticky and Strong: Winning Campaign Strategies," a Salt Lake Chamber Professional Development Series event. Speaker is Bill Nixon, chairman and CEO of Policy Impact Communications. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. "Sticky and Strong" workshop costs \$99 for members, \$149 for nonmembers. Course fee for "Mastering Media Management" is \$350 for members, \$550 for nonmembers (includes three workshops during 2020). Details are at slchamber.com.

April 17, 8-10:30 a.m.

Third Friday Speed Networking, a South Jordan Chamber of Commerce event. Location is Megaplex at the District, 3761 W. Parkway Plaza Drive, second floor, South Jordan. Cost is \$10. Details are at southjordanchamber.org.

April 17, 8:30-10:30 a.m.

"Reasonable Suspicion: Briefing for Managers and Supervisors," an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

April 17, noon-1 p.m.

"Silicon Slopes Live," a live recording of the Silicon Slopes podcast and featuring Sam Malouf, president and CEO of Malouf. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

April 21, 7:15-9 a.m.

2020 Partners In Education Appreciation Breakfast, an Ogden-Weber Chamber of Commerce event. Location is Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden.

Free for chamber guests. Details are at ogdenweberchamber.com.

April 21, 8 a.m. – 4 p.m.

"The Effective and Legal Manager," part of the Salt Lake Community College Frontline Leader Workshop Series and designed to maximize the performance of your team, legally, from the interview and selection process through coaching, developing talent, and disciplining when needed. Location is SLCC Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

April 21, 8 a.m.-2 p.m.

"Technology Grant Ideathon," a Utah SBIR Center event in partnership with The Mill, the Veterans Business Resource Center and the Small Business Development Center that is a hands-on workshop to learn how to effectively search through a solicitation to find a grant opportunity, participate in a group ideation, validate ideas, and prepare a plan of action to get grant funding. Location is The Mill at Miller Campus, Salt Lake Community College's Miller Campus, Building 5, Corporate Partnership Center, 9690 S. 300 W., Sandy. Cost is \$20. Registration can be completed at Eventbrite.com.

April 21, 11:30 a.m.-1 p.m.

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location

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

April 21, 11:30 a.m.-1 p.m.

Lunch Event, a Holladay Chamber of Commerce event. Speaker Sheryl Gillilan from Holladay Arts will discuss Holladay Arts Council's goals, events and projects for 2020 and beyond. Location is Taqueria 27, Holladay, 4670 Holladay Blvd. East, Holladay. Details are at holladaychamber.com.

April 22, 8:30 a.m.-12:30 p.m.

"Job Analysis and Effective Job Descriptions," an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

April 22, 1-5 p.m.

Business to Business Expo, a Davis Chamber of Commerce event featuring more than 70 exhibitors. Location is Davis Conference Center, 1651 N. 700 W., Layton. Details are at davischamberofcommerce.com.

April 23, 9:30-11:30 a.m.

Excellence in Education Luncheon, a Murray Area Chamber of Commerce event. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Details are at murraychamber.org.

April 23, 1-4 p.m.

Spring Benefits & Com-

pliance Session titled "Strategies to Improve Company Compliance, Safety and Culture," a Hays Cos. event. Speakers from Hays Cos. are Nick Karls, attorney and associate director of compliance; Tom Goeltz, director of risk management services; and Dave Ross, executive vice president and director of underwriting services. Location is Loveland Living Planet Aquarium, 12033 Lone Peak Parkway, Draper. Free.

April 27, 7:30-8:30 a.m.

Coffee Connection, a Holladay Chamber of Commerce event. Location is Coffee & Cocoa, 6556 S. 3000 E., Holladay. Details are at holladaychamber.com.

April 28, 11 a.m.-2 p.m.

Utah Diversity Career Fair, presented by Galileo Financial Technologies. Event features a diversity and inclusion panel discussion from 10-11 a.m. Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Registration can be completed at Eventbrite.com.

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

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 4455 25th St., Ogden. Cost is \$20 for members and first-time guests, \$30 for nonmembers. Details are at ogdenweberchamber.com.

see CALENDAR page 18

Every day is a great day . . .

**MMMM...
Mondays!**

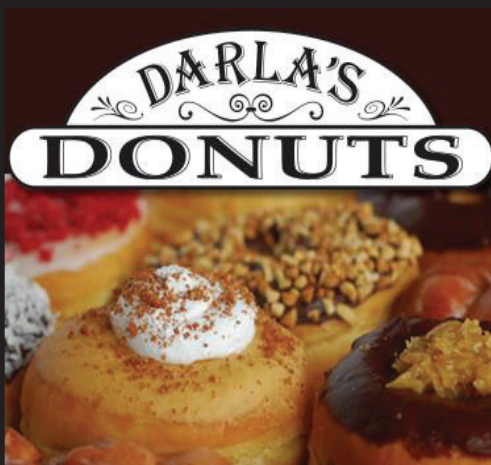
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Opinion

Paid family leave act will have you paying \$10 for a \$4 cup of coffee

Following increased interest in expanding access to paid family and medical leave, Rep. Rosa DeLauro, D-Conn., joined forces with Sen. Kirsten Gillibrand, D-N.Y., to promote the Family and Medical Insurance Leave Act (FAMILY). If we believe the act's supporters, it would cost close to nothing and provide essential benefits to employees who don't currently receive them.

Unfortunately, these claims are bogus.

Under the FAMILY Act, the federal government would offer 12 weeks of paid time off to enable workers to care for infants, recover from major illnesses and care for severely ill relatives. During that time, employees would receive benefits administered by the Social Security Administration equal to 66 percent of their regular earnings, with a minimum monthly benefit of \$580 and a maximum monthly benefit of \$4,000. To pay for this new hand-out, the federal government would impose a 0.4 percent payroll tax to be divided evenly between employers and employees.

Gillibrand argues that the act would provide greatly needed benefits to employees at a minimal cost to them. One of her favorite talking points about the proposal

is that it would cost employees only \$4 a week, or the equivalent of a cup of coffee.

Unfortunately, the senator's assertion is quite misleading. For starters, a 0.4 percent hike in the payroll tax would not be enough to pay for the federal spending under the plan. The Congressional Budget Office (CBO) released a score of the bill as introduced and found that the FAMILY Act would increase spending by \$547 billion in benefits and administrative costs over 10 years, but it would only increase net federal revenues by \$319 billion during that time. That means that \$228 billion in spending wouldn't be paid for by the FAMILY Act's new tax.

While the federal government is no stranger to deficits, in this case — and contrary to what FAMILY Act supporters seem to believe — this deficit will require either more tax revenues or fewer government benefits. The CBO points out that the act "would limit program outlays to amounts in the trust fund," which the Heritage Foundation's Rachel Greszler explains in her recently released paper "is the accumulation of the FAMILY Act's payroll taxes." This means that one way or another, spending must equal tax revenues. Therefore,

Congress will have to either ration benefits or raise the payroll tax.

By how much? It would double within four years of the first benefits, which would be paid in October 2022.

Greszler calculates that as the number of people claiming the benefit increases, if benefits aren't rationed, "In 2023, the initial 0.4 percentage point payroll tax would have to rise by 25 percent to 0.5 percentage points. By 2026, the necessary payroll tax would need to double to 0.8 percentage points, and by 2028, it would need to rise to about 240 percent of its initial level, to 0.95 percentage points." And that's just the beginning. This, of course, is on top of the already steep and regressive existing payroll tax.

Moreover, even though employees and employers split the FAMILY Act's payroll tax, most of the employer's share of the tax will still fall on workers. That's because, over time, employers shift the costs of new taxes onto employees in the form of lower wages. In other words, employees will shoulder most of the payroll-tax increase. The CBO accounts for some of this shifting as it projects a \$42 billion reduction in federal revenues because employers will reduce workers' wages and benefits.

The FAMILY Act would also lead

to other undesirable changes, like a shift in resources from those with lesser means to those who already have more. Greszler explains that in the United States, "where substantial employer-provided paid family leave exists, a government program could be even more regressive because it would provide windfall benefits to larger companies and higher-income employees who *already have* paid family leave policies." This is currently happening with state-based paid family leave programs. Companies that used to provide the benefits are now asking their employees to tap into the taxpayer provided program first.

Finally, but importantly, economic research reveals that employees — and women in particular — in countries where government has implemented such benefits face more discrimination, fewer advancement opportunities, fewer hours of employment and lower wages. These are the unseen costs of such programs that the act's supporters ignore.

All of these facts together make for a very expensive cup of coffee.

Veronique de Rugy is a senior research fellow at the Mercatus Center at George Mason University in Fairfax, Virginia.

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VERONIQUE
de RUGY

Open borders and migrants aren't to blame for coronavirus outbreak

Medical experts are trying to map out the health effects of coronavirus. Economists are estimating its economic fallout. Yet predicting its broader political consequences is likely to be the biggest challenge of all.

The historian William McNeill once tried to understand why the natives of the Western hemisphere so rapidly adopted the religion and customs of the Europeans. He speculated that viruses played a central role. When the native inhabitants saw that diseases like smallpox killed them but left the foreigners unscathed, they assumed that the Europeans had a culture and religion they should adopt.

It's possible the coronavirus will be quickly contained and we will all move on. But if it persists, this epidemic could accelerate a major political shift.

Almost everywhere, the populist right is trying to blame the contagion on open borders and migrants. In reality, the disease has been spread internationally by travelers and tourists — impoverished asylum seekers don't usually get on board cruise ships. But that hasn't stopped politicians from trying to exploit the crisis. Italian firebrand Matteo Salvini railed against the government for continuing to allow in migrants from Africa, though there are few cases of coronavirus on that continent. Far-right parties in France, Germany and Spain have all called for tighter border controls.

In the United States, the attacks have been directed mostly against China. A Fox News host explained that the world was

suffering from this epidemic because the Chinese Communist Party cannot feed its people, who have resorted, he claimed, to "eating raw bats and snakes." Tom Cotton, one of Donald Trump's staunchest allies in the Senate, suggested the virus might have originated in a high-security biochemical lab in China. In the 1980s, the far left trafficked in rumors about HIV having been invented in CIA labs. The far right has now found its own virus conspiracy theory.

President Trump, for his part, fuels fears by constantly talking about how the disease came from China and how he heroically saved American lives by closing the border in late January to people coming from China. Thank goodness he doesn't seem to know that H1N1 was first detected in Mexico. If he did, he might close the border with Mexico, just to be safe.

In fact, the focus should not be on massive border closures but rather comprehensive public health systems that can safely and speedily test people, isolate and provide care to those infected, and issue clear guidelines for the rest of us. Things have now ramped up in America, but the process has been far too slow, in part because Trump eliminated the White House's pandemic chain of command in 2018. It would have been even worse if Trump's proposed budget cuts for the Centers for Disease Control and other relevant agencies had gone through.

Coronavirus is also wreaking havoc with trade. We are already in a phase of de-

globalization, as shown by the slowdown in world trade. A Bank of America study found that of the companies it studied in North America, 83 percent of sectors were planning to shift their supply chains, many of them out of China. The reasons given were usually tariffs and national security, but now fears of pandemics will probably add to these negative incentives.

Some of these shifts are a natural rebalancing after decades of accelerating globalization. But will they be more than that? It will all depend on politics and politicians. If people's fears can be exaggerated and manipulated, it is possible to

imagine the world heading further down a path of tariffs, walls and barriers. The economic historian Angus Maddison found that after the last great era of globalization broke down, with the onset of World War I, trade and immigration flows were depressed for three decades. It was only in the late 1940s that these trends were reversed.

In many ways, we do still live in a world of pervasive globalization, especially in the digital economy. According

see ZAKARIA next page



FAREED
ZAKARIA



Opinion

Is 2020 the year to make your dream of owning a small business a reality?

Small businesses in Utah are vitally important for our state economy and our national economy as well. Entrepreneurs provide critical goods and services that change lives and create two out of every three new jobs in Utah as they launch new technology and grow industry-leading innovations. Such corporations are helping maintain their local tax bases, support community groups and employ thousands of people.

The U.S. Small Business Administration (SBA) Utah District Office is ready to assist and support you if you are considering starting a business this year. We honor the entrepreneurial spirit every day as an advocate for entrepreneurs across our state. We assist numerous small businesses by providing financial assistance, counseling and contracting programs, while contributing over \$1 billion to Utah's economy each year.

Finding an ally, advocate or mentor via our SBA Resource

Partners should be easy with so many to choose from. Our Resource Partners include:

- Women's Business Center Utah, offering low- or no-cost one-on-one business counseling sessions, training and networking events.

- Small Business Development Center network of Utah, offering business counseling and training for entrepreneurs.

- SCORE mentors, providing one-on-one business development counseling.

- World Trade Center Utah, administering the Small Business Trade Expansion Program (STEP) grant program to help small-business owners who would like to start exporting.

- Veterans Business Outreach Center, offering training through the Boots to Business and Reboot programs.

Financial assistance is also available through SBA's loan guaranty programs, such as seeking capital for new buildings,

want to have contact with the rest of the planet.

The solution to problems in a global age can only be global — better information, communication and coordination across the world. No one country can stop a pandemic by itself; international collaboration is crucial. Sadly, it is far easier to peddle fear and hate and explain that it all happened because the Chinese eat raw bats.

Fareed Zakaria's email address is fareed.zakaria.gps@turner.com.

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MARLA TROLLAN

equipment, expansion and international trade.

Across Utah we are expanding outreach to rural areas of the state to ensure small businesses have the resources they need to be successful and we also entered into several strategic partnerships with important community and economic organizations to increase information-sharing and training opportunities.

If you are in the planning stages of building your business, consider these key initial steps:

1. Conduct market research. Are similar businesses already rooted in the community where you'll be based and does enough demand exist? Conducting a competitive analysis will help you get a sense of whether your business idea is likely to take off in a given market.

2. Write your business plan. Set and track goals with a business plan while convincing investors and lenders that your business is destined for success. Whether you thrive on detail or just want to get the basics down on paper, multiple business planning formats and templates exist. Learn more in the SBA's online, self-paced "How to Write a Business Plan" course.

3. Find funding. Once you know how much funding you'll need to get your business off the ground, consider what funding type makes most sense for your business based on terms, rates and risks. There are a wide range of options, including self-funding, venture capital, crowdfunding, small-business loans and more. Do you need an SBA-backed loan? Use the SBA's

Lender Match tool to connect with approved lenders.

4. Pick your business location. When contemplating a location for your business, take into account the costs, benefits and restrictions associated with different states, counties and jurisdictions. Standard salaries, minimum wage laws, property values, rental rates, business insurance rates, utilities and government licenses and fees are just a few costs that vary by location.

5. Choose a business structure. Your business's legal structure will impact your business registration requirements, tax rates and personal liability. Read up on common business structures, from sole proprietorships to LLCs and more.

Now that you've reviewed these initial steps, check out SBA's comprehensive 10-step guide to starting your own business.

For help implementing these steps, and for expert guidance throughout your journey, turn to local SBA Resource Partners, including SCORE, Small Business Development Centers, Women's Business Centers and Veterans Business Outreach Centers.

Finally, stay up to date on SBA events near you and get valuable Utah business information by following us on Twitter at @SBA_Utah. Register for e-mail updates at <https://www.sba.gov/updates>.

The Utah District Office, our resources partners, SBA Lenders and collaborating government agencies are here to serve and assist you in your business endeavors. For more information, contact the Utah District Office at (801) 524-3209.

Marla Trollan is the SBA district director in the agency's Utah District Office.

ZAKARIA

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to a Bloomberg report, trade in services has risen by about 50 percent over the past 10 years. Royalties and licensing fees, an indication of the spread of information, technology and entertainment worldwide, are up around 60 percent. While migration flows have actually remained stable over the last decade, travel has continued to expand dramatically, year after year. We humans



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VIRUS PREP

from page 1

fact, someone around us does get it [then] let's work to try to prevent that from spreading even further."

The virus, COVID-19, began in China and has spread to several continents. Utah remains a low-risk state. Lt. Gov. Spencer Cox, the leader of the state response team, said officials are not yet encouraging Utahns to "make huge disruptions to their life."

"It is something we are taking very seriously, and we encourage the citizens of the state of Utah to take very seriously. ... We are being extremely cautious," Cox said. "What we're hoping to do is prevent the spread of this virus. All of that being said, too, we don't want to induce panic. If people practice appropriate hygiene, if they respond to the recommendations that we have given and will continue to give, life will go on and we'll be able to weather this storm."

A task force led by Cox and Dr. Angela Dunn, state epidemiologist from the Utah Department of Health, will continue to make recommendations to Gov. Gary Herbert and other state leaders. One reason for the recommendations is to ensure healthcare facilities in Utah do not become overwhelmed with patients.

"It's the scientists that are making the decisions and the recommendations, not the politicians," Cox said. "But we are leaning very heavily on them and learning from them and working closely together with those decisions and recommendations."

Dunn noted that while the number of coronavirus cases in China was shrinking, it was growing elsewhere. "And that's just showing that we're still kind of on the tip of the iceberg with this epidemic," she said.

"This is really going to take a community to stop this spread of COVID-19. It's not just going to be done in public health, it's not just going to be the government, but it's really going to be all of us putting forth these measures in order to make sure that our communities stay safe. ... You guys are part of the solution. You're definitely needed in order to make sure that we don't spread COVID throughout our community."

The virus is "not that scary" for the general population but "really scary" for people over age 60 with underlying medical conditions, she said. Based on mortality rates seen so far, the virus has the potential for 20,000 deaths in Utah, "but 80 percent of us will recover just fine, but we don't want to be spreading that to the most vulnerable and cause those deaths," she said.

Recommendations for companies and individuals can be found at slchamber.com and coronavirus.utah.gov. Updates also will be available on social media. Cox also encouraged the public to pay attention to trusted sources of information and "not the crazy uncle on Facebook."

Many of the recommendations are straightforward and related to hygiene. People with symptoms should stay home, with telecommuting and videoconferencing being options. High-touch surfaces — at work, they include door knobs, keyboards and telephones — should be cleaned with routine cleaning supplies twice a day. Work shifts could be staggered. Companies with occupational health clinics should figure out how to triage people with symptoms. Work-related travel, especially to affected areas of the world, should be canceled. People should stop shaking hands.

"In general, good hygiene is going to be the way that this is prevented," Dunn said.

Cox said state officials are encouraging every organization to work on a plan and discuss contingencies if employees contract the disease, or if their family members do, or if their children's schools are closed.

"We have time to prepare — that's the good news," Cox said, contrasting it with an earthquake and subsequent "in the moment" decisions. "Now we can see something coming, and we have an opportunity to be well-prepared for that."

But officials also stressed other steps companies can take that might not be so obvious. They include evaluating sick-leave policies, protecting the privacy of affected employees to "minimize that rumor mill" at work, and cross-training employees if absenteeism becomes an issue.

Cox encouraged companies, if they can, to "be more lenient with your time off and with the potential for paid time off."

"In trying to save a few dollars by not giving paid time off," he said, "you may end up inadvertently infecting everyone in your building or in your office, and the repercussions financially could be far worse for that."

Dunn said requiring employees to have a medical note in order to work from home is a barrier that should be removed because it could overwhelm the healthcare system. "Let's try to be a little more flexible during a pandemic in terms of trusting our employees if they're staying home with symptoms that may not require an elevated level of medical attention," she said.

Hale said employees often feel guilty when they get a cough, so they try to "plow through this"

by going to work and hoping to be fine. "Well, we don't need that now," Hale said. "And make sure that they understand that it's not a big deal if they stay home."

Miles Hansen, president and CEO of World Trade Center Utah, said the virus has impacted global trade, primarily through international travel, a rapid increase in uncertainty and disruptions to supply chains. "We are all part of a supply chain, whether we're at the company side or whether or not we're the end user as a consumer," he said.

Hansen encouraged companies to research what they should be doing, make an assessment about their activities and then "make a prudent decision." If business travel is necessary, "if there's not heightened concern or heightened risk, then we're encouraging companies to move full steam ahead," he said.

Cox ended the session with optimism.

"We live in an awesome state. No one should be more optimistic than the residents of Utah," he said, noting that the state has a culture of preparedness and working together. "This is what we do best, is weather storms like this, and we're going to weather this one."

CALENDAR

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April 29, 7:30 a.m.-2 p.m.

South Jordan Business and Entrepreneurial Summit and Expo. Location is Salt Lake Community College's Miller Campus, Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Details are at southjordanchamber.org.

April 29, 8:30 a.m.-3 p.m.

"Managing the Ill or Injured Worker Under the ADA, FMLA and Workers' Compensation," an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$305. Details are at employerscouncil.org.

April 29, 9-11 a.m.

"De-Stink Your Marketing," a Zions Bank Business Success Academy workshop. Location is Zions Bank, Business Resource Center, 310 S. Main St., first floor, Salt Lake City. Free, but registration is required. Registration can be completed at utresources@zionsbank.com or at (801) 844-7900.

May 1, 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.

May 1, 8-10 a.m.

First Friday Face to Face, a West Jordan Chamber of Commerce event. Location is Megaplex Theatres, second floor, The District, 3761 W. Parkway Plaza Drive, South Jordan. Details are at westjordanchamber.com.

May 5, 10-11:30 a.m.

Brunch Event and Fav Anniversary, a Holladay Chamber of Commerce event. Location is Fav Bistro, 1984 E. Murray Holladay Road, Holladay. Details are at holladaychamber.com.

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

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

May 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.

May 7, 8:30 a.m.-12:30 p.m.

"Fair Labor Standards Act Essentials," an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

May 8, 7:45-9 a.m.

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is The Argo House, 529 25th St., Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

May 8, 8-11 a.m.

Professional Development Workshop, a Salt Lake Chamber event. Sara Jones, president of InclusionPro, will discuss "The Language of Inclusive Leadership." Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$75 for members, \$99 for non-members. Details are at slchamber.com.

May 8, 8:30 a.m.-3 p.m.

Utah Veteran Business Conference 2020, a Utah Veteran Owned Business Partnership event. Location is Salt Lake Community College's Miller Campus, Karen Gail Miller Conference Room, 9750 S. 300

W., Sandy. Cost is \$30. Details are at slchamber.com.

May 13, 8 a.m.-5 p.m.

Lean Manufacturing 101 with Simulation, a Salt Lake Community College event featuring presentations and hands-on activities focused on lean manufacturing principles to reduce waste and improve an organization's bottom line. Location is Salt Lake Community College's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$300. Details are available at mireya.castillo@slcc.edu.



PUBLIC NOTICE

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Attorneys for Petitioner

**IN THE THIRD DISTRICT
COURT IN AND FOR SALT
LAKE COUNTY
SALT LAKE DEPARTMENT,
STATE OF UTAH
IN THE MATTER OF THE ES-
TATE OF RUTH PRICE (AKA
RUTH ALLEN PRICE)
Deceased**

NOTICE OF AMENDED PETITION AND HEARING

Probate No. 183902538
Judge: Royal Hansen
Notice is hereby given that on or about February 17, 2020, an Amended Petition for Order to Redetermine or Reaffirm Heirs was filed by Petitioner, STAGG FIDUCIARY SERVICES, LLC, as duly appointed Personal Representative for the Estate of Ruth Price, by and through counsel Randall J Holmgren. A copy of the Amended Petition is on file with the clerk of court and may be reviewed upon request.

This Amended Petition has been set for hearing in this Court at the THIRD DISTRICT COURT, 450 South State Street, Salt Lake City, Utah, on **March 25, 2020, at 9:00 a.m., in courtroom N41, before the Honorable Judge Faust.**
DATED this 20th of February, 2020.
/s/ Rachel L Sykes
Rachel L. Sykes
Attorney for Petitioner
Stagg Fiduciary Services, LLC

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GOED

from page 1

and CEO of Deserve, said in a prepared statement. "We are proud to be a part of Utah's thriving fintech ecosystem and add our expertise to this growing community of innovators."

Deserve has created a credit card platform that it manages through both its own portfolio of customers and several third-party credit card programs. Third-party programs are managed either on the platform as fee-for-service or on an affinity basis in which Deserve owns the receivables. The company has about 71,500 portfolio customers and four platform and affinity customers.

One area of focus for the company has been to provide millennials and Generation Z with access to credit products and the tools to achieve financial independence. Its website indicates it has helped students gain access to credit on 5,000 campuses.

Deserve's investors include Goldman Sachs, Sallie Mae, Accel, Pelion Venture Partners, Aspect Ventures and Mission Holdings.

Deserve is growing its credit platform service, and the new Utah jobs will support the business across a wide range of areas, including human resources, finance and accounting, customer service, operations management, program and project management, information technology, and training/talent development.

Tom Wadsworth, GOED associate managing director, told the GOED board that Taylorsville had lost a large employer in American Express. "And that's been a big hit to their employment base, but this

company is coming in, as it's a fintech company, hiring 258 high-paying jobs but a significant number of other jobs as well, that will help backfill a lot of those jobs that have since left the area," he said.

The GOED-approved incentive is a tax credit of up to \$372,089. The project is expected to generate new wages of \$44.1 million over five years and new state tax revenue of nearly \$1.9 million during that time. The incentive is post-performance, meaning that each year that Deserve meets the criteria in its contract with the state, it will earn a portion of the total tax credit.

"We're excited that Deserve has chosen to grow in Utah and add to the state's robust fintech sector," Val Hale, GOED executive director, said in a prepared statement. "The new high-paying jobs Deserve will create will support a wide range of areas, including human resources, information technology, finance and accounting."

"Utah has a front-and-center role in the transformation of financial services and is one of the leading locations nationwide for fintech expansion with the skilled workforce to match," said Theresa A. Foxley, president and CEO of the Economic Development Corporation of Utah. "We welcome Deserve to our state."

GOED board chairman Jerry Oldroyd said the development of the fintech sector in Utah has been "really interesting."

"We're becoming a hub for fintech companies," he said. "A lot of these companies that we're seeing have had just novel business plans, novel approaches to credit. ... It's a significant sector of our economy now."



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