

OF NOTE



What did you call me?

Thirty-eight percent of Utah employees say they would miss their "work spouse" more than they would their actual partner, according to a survey by PRPioneer.com. One in 10 Utahns admit to accidentally calling their partner by their work spouse's name.

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A crowd gathers outside Smith's Ballpark prior to a Salt Lake Bees baseball game. The future of sports events and others that attract large crowds is in jeopardy because of COVID-19. That could mean playing to full houses, scattered fans or empty seats, according to speakers at a recent webinar.

Crowd or no: What will it look like as sports, events return?

Brice Wallace
The Enterprise

Don't be surprised if you attend a sports event later this year in a full house. Or maybe in a sparse crowd sprinkled throughout the arena. Or alone, catching screen time at home because fans aren't allowed in the venue.

Or all of the above, depending on the week.

That's the reality facing organizers of athletic competitions, thanks to the COVID-19 pandemic. It could just as easily apply to conventions, church services or schools.

Speaking during a webinar about large-group situations, Mark Harlan, athletic director at the University of Utah, said the university's event management team has been working "to really look at different strategies that would provide safety first for our student-athletes and all those participating in staging the game and also for our fans."

That could mean playing football this fall in a sold-out stadium — the norm for Rice-Eccles Stadium for the past decade — or before limited crowds spread throughout the stands. It could mean staggering the entrance times for fans.

see CROWDS page 11

COVID-19 Updates

Cancellations and postponements

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

CANCELLATIONS

June 17, 8-10 a.m.

M.A.C.H. Speed Networking, a Murray Area Chamber of Commerce event at Urban Arts Gallery in Salt Lake City.

June 25, 7 p.m.

"Business is No Laughing Matter," a South Valley Chamber event at the Sandy Amphitheater in Sandy.

POSTPONEMENTS

"Building Earthquake Resilient Communities," a ULI (Urban Land Institute) Utah event, originally scheduled for May 14, has been rescheduled for June 2, noon-1 p.m., online. Details are at <https://utah.uli.org/events-2/>.

14th Annual Utah Economic Summit, hosted by Gov. Gary Herbert and presented by the Governor's Office of Economic Development, World Trade Center Utah and the Salt Lake Chamber, originally scheduled for June 18 at the Grand America Hotel in Salt Lake City, has been postponed until a date to be determined.

see UPDATES page 15

April jobless rate gives 'glimpse' of May and beyond

Figures released by the Utah Department of Workforce Services don't give a true picture of the state's current unemployment situation but do offer a hint at what the rate may be down the road. At the end of April, the jobless rate stood at 9.7 percent with about 155,800 people out of work. But that figure will surely jump as numbers come in for May and beyond due to the effects of the COVID 19 pandemic and subsequent layoffs and terminations.

The department said that Utah's non-farm payroll employment for April contracted by an estimated 7.1 percent, sidelining 110,900 workers since April 2019. Most job reductions are furloughs and considered temporary in nature. Utah's current employ-

ment level registers 1,445,900.

By comparison, the national unemployment rate at the end of April was reported at 14.7 percent by the U.S. Bureau of Labor Statistics.

"The April survey offers Utah its first measured glimpse into the coronavirus' economic impact," said Mark Knold, chief economist at the Department of Workforce Services. "Utah's strong economy preceding this pandemic offered more cushion against disruption than seen across the rest of the country, thus Utah's more moderate setback. The current situation differs from other national downturns in that this is disaster-related and many separated workers are anticipating a return to work when circumstances

allow. Other downturns generally feature permanent job separations."

Utah's private-sector employment contracted year-over-year by 8.1 percent with the loss of 105,500 positions. Two of the 10 private-sector major industry groups measured in the survey posted net job gains in April, those being construction (3,400 jobs) and information (500 jobs). The other eight industry groups posted employment declines. Those most impacted were leisure and hospitality services (down 66,700 jobs); trade, transportation and utilities (down 15,400 jobs) and education and health services, which lost 8,800 jobs.

May's unemployment numbers will be released on June 19.



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

Extended unemployment, final CARES program, becomes available to Utahns

The Pandemic Emergency Unemployment Compensation (PEUC) program is now available for Utahns. This is the fifth and final CARES Act program to be implemented in the state. PEUC will allow eligible individuals who have exhausted their benefits to receive up to 13 weeks of additional unemployment benefits.

Eligible individuals are those who were receiving unemployment benefits, but reached their maximum eligible weeks, losing those benefits while remaining unemployed.

“We are proud to have created and made available the final program of the CARES Act,” said Kevin Burt, Unemployment Insurance Division director for the Department of Workforce Services. “Our staff has worked diligently to get these critical new programs implemented in the midst of processing record-breaking claim volumes. Utah continues to stand out nationally for our unemployment insurance response throughout the pandemic as we get benefits to those in need.”

Those who have already exhausted their benefits and have stopped filing weekly claims should visit jobs.utah.gov/ui/home/initialclaims and select “File New or Reopen Claim” to complete a claims application. The system will then determine if the individual is eligible for an extension. Individuals may be eligible for retroactive extended benefits back to March 29, 2020. This is a federally funded and regulated program. Benefits paid will not be taken from Utah’s unemployment insurance trust fund.

Utah farmers can apply for financial help through USDA Food Assistance

Agricultural producers in Utah can now apply for USDA’s Coronavirus Food Assistance Program (CFAP), which provides direct payments to offset impacts from the coronavirus pandemic. The application and a payment calculator are now available online, and USDA’s Farm Service Agency (FSA) staff members are available via phone, fax and online tools to help producers complete applications.

“We know Utah producers are facing a tough time now, and we are making every effort to provide much needed support as quickly as possible,” said Bruce Richeson, state executive director for FSA in Utah. FSA is available over the phone and virtually to walk you through the application process, whether it’s the first time you’ve worked with FSA, or if you know us quite well.”

Applications will be accepted through Aug. 28. Through CFAP, USDA is making available \$16 billion for vital financial assistance to producers of agricultural commodities who have suffered a 5-percent-or-greater price decline due to COVID-19 and face additional significant marketing costs as a result of lower demand, surplus production and disruptions to shipping patterns and the orderly marketing of commodities.

“We also want to remind producers that the program is structured to ensure the availability of funding for all eligible producers who apply,” Richeson said.

Producers can download the CFAP application and other eligibility forms from farmers.gov/cfap.

HHS sending \$37.4 million to 83 of Utah's skilled nursing facilities

The U.S. Department of Health and Human Services (HHS) has begun distributing 83 payments totaling \$37,355,000 to skilled nursing facilities (SNFs) in Utah to help them combat the devastating effects of the COVID-19 pandemic. Nursing homes play a pivotal role in providing skilled care to our nation’s vulnerable seniors, said HHS Secretary Alex Azar. During this pandemic, nursing homes have faced unique challenges as their population of high-risk seniors are more vulnerable to respiratory pathogens like COVID-19. This funding, which supplements

previously announced provider relief funds, will be used to support nursing homes suffering from significant expenses or lost revenue attributable to COVID-19.

“This funding ... will help nursing homes keep the seniors they care for safe during the COVID-19 pandemic,” said Azar.

The COVID-19 pandemic has impacted the viability of SNFs in a variety of ways. Since the beginning of 2020, SNFs have experienced up to a 6 percent decline in their patient population as current and potential residents choose other care settings or as current residents pass away. In addition to nursing home residents, many SNF employees have been diagnosed with COVID-19. These additional funds may help nursing homes address critical needs such as labor, scaling up their testing capacity, acquiring personal protective equipment and a range of other expenses directly linked to the pandemic.

Salt Lake Co. gives Utah Food Bank \$750,000 to relieve C-19 food shortage

Salt Lake County leaders have approved a \$750,000 grant to aid the Utah Food Bank in its efforts to feed needy families during the current crisis. The grant funds will allow the Utah Food Bank to provide 1.1 million pounds of food to residents of Salt Lake County, officials said.

“As we’ve worked with residents and our community partners these past two months during the pandemic, we saw this great need requiring our response,” said Salt Lake County Mayor Jenny Wilson. “No family should go hungry as we work together to remain safe during this public health crisis. To that end, we’re anxious to further our great partnership with Utah Food Bank.”

The pandemic has created new challenges for residents facing food insecurity, according to Utah Food Bank. Some localities’ needs have increased two to three times across Utah, while individual and retail food donations have decreased.

“We are so thankful for the strong leadership that Salt Lake County has shown during this crisis, and thank Mayor Wilson, the County Council, and all of their staff for the work they are doing to manage this challenge,” said Ginette Bott, president and CEO of Utah Food Bank.

As part of the grant from Salt Lake County, gloves, masks and other personal protection equipment will also be included for the health and safety of Utah Food Bank’s staff working with the public.

School board approves draft of plan to begin dealing with budget deficit

The Utah State Board of Education has approved a draft of the Fiscal Year 2021 Base Budget Reduction Scenarios that outlines staff recommendations for possible 2 percent, 5 percent and 10 percent reductions to education funding necessitated by the COVID-19 pandemic.

All of the record education money budgeted by the legislative session that ended in March is now subject to change, according to Mark Huntsman, chair of the Utah State Board of Education.

“At this time, they don’t know exactly the budget shortfalls for this next year,” Huntsman said, “so they’ve asked for these three scenarios.”

These possible cuts would cause between \$76 million and \$380 million in reductions for state education funding. With regard to the budget, state board superintendent Sydnee Dickson said they have all experienced whiplash, referring to how they went from thinking they were getting extra money to an economic shortfall.

“We all remember standing in the rotunda getting ready to celebrate our good fortune of a banner year of education funding,” Dickson said. “While we can always use more, it was certainly a banner year of \$403 million of new money.”

She said they had all been advocating for new programs and were excited. But within 24 hours, everything

flipped due to the impacts of the coronavirus.

“As we watched the economy slide during that time, we were anticipating that we would not see some of those new things come to pass, and it’s been very difficult to just have to tuck all of that funding, hopes and dreams aside,” Dickson said. “It doesn’t mean we can’t continue on with some of the work.” She said that for now, they will have to table some of the previous vision.

Some of the recommendations from the board for meeting the shortfall include reductions or total elimination of programs, such as an elimination of the incentives for effective teaching in high poverty schools, special education intensive services and acquisition of library books and electronic resources.

HHS delivers \$87,419,266 to expand COVID-19 testing capacity in Utah

The U.S. Department of Health and Human Services (HHS) has delivered \$87,419,266 in new funding to Utah to support testing for COVID-19. In total, \$10.25 billion in funding is being provided by the Centers for Disease Control and Prevention (CDC) to states, territories and local jurisdictions through CDC’s existing Epidemiology and Laboratory Capacity for Prevention and Control of Emerging Infectious Diseases (ELC) cooperative agreement.

The funding is designated to provide support to develop, purchase, administer, process and analyze COVID-19 tests, conduct surveillance, trace contacts and conduct related activities. These funds, along with the previous funding support CDC provided, will help states, territories and localities with their efforts to re-open America.

“This funding ... is a historic investment in America’s ability to track and control the spread of the virus, which is essential to a safe reopening,” said HHS Secretary Alex Azar. “For the sake of all Americans’ health and well-being, we must help Americans get safely back to work and school, and that requires continued expansion of testing, surveillance and contact tracing.”

“As the nation cautiously begins the phased approach to reopening, this considerable investment in expanding both testing and contact tracing capacity for states, localities, territories and tribal communities is essential,” said CDC Director Dr. Robert R. Redfield.

Utah’s Own wants citizens to eat locally produced farm products

Utah’s Own, a state-run program to promote locally produced goods, has launched a new initiative to encourage Utahns to purchase locally produced agricultural products and foods to strengthen and support Utah’s farmers, ranchers and producers, who are struggling during the coronavirus-caused economic downturn. The program is called “Bringing Confidence to the Table.”

“We are in challenging times that have presented opportunities for the food industry to take a step back, assess and create innovative ways to continue to provide fresh local food to residents of our state,” said Logan Wilde, commissioner of Utah Department of Agriculture and Food, which operates the Utah’s Own program. “Utah has an incredible network of farmers, ranchers, distributors and small businesses that are safely providing high-quality food options.”

The initiative from Utah’s Own shares with the public three ways to become more engaged with local food and agriculture including, discovering local food through UtahsOwn.org and purchasing food directly from local producers, learning about the farm-to-table process and trusting in locally produced food crafted under meticulous food safety standards.

“We hope to educate folks on the food and agriculture that’s being produced around them and provide a way for everyone to reap the benefits of living in a place like Utah,” said Wilde. “While there is a growing concern about food supply chains on a national level, Utah’s food supply chain is dependable and secure.”

Economist: Payroll Protection Program saved 3/5 of Utah's small-business jobs

Brice Wallace
The Enterprise

In mid-March, “everything started crashing down” for Ernesto Garibay, owner of Hacienda Mexican Grill and La Hacienda, as the restaurants were among many Utah businesses forced to close its doors due to COVID-19.

In a week’s time, revenue shrunk to 20 percent of normal.

About a month ago, Garibay’s outlook improved, thanks to the Paycheck Protection Program, a loan program that is part of the federal government response to the virus.

“This PPP plan, honestly, it saved us and I’m sure it saved a lot of other businesses out there,” Garibay said recently during a news conference about the program helping offset the virus’ impacts. “Once we saw this money in the bank account, it was like a big boulder lifted off your shoulders.”

While Garibay acknowledged that the restaurants would have survived without the PPP funding, “it would have messed us up, big-time” to not have it. The funding allowed the company to pay its employees and bring back aboard many of the 50 that were furloughed from Garibay’s three restaurant locations. While revenue remains low — only about 25 percent of normal — the PPP loan allowed Garibay to stay positive about the restaurants’ situation.

“We’re going to be here a long time, but this PPP plan helped out a lot,” he said. “It helped us a lot and I hope it helped out the other small businesses a lot, and I hope you guys are able to get that money, get those funds, because that money is available to all of us and you shouldn’t be shy if you go out and try and get it.”

The employees at Garibay’s restaurants were not the only ones to benefit from the PPP. Zions Bank estimates that 350,000 Utah jobs — more than one-fifth of the state’s workforce — have been saved as a result of the program. Three of five small-business jobs in Utah were saved because of PPP loans, according to Robert Spendlove, senior economist for the bank.

Zions has handled about one-fourth of all PPP loans in Utah, saving more than 143,000 jobs in the state, he said. Industries benefiting the most have been construction, healthcare, food service and manufacturing.

As of May 8, Utah led the nation in PPP loans, with nearly \$5.3 billion, on top of more than \$246 million in Economic Injury Disaster loans. About 63 percent of Utah small businesses received PPP loans, according to the Amer-

ican Bankers Association.

That has helped counter COVID-19’s impacts. The virus contributed to Utah’s employment contracting 7.1 percent — or 110,900 jobs — from April 2019 to April 2020. The state’s unemployment rate rose to 9.7 percent in April. The more than 155,000 people unemployed represented the highest number ever.

Among industries with large year-over-year job shrinkage has been leisure/hospitality, with 43.6 percent, or 66,700 jobs. The arts, entertainment and tourism subsector contracted 68.8 percent, from about 25,600 jobs to 8,000 today.

Among the hardest-hit counties are Garfield, with 19.4 percent fewer jobs than a year earlier; Grand, 18.6 percent; Summit 18.3

percent; and Kane 17.4 percent.

For comparison, the U.S. unemployment rate in April was 14.7 percent.

“As bad as the job market is right now, and it really is truly bad, Utah has performed very well, relative to other states in the country,” Spendlove said, noting that federal Bureau of Labor Statistics data indicated that Utah’s contraction is

the smallest in the nation.

“This means that Utah’s job market is still be the best in the country, even though it’s contracting,” he said, adding that Utah’s unemployment rate is the sixth-lowest in the country.

Spendlove described Utah’s small-business owners and financial institutions providing the PPP loans as “heroes” during the pandemic. Another hero, he said, is the Utah Department of Workforce Services. Between March 15 and May 16, 184,000 Utahns filed for unemployment benefits, nearly matching the 195,000 total during the prior three years combined.

As for Garibay, he’s hoping the PPP loan, which lifted his spirits, will help lift the restaurants’ fortunes.

“This year, I don’t see us getting back to normal, but we’re going to stay positive,” he said. “It’s going to be a while to get back to normal.”

Utah booked record \$25 billion in corporate acquisition/merger transactions in last year

The dollar value of business acquisition transactions reached an all-time high in Utah in 2019, according to the recently released annual Deal Flow Report from business networking group MountainWest Capital Network (MWCN). The organization’s 25th annual report, an in-depth analysis of the deals that shaped Utah’s business landscape last year, pegged the transaction value at \$25 billion.

Utah’s deals featured several highlights that made national headlines, including Qualtrics’ acquisition by SAP for \$8 billion and HealthEquity purchasing WageWorks for \$2.12 billion. Although the total number of deals from 2018 (483) to 2019 (474) was not substantially different, the total value of those deals skyrocketed from \$14 billion in 2018

to \$25 billion in 2019, thanks in large part to several substantial transactions.

“Utah is consistently rated as one of the top places to do business across many national publications, including *Forbes* and *Inc.* magazines,” said Mike Walsh, a financial advisor from Wells Fargo Advisors and chair of MWCN’s deal flow event. “The increasing value of these transactions shows us that Utah is getting more attention than ever, which is a great indicator of future growth.”

Software companies and consumer retail continue to lead Utah’s business transactions, with healthcare increasing significantly as a percentage of overall transactions during the past year, the report said. The state also saw a strong flow of venture capital and private equity money across

many industries.

Utah also joined the rest of the country with a strong 2019 in public markets, featuring the highest number and value of public transactions in the state’s history. Strong upticks in the total dollar amounts of mergers and acquisitions and private funding placements were also indicative of companies establishing significant value in businesses and technologies in Utah.

The Deal Flow Report is published each year by MWCN, a nonprofit organization, to further its mission of fostering the dynamic flow of information about capital formation and distribution, Walsh said. It does not report on transactions that were either confidential or otherwise not publicly disclosed. The full report can be viewed at MWCN.org/dealflow.

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UTAH'S BUSINESS JOURNAL

USPS # 891-300

Published weekly by:

Enterprise Newspaper Group

825 North 300 West Ste. NE220
Salt Lake City, Utah 84103
801-533-0556 FAX 801-533-0684
www.slenterprise.com

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Subscription Rates:
Online only, \$65 per year
Print only, \$75 per year
Online and Print, \$85 per year

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Periodical postage paid at Salt Lake City, Utah
POSTMASTER: Send address corrections to:
P.O. Box 11778, Downtown Station
Salt Lake City, Utah 84147



True North of Utah, recipient of two of the 14 licenses to sell medical marijuana products awarded in Utah last year, has opened a pair of dispensaries in northern Utah. The stores have opened under the brand name Perfect Earth Modern Apothecary with locations in North Logan and South Ogden. Arizona-based Cannaboss Advisors, an international consulting firm specializing in licensing, operational guidance, expansion and acquisitions for the cannabis industry, helped locate and open the outlets.

“The medical cannabis industry is incredibly competitive in new markets like Utah. Cannaboss Advisors streamlined the entire licensing process and were integral to helping us build winning applications,” said Greta Brandt, president at True North of Utah.

Utah medical marijuana sales are expected to reach \$25 million to \$35 million by 2022, according to Marijuana Business Daily projections, with an initial patient pool of 11,000 in 2020.



This six-story office building will be part of the \$80 million Beltway West development planned for Taylorsville by Baltimore-based St. John Properties. The company also will also build a \$40 million, six-building project in Springville called Spring Pointe Exchange and expand its Valley Grove project in Pleasant Grove.

Baltimore firm building \$120 million worth of business parks in Taylorsville & Springville

Brice Wallace
The Enterprise

Whatever problems COVID-19 currently is inflicting on the Utah economy, St. John Properties is looking beyond it.

The Baltimore-based real estate investment company has announced it will build new, multibuilding business parks in Taylorsville and Springville — a total of \$120 million in investment — and expand its successful Valley Grove project in Pleasant Grove.

“We don’t invest because of what’s happening today,” Daniel Thomas, regional Utah partner for SJP, said during an online briefing. “We’re looking into the future, and Utah is a great, great place to be investing and we’re just going to keep going.”

The \$80 million project in Taylorsville, dubbed Beltway West, will have five buildings on nearly 20 acres at Interstate 215 and 2700 West. The approximately 273,010 square feet includes 119,000 square feet in four single-story buildings and 155,000 square feet in a six-story building.

The \$40 million Spring Pointe Exchange at 550 N. 250 W., Springville, will sport six buildings and 225,280 square feet of “flex/R&D” space on 17 acres. The building fronts look like a single-story office building but the reverse side has enough height and space for distribution and light assembly. Of the company’s 20 million square feet of development nationwide, about 12.5 million square feet is the “flex” configuration.

The Valley Grove project began with 21 acres four years ago and has 15 buildings on more than 85 acres. When completed, it will have 36 buildings, including 50,000 of in-line retail and 10 pad sites, plus about 600,000 square feet of office space. Four office buildings are at the site and two more are planned. A 2.5-acre section was sold for a hotel development.

Edward St. John, founder and chairman of the company, said the company will continue to develop, just as it has through several crises in the past. “We’re going to weather this,” he said. “It’s just another crisis, and we’ll come out stronger. Every time we have one of these things, we come out stronger because we learn from our mistakes.”

Gov. Gary Herbert said the projects display confidence in the future and in Utah.

“This is an unprecedented and kind of an uncertain time, and unless people have confidence in the future, confidence in the private sector, confidence in the restaurant they can go eat at, that they’re going to be safe during this pandemic time, if people that have capital don’t have confidence in where they’re going to invest, those things don’t happen,” Herbert said. “What Utah has done, I think as well if not better than any state in America and most places around the world, is instill confidence.”

Herbert complimented Edward St. John for his wisdom in investing in Utah. “And we’re just so grateful that you’ve chosen Utah to invest some additional [portion] of your resources,” he said. “We’ll do everything we can

to make sure that you’re as successful as you have been at your Pleasant Grove property, in Taylorsville and Springville.”

Val Hale, executive director of the Governor’s Office of Economic Development, noted that three companies recently announced expansions of their operations in Utah and the St. John announcement “is another testament that things are happening in Utah and there is confidence.”

“The Valley Grove project has been very impressive, and it’s fun to see that it’s continuing to grow and it’ll expand, but now these additions into Taylorsville and Springville, I think, will be great benefits to those communities,” Hale said.

“Financially, it’s tremendous, but maybe right now, just as important, is the psychological value that this adds. Many businesses are struggling right now, but under the surface there is a lot more happening here in the state than people realize.”

Thomas took a moment to recognize the challenges faced by St. John clients and suggested that the new investment represents hope.

“It’s not easy out there right now for a lot of them and we’re here to talk about investment and spending and growth, and I just don’t want to diminish the challenges that our own clients are going through,” he said. “So what we’re hoping is, by talking about this investment, we’re providing some hope and some leadership looking through the current economic and health challenges. We’re looking through that and beyond that and providing some leadership.”

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Industry Briefs

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

BANKING

• **D.L. Evans Bank**, based in Idaho, has hired **Ken Doutre** as vice president commercial loan officer at the South Ogden branch. Doutre has 24 years of banking experience.



Ken Doutre

CORPORATE

• **Overstock.com Inc.**, a Salt Lake City-based online retailer and advancer of blockchain technology, has announced an event for analysts and investors to be held June 10, 2-4 p.m. Mountain time. The event will include discussion and Q&A with members of the company's executive leadership team, and will take place via a live webcast to comply with guidance from health and government officials against in-person gatherings during the coronavirus pandemic. Details are available at <http://investors.overstock.com>.

DIVIDENDS

• **Overstock.com Inc.**, a Salt Lake City-based online retailer and advancer of blockchain technology, has announced it completed the issuance of its Digital Voting Series A-1 Preferred Stock digital dividend on May 19, as expected. The dividend was issued in Series A-1 shares on a 1:10 basis to all Overstock shareholders as of the record date of April 27. Overstock distributed the dividend shares through its transfer agent, Computershare, to investors' brokerage or other custodial accounts in which they hold their Overstock securities, and

no action by shareholders was necessary for them to receive the dividend.

ECONOMIC INDICATORS

• **Utah** is ranked No. 27 among states in the **increase in available jobs** since May 8, based on rankings compiled by **TOP Data**. Utah's increase was 1.93 percent, compared to the national increase of 3.65 percent. Utah was No. 37 in terms of the

key metrics. Nevada was the highest-ranked. Connecticut was the lowest-ranked. Details are at <https://wallethub.com/edu/states-with-biggest-increases-in-unemployment-rates/74907/>.

• Nearly half — 46.9 percent — of Utahns say they will miss lockdown life, based on a survey conducted by **EverydayCarry.com**. About one-third of Utah respondents said the lockdown has brought about a greater community spirit. Almost half said they appreciated spending more time with their families. Twenty-seven percent said they have upskilled during the lockdown. Nationally, 41 percent of respondents said they would definitely miss aspects of lockdown. The number was highest in North Dakota, at 67.4 percent, and the lowest in West Virginia, 13.7 percent. Details are at <https://everydaycarry.com/lockdown-survey-results>.

• **Utah** is ranked No. 9 among states as the **most digitally prepared state** to take an economy online, a ranking compiled by **StorageCafe.com**, which analyzed numbers across 10 metrics. Utah was No. 8 for its tech base, with particularly high marks for its percentage of overall employment in the tech industry (9.4 percent) and for its jump in the number of tech-related jobs (close to 50,000) over the past decade. Utah is No. 9 for GDP coming from the tech industry, at 11.2 percent. Nearly 95 percent of Utah households have a computer and almost 91 percent have Internet access, making Utah first in the U.S. for personal tech availability. Massachusetts was top-ranked for being the

most digitally prepared state. Mississippi was ranked last. Details are at <https://www.storagecafe.com/blog/best-prepared-us-states-for-digital-economy/>.

PHILANTHROPY

• **Ken Garff Automotive** recently began to provide goods and services to help small businesses and affected communities during the coronavirus pandemic. During a 42-weekday period, Ken Garff employees will provide items such as groceries for seniors, lunch for hospital staff, flowers for teachers, and free passes to open entertainment venues. The "We're Hear for You" initiative continues until July 23.

• The **Bountiful, Park City Sunrise and Moab Rotary Club**, together with **Devin Thorpe**, candidate for Congress, and **Karina Brown**, candidate for lieutenant governor, recently delivered more than five tons of food and emergency supplies to Montezuma Creek in the Navajo Nation.

REAL ESTATE

• **Brinkman**, a Colorado-based real estate investment and development company, has acquired **Eversage**, an existing multifamily community in Payson. It is the company's first transaction in Utah. Eversage is a 168-unit complex that includes units of one to three bedrooms. The project was completed in 2019. Financial terms were not disclosed. Brady O'Donnell, Jeff Halsey and Jill Haug with **CBRE Capital Markets'** Debt & Structured Finance group in Denver arranged the acquisition financing. The seller was represented by **CBRE's** Salt Lake City-based Multifamily Sales team of Eli Mills and Patrick Bodnar.

resented by **CBRE's** Salt Lake City-based Multifamily Sales team of Eli Mills and Patrick Bodnar.

• **Primary Residential Mortgage Inc.**, Salt Lake City, has promoted **Richard J. Armstrong** to executive vice president and general counsel upon the retirement of **Darryl Lee**, executive vice president and chief legal counsel. Armstrong has practiced law in Utah, Nevada and Idaho for more than 24 years. His law practice has been focused on advising employers on employment-related issues, including litigation, administrative and regulatory matters.

• **Garbett Homes** has broken ground on a memorial garden for **The Inn Between**, at 1216 E. 1300 S., Salt Lake City, known as Utah's "hospice for the homeless." Since moving to the location in June 2018, The Inn Between has been without a memorial garden in which to honor their clients who have died. **Voda Landscape and Planning** donated the final garden design. **Elite Landscaping** is donating a hand-laid rock wall for the foundation, laying the pavers and doing the plantings. **Staker Paving** and **Solid Concrete Walls** are working together to build the walls that will hold the memorial plaques. **Larkin Memorial** is donating a granite bench and the name plaques.

RECOGNITIONS

• **Skullcandy Inc.**, a Park City-based audio brand, is on a list of "U.S. Best Managed Companies in 2020," compiled by **Deloitte Private** and **The Wall Street Journal**. Twenty-seven private companies are on the list, based on their overall business performance relative to leading practices across strategy, execution, culture and finance. Selection involved an independent evaluation process by a panel of judges.

SERVICES

• **Copart Inc.**, a Dallas-based online vehicle auction company, has opened a 45-acre location at 170 W. Center St., North Salt Lake. It is the com-



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number of jobs available per 100,000 residents, checking in with an average of 695 vacant roles, lagging behind most other states. Details are at <https://topagency.com/job-availability-report/>.

• **Utah** is ranked No. 34 in the most recent rankings of **states with the biggest increases in unemployment rates** over the past year, compiled by **WalletHub**. Utah's unemployment rate was 289.9 percent higher in April than it was a year earlier, and the growth since January is 261.1 percent. **WalletHub** compared the 50 states and the District of Columbia based on three

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see BRIEFS next page

BRIEFS

from previous page

pany's second Utah location, the other being in Ogden. The Salt Lake City location hosts weekly auctions on Fridays at noon. Its platform links sellers to more than 750,000 members in more than 170 countries, and the company has operations at more than 200 locations in 11 countries.



TECHNOLOGY/LIFE SCIENCES

• **FatPipe Networks**, a Salt Lake City-based company focused on network reliability, hybrid-WAN redundancy, improved network performance and security for wide area connectivity, has appointed **Phil Hinson** as senior vice president of strategic business. Hinson previously was vice president of sales and vice president of technical sales at AT&T. Prior to that, he was vice president of sales at Bell South Telecommunications.

• **DigiCert**, a Lehi-based provider of identity and encryption solutions, has named **Jason Sabin** as chief technology officer. Sabin has been serving as chief information officer at



Jason Sabin

DigiCert since 2017 and has held a number of other executive roles at the company, including chief security officer and head of research and development. He has been with DigiCert for more than eight years, including overseeing QA, product development, research and development, security and IT operations and infrastructure. Sabin has more than 20 years of engineering and R&D experience working in the identity and security industry, with previous roles at NetIQ, Novell and Volera.

In pursuit of perfect days during imperfect times

Legendary basketball coach John Wooden once said, "You can't live a perfect day without doing something for someone who will never be able to repay you."

Not many would suggest that the last month or so consisted of "perfect days." And yet, as I reflect on the selfless sacrifices of medical caregivers, the continuous efforts of those who provide essential goods and services, and the simple gestures of kind folks who just want to help — well, I guess Coach Wooden would say we've recently seen some incredibly perfect days.

Undoubtedly, it's a universal sentiment that we want COVID-19 cured and eradicated. We want the "new normal" to return to a semblance of the "old normal." We should, of course, temper our impatience for these outcomes with gratitude for those who are working tirelessly for the development of vaccines and effective treatments to conquer the virus. We have the assurance they will not stop until successful.

In the meantime — however long that is — most of us have two extraordinary gifts to savor, if we choose to.

The first of these is the gift of additional time. While we would prefer to use our time in customary pursuits, social distancing has forced many of us to stay at home. There's certainly room for enjoying time with family and making the most of our Netflix subscriptions, but if we're not careful, we will ignore the second great gift: the gift of agency, the right to choose what we will do.

In normal times, much of our agency is essentially pre-programmed. We get up at the same time each morning, go through the same pre-work routines, head out to work where the use of our time is highly defined, return home, then rest and repeat.

With the unexpected gift of time in the new normal, many of us have the rare opportunity to use our gift of agency. We can consider new possibilities in our work — and in our lives.

We might consider how we can more fully serve others, both in the current situation and in the future. Now is a great time to review how well we provide real value not just to our families and neighbors but to our customers. How might we improve our actions, behaviors, products and



RICH TYSON

services to create more value — and more perfect days?

Your answer might be as impactful as a cure for the coronavirus, or it might be as simple as writing a sincere thank-you note to a valued employee. Can you aid your customers who have run into financial trouble due to no fault of their own, or is there a way your company can help buoy up the community in these economic uncertain times? It really doesn't matter whether your answer is what author Jim Collins has called a BHAG (big hairy ambitious goal) or a simple act of kindness. In fact, often the value of such simple acts has the greatest impact on those who are grinding through the struggles of life.

One company that has been the epitome of simple acts that have grown into an amazing BHAG is Sea-Long Medical Systems of the small town of Waxahachie, Texas. Prior to the pandemic, this mom-and-pop business fielded a few dozen orders a week for their "helmet-style" ventilation devices. Owner Chris Austin, along with five employees and a few volunteers from his church, manufactured the device pretty much out of his garage.

The Sea-Long product had

fortunately been thoroughly evaluated prior to COVID-19, having proven to render superior outcomes to many other alternatives. So when the coronavirus hit, Austin realized that the worldwide demand for ventilators was his call to action.

Demand for Sea-Long devices soared, which one might assume substantially drove up the company's prices. Not so! Chris Austin has maintained his price at \$162 per unit, insisting that he doesn't want to limit access to these life-saving devices.

The company now employs 10, and volunteers have steadily shown up to help push production levels higher. Many good folks are helping create perfect days in the midst of trying times.

Most of us will not be as well-positioned to benefit our fellowman as Chris Austin. But we can use our own gifts of time and agency to enhance what we in business call our "value proposition" to those we serve. Now is a great time to do so.

Let's each create many more perfect days.

Richard Tyson is the founder, principal owner and president of CEObuilder, which provides forums for consulting and coaching to executives in small businesses.

Will the customers come back post-COVID-19?

When we narrow down the current COVID-19 economic situation, we're all in the same boat. No matter who we are or what we do, getting back to doing business hinges on having customers. Whether we like it or not, there's no guarantee they will be there. Although it may be disconcerting, here's why:

• **Some customers will decide they don't need us.** Their situation will have changed and they've moved on.

• **Others will have found new solutions.** Competition will be fierce with appealing options popping up everywhere.

• **More customers than we dare imagine will have simply disappeared**, whether individuals or companies. For one reason or another, they aren't around anymore.

• **Many will be far less accepting and far more demanding than they were in the past.** They've had time to rethink what's important to them and established new priorities.

• **Others are so stressed and**

preoccupied with their situation, they're unable to make decisions, let alone move forward. They can't shake it off.

This may not be where we would like customers to be, but it's where they are. As frightening as it may appear, we can't expect them to dust themselves off and pick up where they left off. Just saying these words sounds, dare I say it, pessimistic.

This isn't the way we see ourselves.

We're optimists down to our DNA. We face danger squarely and we welcome challenges. To even suggest that a virus, of all things, could possibly disrupt our lives goes against the grain. It's more than a mere slap in the face; it's the ultimate humiliation.

So, what are we to do? How will we deal with the cards we're left holding? Hope for the best? Keep our fingers crossed? Turn on the optimism and bring back a pop tune from the 1940s:

"You've got to accentuate the positive,

"Eliminate the negative,

"Latch on to the affirmative.



JOHN GRAHAM

"Don't mess with Mr. In-Between."

That's us — or is it? The words seem weak and out of place today. Here's the point: Rather than trying to pick up where we left off or hoping for the best, we will be better served by recognizing that we've all been through a lot and a lot has changed.

Here's a checklist for reaffirming relationships with existing customers and building new ones with prospects. This is anything but easy. But it can happen!

1. Customers perceive us as being authentic. Pointing to Growth from Knowledge's Coronavirus Consumer Pulse findings, *Marketing Insider's* Stacy Bereck says that "85 percent of U.S. consumers feel that the way brands behave during the COVID-19 crisis will affect their desire to do business with those companies in the future."

2. We let them know we want to understand their situation. Call it empathy or whatever you like. Consumers want to feel they are doing business with those who are interested in them and not just making a sale.

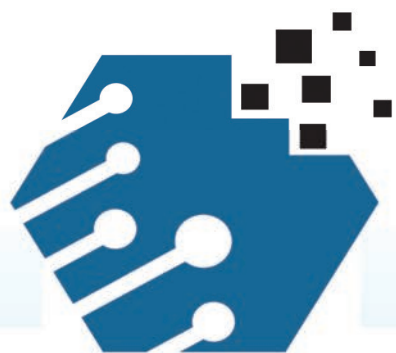
3. We introduce ways for cus-

tomers to stretch their money. It's more important than ever. Here's how the Betty Crocker folks are responding to this obvious challenge. "Impossibly easy dinners for \$2.50/serving. Dinner doesn't have to be spendy to be delicious. These fuss-free recipes are big on flavor and easy on your wallet." Right upfront they make it clear why their recipes are a good fit. They use the right key words: "easy, inexpensive and delicious" — a winning combination.

4. We help them avoid making purchasing mistakes. I can hear someone say, "That's not a salesperson's job. I'm there to make a sale." That was then. Now, it's the smart salesperson who takes time so customers can arrive at an informed buying decision who will get the business — and be remembered.

5. We focus on helping customers. Explore options with them. Not good, better and best; not low, medium and high prices, but options you and your customer develop together such as poor

see GRAHAM page 10



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Calendar

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

June 1, 7 a.m.-2 p.m.

Chamber Champions Golf Tournament 2020, a Utah Valley Chamber event. Location is Fox Hollow Golf Club, 1400 N. 200 E., American Fork. Cost is \$450 for members, \$600 for nonmembers, \$1,500 per foursome. Details are at thechamber.org.

June 2

“Google Presents: Manage Your Business Remotely in Times of Uncertainty,” a pre-recorded livestream event that takes place online. Free, but registration is required. Details are at wbcutah.org.

June 2, 9:30-10:30 a.m.

“Tuesday Topics,” a ChamberWest event. Speaker Blake Thomas, economic development director at the Office of Regional Development, Salt Lake County, will discuss “Salt Lake County Business Resources.” Event takes place online. Free. Registration can be completed at <https://bit.ly/2ZkPj1e>.

June 2, 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.

June 2, noon-1 p.m.

“Building Earthquake Resilient Communities,” a ULI (Urban Land Institute) Utah event that was originally scheduled for May 14. Speakers are Nick Norris, planning director for Salt Lake City (moderator); Ibrahim Almufti, structural engineer and risk and resilience leader for Arup San Francisco; Marissa Aho, chief resilience officer for the city of Houston and former CRO for the city of Los Angeles; and Greg Schulz, municipal administrator for the Magna Metro Township. Event takes place online. Cost is \$10 for ULI members, \$20 for nonmembers. Details are at <https://utah.uli.org/events-2/>.

June 2, 6:30-8 p.m.

WordPress Workshop, a Small Business Development Center (SBDC) event. Event

takes place online. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

June 3, 9-10 a.m.

“Three Keys to Healthy HR,” a Women’s Business Center of Utah event that is part of its “Coffee with Clancy” series. Speakers are Jill Shroyer, founder and lead consultant, Expedition HR; and Clancy Stone, business advisor for the northern region for the Women’s Business Center of Utah. Event takes place online. Free. Details are at wbcutah.org.

June 3, 3:30-5 p.m.

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

June 3, 6-8 p.m.

“Starting Your Business,” a Small Business Development Center (SBDC) event. Location is Salt Lake SBDC, Salt Lake Community College, Building 5, Room 110, 9750 S. 300 W., Sandy. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

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

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

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

“Salt Lake Chamber – Business Live,” a Salt Lake Chamber networking event. Event takes place online via Zoom. Free for members, \$10 for nonmembers. Details are at slchamber.com.

June 5, 8-10 a.m.

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

June 5, 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.

June 9, 8 a.m.-4 p.m.

“Coaching for Results,” part of the Salt Lake Community College Frontline Leader Workshop Series featuring information

about how to apply the coaching process to ensure performance, productivity and profitability and to help people meet or exceed expectations through effective coaching relationships. Location is SLCC’s Miller Campus in Sandy. Cost is \$250. Details at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

June 10

“Google Presents: Keeping the Lights On,” a pre-recorded livestream event that takes place online. Event features an introduction to a customizable guide to help small-business owners prepare to respond quickly and recover from disruptions. Free, but registration is required. Details are at wbcutah.org.

June 10, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is The Argo House, 529 25th St., No. 200, Ogden. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

June 11, 11 a.m.-noon

“The Post-COVID-19 Home Buyer, The Great American Move and More,” part of ULI (Urban Land Institute) Utah’s Summer Speaker Series titled “Interdisciplinary Insights on our New Normal.” Speaker Ken Perlman, consulting principal at John Burns Real Estate, will discuss the current effects of the COVID-19 pandemic on housing and the economy with a specific emphasis on Salt Lake City. Event takes place online via Zoom. Free for ULI Utah members; \$45 for nonmembers for the entire series; \$15 for nonmembers for individual webinars. Details are at <https://utah.uli.org/events-2/>.

June 11, 3-4:30 p.m.

“Jump Start: Intro to Entrepreneurship,” a Women’s Business Center of Utah event. Event takes place online (registration is required). Free. Details are at wbcutah.org.

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

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is The Argo House, 529 25th St., No. 200, Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

June 12, 11:30 a.m.-1 p.m.

“Second Friday Casual Lunch,” a ChamberWest event. Location is Applebee’s, 3736 W. 7800 S., West Jordan. Details are at chamberwest.com.

June 15, 6:30 a.m.-2 p.m.

2020 Annual Golf Tournament, a Davis Chamber of Commerce event. Location is Valley View Golf Course, 2501 E. Gentile St., Layton. Details are at davischamberofcommerce.com.

June 16-18

FSMA-PCQI Certification Course, a Salt Lake Community College event featuring how to meet the FDA’s requirements for the Preventive Controls for Human Food regulation of the Food Safety Modernization Act; and how to develop a food safety plan, analyze hazards, and identify preventive controls. Event takes place online. Cost is \$849. Details at <https://www.slcc.edu/workforce/courses/employee-development.aspx>.

June 16, 8 a.m.-4 p.m.

“Coaching for Results,” part of the Salt Lake Community College Frontline Leader Workshop Series featuring information about how to apply the coaching process to ensure performance, productivity and profitability and to help people meet or exceed expectations through effective coaching relationships. Location is SLCC Westpointe Campus in Salt Lake City. Cost is \$250. Details at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

June 16, 11 a.m.-12:30 p.m.

“Business Essentials: Working with Difficult Customers,” a Women’s Business Center of Utah event. Event takes place online. Free, but registration is required. Details are at wbcutah.org.

June 16, 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.

June 17, 9-10 a.m.

“Women Owned Small Business Certification,” a Women’s Business Center of Utah event that is part of its “Coffee with Clancy” series. Speakers are Speaker Cody Neville, 8(a) program manager in SBA’s Utah District office; and Clancy Stone, business advisor for the northern region for the Women’s Business Center of Utah. Event takes place online. Free. Details are at wbcutah.org.

June 17, noon-1 p.m.

“Deliberate Discomfort,” hosted by the Salt Lake Chamber Military Affairs Committee.

Speaker is Jason Van Camp, entrepreneur and U.S. Army Ranger and Special Forces veteran. Event takes place online. Details are at slchamber.com.

June 17, 3:30-5 p.m.

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

June 18, 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.

June 22, 7 a.m.-2 p.m.

Classic Golf Tournament, a Salt Lake Chamber event. Events include a 7 a.m. registration/breakfast and 8 a.m. shotgun start. Location is Salt Lake Country Club, 2400 Country Club Drive, Salt Lake City. Cost is \$500, \$1,800 for a foursome. Details are at slchamber.com.

June 23, 9-10:30 a.m.

“Jump Start: Intro to Entrepreneurship,” a Women’s Business Center of Utah event. Event takes place online (registration is required). Free. Details are at wbcutah.org.

June 23, 10-11 a.m.

“Art of Negotiation,” a West Jordan Chamber of Commerce event. Speaker is Marty Gale. Location is West Jordan Chamber, 8000 S. Redwood Road, West Jordan. Free. Details are at westjordanchamber.com.

June 23, 11 a.m.-1 p.m.

“Business Women’s Forum: Cultivating Strength, Bravery and Confidence.” 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.

June 23, 11:30 a.m.-1 p.m.

Lunch Event, a Holladay Chamber of Commerce event. Location is Taqueria 27, Holladay, 4670 Holladay Blvd. East, Holladay. Details are at holladaychamber.com.

Succeeding in Your Business

Is it time to throw in the towel? - Part 2 of 2

Once you have crunched the numbers and decided there's no point in negotiating with your creditors — either because there are too many of them or they refuse to negotiate — you have to consider whether a bankruptcy filing is the only way out.

Here are your options:

Dissolution. If you are a corporation or limited liability company and you have no debt that is personally guaranteed, you can terminate your company's existence by filing articles of dissolution with your state secretary of state office. Once these are filed, you sell all of your company's assets and use the proceeds to pay all of your creditors pro rata (based on their percentage of the total). Whatever you cannot pay them simply goes away, except that some states (such as New York) will impose personal liability on you if you fail to pay wages and benefits owed to your employees in the dissolution process.

Assignments for the Benefit of Creditors. Sometimes called state law bankruptcy, or ABC, this informal process for liquidating business assets is less expensive and time-consuming than a bankruptcy filing. Basically, you transfer all the business assets to an assignee — usually a local attorney or retired judge — who negotiates with your creditors, sells the assets, takes his or her fee off the top and distributes the rest to your creditors.

An ABC is ideal in situations where you and all your creditors

agree there's no point in continuing the business and everyone cooperates. The bad news is that in some states, even a successful assignment will not result in a discharge of unpaid debts or freeze a creditor's collection efforts. Check with a local attorney before pursuing this route.

Reorganization. If you think there's a chance you can keep your business alive if your creditors agree to a blanket settlement of their debts, you should consider filing for reorganization under Chapter 11 of the federal Bankruptcy Code. This will freeze any collection efforts your creditors may have started and buy you time to develop a plan for paying them, which will include some forgiveness, some extension of the payment schedule or a combination of both. Your creditors will have to appoint a committee, which will approve the plan of reorganization.

Any debts that are not dealt with in the plan of reorganization are discharged permanently, meaning some of your smaller, crazier creditors may be left out in the cold.

Chapter 11 reorganizations are costly and time-consuming, although a new small-business reorganization subchapter has just been added that may streamline this process. That will be the subject of next week's column.

Liquidation. This means you are going out of business completely. If you are a sole proprietorship, you can file for liquidation under Chapter 13 of the

federal Bankruptcy Code. If you are a family business engaged in farming or fishing, you can file for liquidation under Chapter 12. If you are any other type of business (even a single-member LLC), you must file for liquidation under Chapter 7 of the federal Bankruptcy Code.

In a liquidation proceeding, a trustee is appointed for your business. Your trustee supervises the orderly liquidation (sale) of your business assets and distributes the proceeds to your creditors based on an established pecking order. Secured creditors are usually allowed to seize their collateral and sell it for what it's worth. Everybody else gets a percentage of the remaining pot, and any debts that are not paid in full after all of your business assets have been exhausted are permanently discharged. If you have personally guaranteed your company debt, those creditors can still pursue

them against you and your personal assets.

Bankruptcy proceedings should never be undertaken without the assistance of an attorney who specializes in this area of the law. Your attorney fee is considered a priority claim in the bankruptcy proceeding, meaning he or she will be paid before any of your creditors get a nickel. For this reason, many attorneys will help you out for a small upfront fee.

Is There Life After Bankruptcy? Bankruptcy proceedings are not to be undertaken lightly.

First of all, some debts cannot be discharged in bankruptcy. These include student loan debt, alimony and child support payments and tax liens owed to the federal government. You may be able to work out a payment schedule for these as part of the proceeding, but there's no guarantee.

If you are stupid enough to reaffirm a debt — promise the creditor it will get paid even though the debt has been formally discharged — after the bankruptcy proceeding, the discharge in bankruptcy will be lifted for that debt.

More importantly, your credit will be shot. Bankruptcy proceedings stay on your credit report for seven to 10 years, depending on the credit reporting agency, and will stay on the Internet for much, much longer. It will take years for you to rebuild that credit standing, which may hinder your ability to start fresh with a new, debt-free business.

Bankruptcy should be considered only a last resort.

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 9

June 23, 11:30 a.m.-1 p.m.

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

June 24, 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.

June 24, 11:30 a.m.

"Mid-Year Construction Forecast Review for Utah and the Region," hosted by the Mountainlands Area Plan Room to benefit the American Society of Professional Estimators (ASPE) and the National Association of Women in Construction (NAWIC) Utah chapters. Location is Megaplex at Valley Fair Mall, 3620 S. 2400 W., West Valley City. Cost is \$25 pre-paid donation to NAWIC or ASPE, \$35 at the door. Seating is limited to the first 100 paid RSVPs. RSVPs can be completed by contacting Mike Luke at mike@MAPR.com.

June 25, 11 a.m.-noon

"Our Evolving Landscape: Getting to Stable Ground," part

of ULI (Urban Land Institute) Utah's Summer Speaker Series titled "Interdisciplinary Insights on our New Normal." Speaker is Jim Zboril, president of Tavistock Development. Event takes place online via Zoom. Free for ULI Utah members; \$45 for nonmembers for the entire series; \$15 for nonmembers for individual webinars. Details are at <https://utah.uli.org/events-2/>.

June 26, 8-11 a.m.

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

June 29, 3-4:30 p.m.

"Understanding Financial Statements to Manage Your Business," a Women's Business Center of Utah event. Event takes place online. Free, but registration is required. Details are at wbcutah.org.

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

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

July 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.

July 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.

July 8, noon-1 p.m.

"Startup Stories," a Kiln event featuring speaker Syd Mcgee, CEO of Studio Mcgee. Location is Kiln, 2701 N. Thanksgiving Way, Suite 100, Lehi. Details are at kiln.co.events.

July 9, 8:30 a.m.-12:30 p.m.

"Conflict: Recognizing and Navigating Workplace Differences," 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.

July 9, 11 a.m.-noon

"Utah Leads Together on Housing," part of ULI (Urban Land Institute) Utah's Summer Speaker Series titled "Interdisciplinary Insights on our New Normal." Speakers are from the Governor's Economic Response Task Force Housing

GRAHAM

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fit, good fit and best fit. In other words, options that make sense to them.

6. We try to pull customers rather than pushing them. This will take a lot more listening than talking, a lot more patience than persuasion and a lot more understanding than ever before.

7. We don't think we can pick up where we left off. Let's face it, there's not much worse than being unwillingly slowed down, sidelined, and told to stay home. We may be charged up and chomping at the bit to get going. Even so, it's not like coming back from vacation. All of which is to say we need to give both ourselves and our customers time to adjust to

a new and different situation.

8. And, finally, our customers will stay with us if we let them know we're depending on them. Some will see this as a sign of weakness and take advantage of us. But if we believe in building relationships, it's a chance worth taking.

In the past months, we have learned there is much that's out of our control. Even so, that's not the last word. What we do next when it comes to our customers and prospects is up to us.

John Graham of GrahamComm is a marketing and sales strategy consultant and business writer. He is the creator of "Magnet Marketing," and publishes a free monthly e-bulletin, "No Nonsense Marketing & Sales Ideas." Contact him at johnrgraham.com.

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CALENDAR

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Subcommittee discussing the work to respond to the COVID-19 pandemic and what it means to Utah's economy. Event takes place online via Zoom. Free for ULI Utah members; \$45 for nonmembers for the entire series; \$15 for nonmembers for individual webinars. Details are at <https://utah.uli.org/events-2/>.

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

WIB 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.

July 15, 8-10 a.m.

M.A.C.H. Speed Networking, a Murray Area Chamber of Commerce event. Location is Urban Arts Gallery, 166 S. Rio Grande St., The Gateway, Salt Lake City. Free with pre-registration. Details are at murraychamber.org.

July 15, 8:30 a.m.-12:30 p.m.

"Family and Medical Leave Act Advanced Practice," 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.

July 15, 3:30-5 p.m.

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

July 16, 8:30-10:30 a.m.

"Confidentiality and Privacy Rights in the Workplace: 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.

July 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 westjorchamber.com.

July 16, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event originally scheduled for May 21. Location is

Squatters Pub, 147 W. Broadway (300 S.), Salt Lake City. Cost is \$7 through July 9 for members, \$10 for members the week of the event, \$15 for nonmembers. Details are at slchamber.com.

July 17, 8 a.m.-noon

"You've Got Two Minutes: Modifying Your Message for Any Audience," a Salt Lake Chamber event. Speaker is Bill Nixon, chairman and CEO of Policy Impact Communications. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. 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.

July 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.

July 22, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Ogden Pioneer Days Office, 1810 Washington Blvd., Ogden. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

July 28, 8:30 a.m.-4 p.m.

"Lead Worker Training," an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$225. Details are at employerscouncil.org.

July 28, 10-11 a.m.

"Art of Negotiation," a West Jordan Chamber of Commerce event. Presenter is Marty Gale. Location is West Jordan Chamber, 8000 S. Redwood Road, West Jordan. Free. Details are at westjorchamber.com.

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

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

July 29, 7:30-8:30 a.m.

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

July 30, 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.

July 30, 11 a.m.-noon

"Post-COVID-19 Capital Markets Update," part of ULI (Urban Land Institute) Utah's Summer Speaker Series titled "Interdisciplinary Insights on our New Normal." Speaker Mike White, managing director of capital markets at JLL, will discuss how lenders and private equity are dealing with rapidly changing economic risks, liquidity, and actions by the Federal Reserve and central banks. Event takes place online via Zoom. Free for ULI Utah members; \$45 for nonmembers for the entire series; \$15 for nonmembers for individual webinars. Details are at <https://utah.uli.org/events-2/>.

Aug. 4, 8:30 a.m.-12:30 p.m.

"HR Management Program: Introduction to Core HR Functions," an Employers Council event taking place over five consecutive Tuesdays. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

Aug. 4, 11:30 a.m.-1 p.m.

Business Alliance Network-

ing 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.

Aug. 5, 8:30 a.m.-noon

"Recordkeeping for Human Resources," 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.

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

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

Aug. 5, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Golden Spike Event Center, 1181 Fairgrounds Drive, Ogden. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

Aug. 6, 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.

Aug. 7, 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 westjorchamber.com.

Aug. 18, 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.

Aug. 19, 7:30 a.m.-3 p.m.

2020 Chamber Golf Classic, an Ogden-Weber Chamber of Commerce event originally scheduled for May 14. Activities include breakfast at 7:30 a.m., shotgun start at 8:30 a.m. (four-person scramble format) and 1 p.m. lunch and awards. Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Cost is \$250. Details are at ogdenweberchamber.com.

Aug. 19, 8-10 a.m.

M.A.C.H. Speed Networking, a Murray Area Chamber of Commerce event. Location is Residence Inn by Marriott, 171

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CROWDS

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"All are logical and all are doable," Harlan said during the webinar, hosted by the Mariner S. Eccles Institute at the UofU's David Eccles School of Business. The university also is considering using only digital tickets and spacing out people in concession lines.

"Whatever at that time that makes the most sense, we'll be ready to deploy," Harlan said.

"The one thing that's really important to me and all the folks working on this is we need to make everybody comfortable when they come into the stadium," he said. "We're turning over every stone, working with our stadium partners, but the thing that we know is true is we're going to focus on safety, but we're also going to focus on the ability for us to do it in the best possible way."

As for road games, Harlan, a chair of the football subcommittee of the Pac-12 conference and who represents the conference on the NCAA Division I Football Oversight Committee, said he believes managers of those venues "will be

following really good protocols" to keep all student-athletes, game workers and fans safe.

Harlan said university officials will talk to season-ticket holders and others during the 30-60 days to get new ideas and opinions about ones already developed. He said he will "not be wedded to any single idea."

"That's the one thing I've really learned — where you think you have something, a couple of weeks later, maybe it doesn't make sense," he said.

Being nimble has worked well for Utah's Hogle Zoo. It reopened to a limited number of visitors, who had to observe social distancing, make reservations online, enter during a certain time frame, and travel in one direction through the zoo. Officials watched and made adjustments accordingly, needing "to be able to pivot on a dime," said Erica Hansen, the zoo's community relations manager.

"One of the lessons I think that surprised us is, all of your plans will almost get tossed out the window and almost immediately, because I think what we've learned through this virus is that

it's changing all the time," she said. "So we have learned to be very flexible. We've learned to be very adaptive."

Like the UofU is planning, the zoo got feedback and ideas from visitors, the zoo using social media.

"We found half the audience was very eager to come back to the zoo and then you found the other audience that wants to just wait and see what happens over the next couple of weeks," Hansen said. But through social media, those who were hesitant saw their friends came, felt safe and posted photos about their visit, making everyone feel safer about attending.

"So, as businesses start reopening, be sure you're really engaging your social media audiences because that's your community," Hansen said.

The webinar's moderator, former Gov. Mike Leavitt, said large-crowd venues will be like everyone else in tackling the impacts of the virus: learning and adjusting.

"This is a long-term process that we're learning to manage," Leavitt said, "not one we're going to be able to solve overnight."

Opinion

Charity lesson: A dollar by any other name would spend the same

One of the new ways critics like to slice and dice rich people these days is to question the value they provide to others by minimizing the importance of their charitable giving. For instance, the top 20 richest people in America gave a cumulative \$8.7 billion to charity in 2018, but we are told that this sum is *only* 0.8 percent of their wealth. The most recent example of this tut-tutting comes to us after Mark Zuckerberg and his wife, Priscilla Chan, donated \$100,000 to each of eight of their favorite Bay Area restaurants.



VERONIQUE
de RUGY

The goal was to help these establishments cope with COVID-19 and hopefully stay afloat during these times of lower demand. In a *San Francisco Gate* article later recapped by Business Insider, Jessica Snouwaert recognizes that this gesture is “nice,” but then writes, “It can be helpful to examine what a comparable donation would like from a nonbillionaire family. In this case, comparing the scale of Zuckerberg’s wealth with the wealth of the average U.S. household shows just how deep economic divides run between billionaires and everyday Americans.”

The answer to that comparison is that

the Zuckerbergs’ “\$800,000 to the eight Bay Area restaurants is comparable to the median U.S. family giving about \$1.02.” Yet for practical purposes, that comparison is meaningless.

First, leaving aside the difficulty of measuring wealth, one wonders what the exercise adds to the debate. When the Zuckerbergs buy a gallon of gasoline for say, \$2.19, it represents a much smaller portion of their wealth than the same expenditure does for an American of ordinary wealth. But, so what? Does that change the value of the product?

To the extent that we want to engage in such comparisons, the only one that is relevant — but that doesn’t make it into the report — is the value of the \$100,000 to each of the restaurants receiving the money. While the generosity of the Zuckerbergs’ \$800,000 might be no greater than that of the median family giving \$1.02, the difference could mean everything to a struggling small-business owner.

If you need help assessing how significant the donation is, think about it this way: Assume the economy reopens sooner

rather than later and that restaurants will be allowed to cater to their customers in safe ways. If \$100,000 helps each of the eight to survive this crisis, then the impact of the Zuckerbergs’ donation will extend to the restaurants’ employees, faithful patrons, future customers and suppliers. Simplistic calculations don’t reflect this reality.

But such comparisons also display an ignorance that obscures society’s understanding of wealth. Many assume that the Zuckerbergs’ wealth is sitting idly by in a giant pile at a bank vault somewhere. You also get a sense that whatever money wealthy entrepreneurs don’t give to charity is spent on sumptuous lifestyles.

No doubt, the super-rich do lead different lives than we do. However, most of their wealth is tied up in productive activities. A vast majority of it is invested in companies. It is used to fund research and development that will create better goods and services for consumers; that wealth is the capital that smaller-scale innovators and producers borrow from banks to grow their enterprises. And it employs workers. The Zuckerbergs’ wealth, for instance, contributes directly to the employment of 45,000 people worldwide.

Rather than publish meaningless calculations about the charitable donations of the very rich, we should be grateful for it while it lasts, because there’s always a chance that today’s rich people or their heirs won’t stay rich forever.

In an excellent study on wealth inequality, the Cato Institute’s Chris Edwards and Ryan Bourne note that, contrary to common belief, most U.S. wealth isn’t inherited. Looking at the Forbes list of the 400 Americans with the highest net worth since 1982, they report that “just 69 individuals or their descendants remained on the 2014 list.” In other words, most of that wealth is self-made, and the heirs of today’s richest likely won’t be as rich.

In short, it’s unseemly to complain that charitable contributions aren’t even larger than they are — that they’re somehow worth less to the recipient, or that those dollars are deemed either cheap or generous, depending on the net wealth of the person giving it. To those in need, it all spends the same.

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

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It’s a real puzzle why Democrats are falling for Trump’s China ploy

As polls continue to show a steady lead for Joe Biden, Pres. Trump is getting increasingly desperate. He has now committed himself to an election strategy that is centered on pointing the finger at China and its leader Xi Jinping. Throughout January and February, Trump showered praise on Xi, describing him as “strong, sharp and powerfully focused,” repeatedly emphasized the close Sino-American cooperation on COVID-19 and praised Beijing for its “transparency.” As late as March 27, Trump tweeted, “We are working closely together. Much respect!”

That was before it became clear that he had mishandled the outbreak in America and before his approval rating began to drop. So he returned to a familiar pattern — blaming foreigners. If the 2016 campaign was centered around blaming Mexico, the 2020 campaign will clearly focus on scapegoating China. Trump surrogates are already insisting that China must pay for the damage it has done — which will presumably happen right after Mexico pays for the wall.

Let me be clear: China clearly engaged in a cover-up of the initial outbreak in Wuhan. Local officials silenced whistleblowers. The entire Chinese Communist Party system was terrified that this bad news would slow growth, spook markets and reveal that it had mishandled a public health emergency. The CCP did the same and more during the SARS outbreak of 2003.

But the Chinese authorities also did some things right. They sequenced the

entire genome of the coronavirus and released it to the world on Jan. 12, much faster than happened with SARS. They also realized, belatedly, that in this case their censorship and control were exacerbating the public health crisis. On Jan. 21, the Chinese Communist Party’s Central Political and Legal Affairs Commission posted a statement: “Whoever deliberately delays or conceals reporting for the sake of their own interests will be forever nailed to history’s pillar

of shame.” (The post was later removed, probably because it revealed that people had been delaying and concealing reports.)

In any event, by the end of January, the World Health Organization had announced a global health emergency, and several places moved quickly to combat it. The United States was not one of them. Had Trump done so, America would be in a very different situation today. Taiwan, which gets millions of travelers from mainland China each year, didn’t close its borders to China until after the U.S., yet it took smart, targeted steps to limit the spread. It has, to date, seven deaths from COVID-19. Hong Kong, a dense city with a similar number of residents as New York, has had four. Those are not typos.

The real puzzle is not that Trump is engaging in China-bashing but why Democrats are joining in. They are falling into a familiar trap. Republicans take a legitimate challenge to the United States and pump it up into a mortal danger, massively exaggerating the threat and accusing the Democrats of appeasement or even

of taking part in a conspiracy with the enemy. And Democrats, instead of standing their ground, get scared and join in the scare-mongering. In response to ads bashing Biden and China, Biden released his own China-bashing ad, which even competed with Trump in its racially charged tone. Rather than explaining that policy towards China requires both confrontation and cooperation, the Biden campaign has basically conceded the argument to Trump.

These are not just election-year antics. Such tactics have lasting consequences. Democrats supported coups and covert operations across the world in the 1950s and 1960s for fear that they would be labeled soft. They stumbled into Vietnam

in large measure because Lyndon Johnson did not want to face Republican accusations that he “lost” a country to communism. The most recent generation of Democrats went along with the Iraq War largely because they did not want to be seen as weak in the War on Terror. In 2002, as Republicans began beating the drums for war with Iraq, Biden joined them. “We have no choice but to eliminate the threat,” he said on “Meet the Press.” “This is a guy who’s an extreme danger to the world.”

Trump’s latest campaign strategy is to attack China and an international body,

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FAREED
ZAKARIA



Opinion

Republicans would love Biden to pick Stacey Abrams as running mate

Stacey Abrams is running a less-than-subtle campaign to be Joe Biden's vice-presidential running mate. Republicans should hope she succeeds. If selected, she would displace Sarah Palin as the least-qualified person ever to serve on a major-party ticket.

Biden should understand this, because he saw firsthand how much damage Palin's selection did to then-Sen. John McCain (R-Arizona), the Republican presidential nominee in 2008. Pre-election polls showed that 6 out of 10 Americans said Palin was not qualified for the job, and a Stanford University study found that she cost McCain more than 2 million votes. As *Newsweek's* Howard Fineman pointed out at the time, Palin "sent wavering Democrats, independents and moderate Republicans scurrying to Sen. Barack Obama."

People simply could not see Palin stepping into the presidency if McCain — who was the second-oldest person ever to win a major party's presidential nomination — were incapacitated.

Abrams makes Palin seem qualified by comparison. At least Palin won her race for

Alaska governor. Abrams's claim to fame is that she *lost* Georgia's governor's race in 2018. Indeed, she has never won a statewide race. The highest office she has ever attained is minority leader of the Georgia state House of Representatives, a part-time legislature. Apparently, she thinks this qualifies her to be leader of the free world. Last year, Abrams briefly considered a run for president herself, telling *The Post* in an interview, "I know I have policy chops. I have foreign policy experience." According to her official bio, her foreign policy experience is serving as a "former

term member of the Council on Foreign Relations" (a temporary membership for young people) as well holding as a string of fellowships that might qualify her for an entry-level research job at a think tank. She is an accomplished author — not of foreign policy treatises, but of romantic suspense novels.

But Abrams's lack of either experience or electoral success has not stopped her from actively pursuing the vice presidency. In recent weeks she has done a raft of interviews, culminating with an online joint appearance with Biden. Abrams makes the

case that she tripled turnout among Latinos and Asian Americans and boosted African American turnout by 40 percent in Georgia in her gubernatorial run — and that she could do the same for Biden nationally.

"That's why you have running mates," she says. No, the reason you have running mates is so they can assume the duties of commander-in-chief if the president is incapacitated. That is why George W. Bush selected Dick Cheney, a former defense secretary, and why Obama selected Biden, a former chairman of the Senate Foreign Relations Committee. Whatever advantage Abrams might bring with minority voters who are already in Biden's camp would be dwarfed by her obvious lack of readiness for the presidency, which would drive away the moderate suburban Republicans and independents in the swing states that Biden needs to defeat Trump.

And presidential readiness will be more important for Biden's running mate than for any other vice-presidential pick in modern times. If elected, Biden would be older on the day he *takes* office than Ronald Reagan was on the day he *left* office. Biden's not just old, but also incredibly fragile — a fact we are reminded of whenever he

emerges to do an interview from his Delaware basement. Biden has essentially acknowledged that he will be a transitional figure who will serve as a "bridge" to a new generation of leaders. If elected, he would be a caretaker president who would serve one term at most and keep the seat warm for his successor.

That means Biden's choice of a successor will have outsize importance. In most elections, voters do not cast their ballots for the vice president. But this time around, Biden's vice president will really be a president-in-waiting — one who could very well be required to step into the presidency before Biden's term is up.

McCain later said he regretted picking Palin as his running mate. Biden would similarly regret choosing Abrams. She would be a weak vice-presidential pick under any circumstances, but in Biden's case she could cost him the White House.

Marc Thiessen writes a twice-weekly column for *The Washington Post* on foreign and domestic policy. He is a fellow at the American Enterprise Institute, and the former chief speechwriter for Pres. George W. Bush.

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ZAKARIA

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the World Health Organization. Never mind that the WHO is, as Bill Gates has noted, more closely connected to the United States than any other country. "There's no U.N. agency more connected to a country than WHO is to [America and in particular to the] CDC," he told me. Never mind that it does not have powers to compel sovereign countries (like China) largely because of rules written and supported by Washington, which is allergic to external interference from international groups.

For Trump, the attacks make sense. He and his followers want to cripple international institutions. They want an end to global cooperation on issues like climate change. They understand that a Cold War with China would destroy globalization and the open, rules-based international order.

But Democrats believe in this world. They see it as the fulfillment of a vision conceived by Woodrow Wilson and Franklin Roosevelt that has provided for unprecedented peace and prosperity over the last 70 years. So why are they joining in its destruction?

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

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Business Tech

This is not a good time to forget about cybersecurity

As a lot of the pandemic security restrictions are being lifted in Utah. One security restriction you shouldn't let slip is your cybersecurity. Many people are heading back into work and it is easy to let cybersecurity best practices get lost in the shuffle. Just because you are getting a respite from quarantine doesn't mean companies are getting a respite from cyberattacks. In fact, cyberattacks are more prevalent than ever.

With everyone returning to work, companies should make it a priority to lock down remote access for anyone who does not still need it. While it may not seem like a big deal to turn off people's remote access right now, it is considered a best practice. This practice is called the "principle of least privilege."

The basis of this principle is that users are only granted permission to the bare minimum of what they need to do their jobs. This is an extra step to protect against malicious attacks. If a

user were to become compromised, the attacker may not be able to view any sensitive data remotely based on the user's permissions.

Anytime data leaves the protective shell of a company's internal infrastructure, it instantly becomes more vulnerable. So, having everyone working remotely can pose a big challenge. You should be careful to make sure every precaution is being taken. Were proper channels in place and used during your work from home period? Remote connections are the primary way hackers will get into your system. Ensuring you are properly protected for both remote and in-office work will help keep the hackers out.

Phishing attacks are additional methods attackers use to attempt to enter your network and this pandemic has provided them with easy methods for phishing. From hackers impersonating an executive of the company, seeking help with remote work or

claiming to be selling high-quality protective masks, hackers are adapting to the current environment to try to make their efforts more convincing. All it can take is a click on the wrong link for these attackers to have what they need and wreak havoc on your company. You must keep your team educated on these trends, so users are more skeptical when they hit their mailbox.

For anyone concerned about the legitimacy of an email, send it to your IT team. It is better to take the extra time to double-check than suffer the consequences of a cyberattack. A great tip to be extra-cautious is to never click a link inside an email. While you may have an add-on for checking safe links, this habit will help you when you access personal emails too. Instead, just open a web browser and visit a website directly instead of risking clicking on a potentially harmful link within an email.

Whether people are desperately seeking solutions to the current pandemic or distracted by kids or a barking dog while reviewing emails, it can be a

lot easier to fall for these scams these days. Cybercriminals will not miss the opportunity to take advantage of the situation. If anything, they will try to target the vulnerable companies and employees. They will try to capitalize on the urgency of our circumstances.

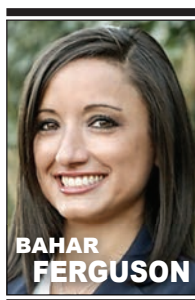
Cybersecurity is a problem for every employee in every company. The weakest point of any system is always the person at the keyboard. If you don't have regular cybersecurity trainings in place, reach out to IT resources and find out what kind of trainings they can provide. Every single person within an organization needs to build good security habits in order to mitigate the security risks.

If cybersecurity was not a priority for your company before, it needs to be now. Measures to keep your company and its employees safe need to be taken on now, before it becomes a real problem.

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



MARC THIESSEN



BAHAR FERGUSON

THE GROWING IMPORTANCE OF BETTER BUILT CUSTOM HOMES & GREEN HOME BUILDING

By Kim Hibbs

Owner & General Contractor for Hibbs Homes

Remote working and learning are a new part of daily life for many families, and experts speculate that they will likely continue to have an important role for months, if not years, to come. While our definitions of home and work continue to rapidly shift, what we want and need from their homes is also changing. We have already seen an increased interest in custom home design and energy efficiency as a result of people spending more time at home, and our experience in the home building industry tells us they are only going to continue to grow in importance - and for good reason.



Hibbs Homes

for ways to build spaces in their homes to accommodate the activities they love most.

One custom home feature that has always been a favorite is a well-equipped, spacious kitchen. As more people are taking up baking from scratch and turning home dining into an event, custom and chef kitchens - both indoors and out - are even more important in home design. In fact, the ability to build a larger and more accommodating kitchen is the reason many people have begun exploring custom home building.

Custom spaces to play favorite sports were considered a nice-to-have feature by many of our clients. However, as more of us are looking for ways to bring our sports and fitness activities home, custom sport courts, complete home fitness centers, and integrated outdoor living spaces are moving up the list of in-demand home features.

ENERGY-EFFICIENT DESIGN

While under stay at home orders, most family members are using their computers to participate in classes or meet with clients and coworkers. But as soon as the temperatures start to warm, HVAC systems that may have been set back while the owners were at the office, will soon be humming all day to keep us comfortable as we focus on working and learning from home. Increased demand for electricity, water, and other utilities means rising monthly costs for many homeowners. Energy-efficient homes are built with higher efficiency windows, doors, insulation, and HVAC systems. These homes often use smart home technology to help reduce energy and water waste. Because they are highly efficient, and more durable, these homes also give homeowners the ability to proactively manage their monthly utility and maintenance costs.

Aside from saving money each month, there are health benefits to building a high-performance, or green home. These homes are built to control the

air coming into and out of the home. It's done through better caulk and seal packages, upgraded HVAC filters and controlled controlled air exchanges and ventilation systems. As a result, these homes have a lower presence of viruses, allergens, and common pollutants in the air. For many families we work with, healthier indoor air quality is a priority and gaining in importance.

In the last couple of months, we have continued making dream homes a reality while adapting to the needs of our customers. Using video conferencing and other changes we strive to ensure

a safe, healthy building experience for our team as we continue to build healthier homes for our clients. As we look towards tomorrow, we know the role of home is changing but the importance of it will remain. We are looking forward to helping our friends and neighbors in Salt Lake City and Park City by delivering better built custom homes that will fit their needs and lifestyles well into the future.

Kim Hibbs is the owner and general contractor at Hibbs Homes, a dedicated custom home builder known for energy efficiency and green construction.



More time at home has made custom and energy-efficient homes more important than ever.



As lifestyles change, home offices are now an essential part of most custom home designs.



At home recreation has grown in importance for our clients as more evenings and weekends are spent at home with family.



Custom kitchens have always been a must-have, and with more time at home they are becoming a reason more people are turning to custom home building.

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CALENDAR

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E. 5300 S., Murray. Free with pre-registration. Details are at murraychamber.org.

Aug. 19, 8:30 a.m.-3:30 p.m.

Utah Employers Summit, an Employers Council event. Location is Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Cost is \$319. Details are at employerscouncil.org.

Aug. 19, 3:30-5 p.m.

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

Aug. 20, 7 a.m.-3 p.m.

Annual ChamberWest Golf Classic, originally scheduled for June 24. Activities include 7 a.m. check-in and breakfast, and 8 a.m. shotgun start. Location is Stonebridge Golf Club, 4415 Links Driver, West Valley City. Details are at chamberwest.com.

Aug. 20, 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.

Aug. 21

Annual Children's Charity Golf Classic, a Murray Area Chamber of Commerce event. Activities include a 7 a.m. breakfast/check-in and 8 a.m. shotgun start. Location is Murray Parkway Golf Course, 6345 Murray Parkway Ave., Murray. Details to be announced.

Aug. 24, 7:45-9 a.m.

WIB Networking, an Ogden-Weber Chamber of Commerce event. Location is The Argo House, 526 25th St., Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

Aug. 25, 10-11 a.m.

"Art of Negotiation," a West Jordan Chamber of Commerce event. Presenter is Marty Gale. Location is West Jordan Chamber, 8000 S. Redwood Road, West Jordan. Free. Details are at westjordanchamber.com.

Aug. 25, 11:30 a.m.-1 p.m.

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

Aug. 26, 8:30-10 a.m.

"FMLA: The Rules and How the Courts Interpret Them," an Employers Council event that is part of the five-part Legal Breakfast Briefing Series. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

Aug. 27, 7:30 a.m.-2 p.m.

ACG Utah Golf Tournament, an Association for Corporate Growth event. Activities include breakfast and registration at 7:30 a.m., shotgun start at 8:30 a.m., and lunch and awards following play. Location is Eaglewood Golf Course, North Salt Lake. Cost is \$250 for ACG members, \$300 for nonmembers, \$1,000 for four-somes. Details are at <https://www.acg.org/utah/events/2020-golf-tournament>.

Aug. 27, 8:30 a.m.-12:30 p.m.

"I-9: Basic Compliance," 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.

UPDATES

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Annual ChamberWest Golf Classic, originally scheduled for June 24 at Stonebridge Golf Club in West Valley City, has been postponed until Aug. 20. Details are at chamberwest.com.

"Giant in Our City 2020," a Salt Lake Chamber event originally scheduled for March 26 at the Grand American Hotel in Salt Lake City, has been rescheduled for June 11 (tentative).

Cybersecurity Conference 2020, a Salt Lake Chamber event originally scheduled for April 15 at Jordan Commons Megaplex, has been postponed until Oct. 6 (tentative).

"We Are Utah" Manufacturers Association Expo has been rescheduled for Sept. 23 at the Mountain America Expo Center in Sandy.

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

Annual Children's Charity Golf Classic, a Murray Area Chamber of Commerce event originally scheduled for June 26 at Murray Parkway Golf Course in Murray, has been postponed until Aug. 21.

Business After Hours, a Salt Lake Chamber event originally scheduled for May 21 at Squatters Pub in Salt Lake City, has been postponed until July 16.

Ninth Annual Governor's Energy Summit, presented by the Governor's Office of Energy Development, in partnership with Utah Media Group and HBW Resources, originally scheduled for May 18 at the Grand America Hotel in Salt Lake City, has been postponed until Oct. 21.

The **South Jordan Business and**

Entrepreneurial Summit and Expo, originally set for April 29 at Salt Lake Community College's Miller Campus in Sandy, has been postponed until a date to be determined.

The **Zions Bank Business Success Academy** workshop titled "De-Stink Your Marketing," originally scheduled for April 29 at Zions Bank Business Resource Center in Salt Lake City, has been postponed until a date to be determined.

Professional Development Series, a ChamberWest event, originally set for April 23 at TownePlace Suites by Marriott West Valley, has been postponed until a date to be determined.

"America's Role in the World: Why Leading Globally Matters to Utah," a U.S. Global Leadership Coalition invitation-only event originally set for April 6 at the Grand America Hotel in Salt Lake City, has been postponed until a date to be determined.

The **2020 Chamber Golf Classic**, an Ogden-Weber Chamber of Commerce event, originally scheduled for May 14, has been postponed until Aug. 19, 7:30 a.m.-3 p.m., at Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Details are at ogdenweberchamber.com.

OTHER INFORMATION

The **Morning Speaker Series**, an Ogden-Weber Chamber of Commerce event scheduled for June 4, 7:30-9 a.m., will take place online via Zoom. Details are at ogdenweberchamber.com.

Employers Council events scheduled for June have been canceled. They include "Harassment Prevention for Managers and Supervisors," originally set for June 4; "Orientation/Onboarding Essentials: Accelerating Competence, Connection and Commitment," originally set for June 11; "Performance Documentation Skills," originally set for June 17; "I-9: Advanced Practice," originally set for June 23; and "Supervision: Critical Skills for Effective Leaders," originally set for June 24.



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