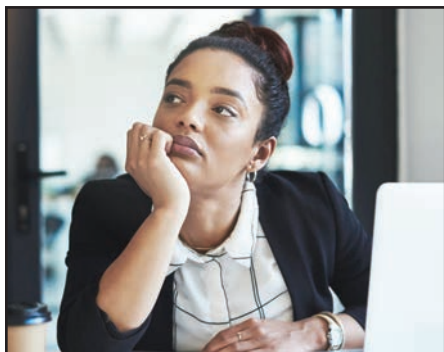


OF NOTE



Gonna be movin' on

Twenty-three percent of Utahns admit they are bored with where they live and want to move somewhere else after the coronavirus pandemic, according to a survey by Unclutter.com. The survey also revealed that 44 percent of city dwellers in Utah now want to move out to the suburbs or the country.

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The 362-foot-long art installation titled "The Canyon" awaits travelers at the redeveloped Salt Lake City International Airport. After six years of construction, the project's first phase will open Sept. 15.

New airport not only an economic hub, but a memorable experience

Brice Wallace

The Enterprise

Even if travelers never set foot outside Salt Lake City International Airport, the airport's redevelopment is designed to give them a memorable taste of Utah.

That was the widespread sentiment during a recent unveiling of the first phase of the airport's eventual \$4 billion expansion. While the project will make the airport more efficient, convenient and environmentally friendly, its panoramic views of Utah on the outside and large-scale art installations inside are expected to connect travelers with Utah's culture and natural beauty.

"It's incredible to me that, for so many people, the only touchpoint they ever get is passing through an airport, but yet it leaves that impression on their minds about a city, basically just by spending a few hours in one location — in their air-

port," Lt. Gov. Spencer Cox told a crowd gathered in-person and online for the unveiling.

The art is impossible to miss. For example, at 362 feet in length, "The Canyon" occupies the east and west sides of the new main terminal and reflects Utah's slot canyon landscape.

"These artful creations and so many more give this building a soul, before people even come through, and it's one that will surely resonate with passengers from the world over, even if they're only passing through," said Salt Lake City Mayor Erin Mendenhall.

"This airport will an play integral role as Salt Lake City continues to grow and businesses expand here. It'll be an economic engine for our entire state and our region, and it's going to add a memorable

see AIRPORT page 15

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

Sept. 10, 8:30 a.m.-12:30 p.m.

"Fair Labor Standards Act Advanced Practice," an Employers Council event at the Employers Council's Utah office in Salt Lake City.

Sept. 9, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event at an undetermined location.

Sept. 11, 8 a.m.-4:30 p.m.

"PHR/SPHR Study Programs," an Employers Council event taking place over five consecutive Fridays at the Employers Council's Utah office in Salt Lake City.

Sept. 16, 8:30 a.m.-3 p.m.

"Recruitment Strategies: Win the War for Talent," an Employers Council event at the Employers Council's Utah office in Salt Lake City.

Sept. 22, 11:30 a.m.-1 p.m.

WIB Luncheon, an Ogden-Weber Chamber of Commerce event at The Monarch in Ogden.

see UPDATES page 15

Back on top: Utah jobless rate best in nation at 4.5%

Utah reclaimed its best-in-nation unemployment position in July with the rate dropping to 4.5 percent, just ahead of second-place Nebraska's 4.8 percent. The figure proves that Utah is rebounding vigorously from the unprecedented plunge in joblessness caused by the COVID-19 pandemic.

The unemployment rate means that about 72,900 Utahns were out of a job and actively looking in July. Meanwhile, the national unemployment rate dropped to 10.2 percent.

For the 12 months ending in July, Utah's nonfarm payroll employment was still down 1.8 percent — about 27,500 jobs — compared to a year ago. The total num-

ber of residents holding jobs at the end of July sat at 1,516,800.

"July's employment assessment is a third consecutive month of Utah employment improvement," said Mark Knold, chief economist at the Utah Department of Workforce Services. "While the pace of job gains moderated a bit compared to the prior two months, the Utah economy is rebounding with vigor."

Following the release of the July 2020 employment numbers for the state, U.S. Bureau of Labor Statistics data shows Utah is ranked No. 2 for total job growth in the U.S. at minus 1.8 percent, behind Idaho's minus 0.7 percent. Utah is ranked No. 2 behind Idaho for private-sector job growth at mi-

nus 2.3 percent.

Utah's private-sector employment in July continued to improve, with the year-over-year setback lessening to minus 2.3 percent. Four of 10 private-sector major industry groups measured in the establishment survey posted net job gains in July, up from three in June. Primary gains are observed in construction (7,900 jobs); trade, transportation and utilities (3,900 jobs); and financial activities (3,000 jobs). Six industry groups posted employment declines. These were most impactful in leisure and hospitality services (minus 30,000 jobs), education and healthcare (minus 6,800 jobs) and professional and business services (minus 6,200 jobs).



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

Miller group opens Vivint arena, theaters for general election voting

The Utah Jazz and the Larry H. Miller Sports & Entertainment Group have announced that the organization will be making Vivint Smart Home Arena and three of the company's Megaplex Theatres available to serve as polling stations for the general election in November. The announcement was made in conjunction with the Salt Lake County Clerk's office.

"Our sports and entertainment venues are familiar community gathering places and we are pleased to join with the Salt Lake County Election Division to provide four facilities as safe, convenient and accessible voting locations on Election Day," said Gail Miller, owner and chair of the Larry H. Miller Group of Companies, in a release following the temporary shutdown of the NBA playoffs in Orlando, Florida, in a protest by teams of racial and social justice conditions.

The Megaplex Luxury Theatres at Cottonwood in Holaday, Megaplex Theatres at The District in South Jordan and Megaplex Theatres at Jordan Commons in Sandy are the movie venues that will be included with the basketball arena. Miller officials emphasized that the voting locations will comply with pandemic public health guidelines.

The Jazz joined a number of other NBA teams in making their arenas available for voting. According to the NBA and the NBA Players Association, that list includes all arenas where the team controls the venue.

The Miller organization also announced policies that will facilitate voting by its employees. The company will provide employees paid time off to vote in both primary and general state and federal elections.

"Exercising our right to vote allows us to share our voice and to act to preserve our rights and freedoms," Miller's statement said. "We hope the use of our facilities provides voters with greater poll access and that the voter experience meets the highest standards of safety, security and election integrity."

Only 35 percent of eligible applied for Pandemic EBT food benefits

As the enrollment period for the Pandemic EBT food benefit program approached at the end of August, only about 27,000 of the eligible 77,000 households in Utah had applied for program, according to Alex Cragun, food security advocate for Utahns Against Hunger. The program provides a one-time benefit of \$308 to children in kindergarten through 12th grade who were receiving free or reduced-price school meals on or before March 16.

Pandemic EBT is a federal food assistance program authorized by Congress as part of the Families First Coronavirus Response Act. Children whose households were receiving Supplemental Nutrition Assistance Program (SNAP) benefits on or before March 16 have already received their P-EBT benefit — a total of about 60,000 students.

"There are 50,000 eligible households that have yet to apply and less than a week to apply," said Cragun as the program came to a close. "The Department of Workforce Services just issued the first benefits for families who applied and distributed more than \$6 million. Not only does that help families buy food but has a real impact on the economy"

15 cultural organizations to receive emergency CARES Act relief funding

Fifteen Utah organizations that were impacted by the loss of concerts, live theater and tourism have been approved for emergency relief funding. The \$9 million in grants was appropriated by the Utah Legislature from federal CARES Act funds and was distributed by the Utah Division of Arts & Museums.

The organizations that will receive funds are among the state's largest entertainment venues and cultural groups, with anticipated combined losses of over \$100 mil-

lion since the beginning of the pandemic.

"This funding opportunity provides critical support for Utah's flagship museums and arts organizations as they pivot to share their talents and exhibitions," said Victoria Bourns, directors of the Division of Arts & Museums. "Our goal is to have these organizations open to us when the pandemic ends."

Only organizations with an operating budget of more than \$5 million qualified for the grants. The funding must be partially used to host an event or activity that will increase visitors and tourism.

An additional \$7.5 million for the grants was approved by legislators during their Aug. 20 special session. Legislative changes to the program eliminated the annual budget threshold. Updated grant guidelines for the second round of funding will be announced by the Utah Division of Arts & Museums in early September.

The organizations who will receive funding include Ballet West, Broadway Media, Dan Farr Productions/Fan X, Hale Centre Theatre in Sandy, Loveland Living Planet Aquarium, MagicSpace Entertainment, Maverik Center, Natural History Museum of Utah, Red Butte Garden, Sundance Institute, Thanksgiving Point, Tuacahn Center for the Arts, Utah's Hogle Zoo, Utah Shakespeare Festival and Utah Symphony/Utah Opera.

Delta Dental awards nearly \$170,000 in grants to Utah nonprofit groups

The Delta Dental Community Care Foundation, the charitable arm of the dental insurance company, has given grants to 10 Utah organizations, totaling nearly \$170,000, to provide relief amid the COVID-19 pandemic. These unrestricted grants were intended to help the foundation's nonprofit partners continue to provide vital services to the most vulnerable members of their communities.

"The COVID-19 pandemic has been a one-two punch for many of our Utah-based nonprofit partners by increasing the needs for their services while reducing their fundraising capability and ability to rely on volunteers," said Kenzie Ferguson, vice president of foundation and corporate social responsibility for Delta Dental. "We made the decision to allocate nearly all of our 2020 funding to support those fighting on the front lines of COVID-19 and will continue to be a resource to our communities as this pandemic continues."

Organizations that received funding in Utah included Community Health Centers in Midvale, Enterprise Valley Medical Clinic, Green River Medical Center, Midtown Community Health Center in Ogden, Mountainlands Community Health Center in Provo, Salt Lake Donated Dental Services, Southwest Utah Community Health Center in St. George, Utah Partners for Health in Midvale, Wasatch Homeless Health Care in Salt Lake City and Wayne Community Health Centers in Bicknell.

The grants in Utah are part of roughly \$11 million given by the foundation to more than 250 organizations across 15 states and Washington, D.C.

SLC SBDC adds capacity to assist businesses damaged by pandemic

With funding from the Federal CARES Act, the Salt Lake Region Small Business Development Center (SBDC) has retained the services of an additional three highly experienced and expert business professionals. These experts will focus on providing business recovery services to Salt Lake and Summit county area small businesses that have been negatively impacted by the COVID-19 pandemic.

Providing one-on-one virtual and in-person consulting in the areas of operations, finance and marketing, these professionals will help small businesses build back to their pre-COVID crisis levels and continue to grow from there. In addition, they will train businesses on how to be prepared for future crises.

"Our SBDC team has been working tirelessly since

the crisis began to ensure businesses have the information they need and to help them apply for the various loans and grants that have been available," said Jim Herrin, director of the Salt Lake SBDC. "Now our focus is on helping businesses recover. In our long experience, we know real impact occurs when SBDC advisors work one-on-one with business owners. Therefore, our best option for use of our additional resources is to increase our capacity to provide personalized assistance to more companies.

"All three new hires currently have, or have had, their own businesses. Jim Broussard and Kris Heslop, two experts in operations and finance, bring a combined 70-plus years of high-level management experience and expertise from both large and small companies from industries such as manufacturing, communications, wholesale distribution, banking and consulting. Both have also been highly successful SBDC business advisors in Texas, California and Utah. Each has consulted to many hundreds of businesses during their long careers. Emily Ashby has over 15 years of marketing experience that includes social media, public relations and college instruction. She has owned two businesses, one in which she developed, patented and sold her own product, and another in which she has helped over 200 business leaders to develop strategic and marketing plans in the private, nonprofit and public sectors. Beyond digital marketing, Emily has expertise in sales, branding, web writing, ad copy writing, networking, market research, presentation skills, photography and graphic design."

Beth Colosimo, executive director of business development resources at the Salt Lake Community College, said, "It has been heartbreaking these past several months to see so many of our small businesses get blind-sided so destructively by this crisis. The path to recovery is ominous for these companies, so we are grateful to be able to add three more experts to our SBDC team to assist more of our crisis-damaged businesses."

Salt Lake and Summit County small businesses can receive no-cost Salt Lake SBDC COVID-19 business recovery and other assistance by going to www.UtahSBDC.org and registering for assistance or contacting Christine Rice at 801-957-5441 or christine.rice@slcc.edu.

Weber State offers low-cost classes for workers displaced by COVID-10

Weber State University is offering flexible, short-term training courses and certificate programs to help prepare and enhance career opportunities in high-demand fields for those displaced by the COVID-19 pandemic.

The classes are part of Utah's Learn & Work educational initiative. The Legislature passed HB5010 to encourage career development and workforce engagement for those whose career paths were interrupted by the pandemic. The outreach and education initiative was created in partnership with the Utah Governor's Office of Economic Development (GOED), Talent Ready Utah and the Utah System of Higher Education (USHE). CARES Act funds are supporting the new and expanded programs and courses.

The Weber State courses and degrees are available both online and through continuing education, as well as at various colleges on campus. There are options in the fields of computer science, health, geospatial technology and business. The OCE courses are available at a low cost and participants will earn certificates and badges as proof of competency. Students who enroll in the WSU academic short-term training courses can apply for scholarship assistance.

The Learn & Work courses coincide with the launch of the university's CS Flex program, which the College of Engineering, Applied Science & Technology (EAST) has been developing in coordination with industry partners for several years. The CS Flex format uses mastery learning and allows students to progress through 10 lower-division courses at their own pace that go toward earning an associate of applied science degree.

Utah, Intermountain West most likely to rebound economically from pandemic

Brice Wallace
The Enterprise

Geographically, the Intermountain West is between the West Coast and Great Plains. When it comes to economic recovery following COVID-19, the region is in an enviable position: the front.

The Intermountain West is the most likely region of the U.S. to rebound economically in the aftermath of the coronavirus, according to Moody's Analytics. The main reason? It had a head start.

The Mountain West had "a number of real star performers" following the last economic expansion, according to Adam Ka-

mins, director with Moody's Analytics.

"Entering into this recession, where all parts of the country were hit hard, at least you were in the Mountain West, [where] you were coming in from a position of relative strength," he said during a webinar presented by the Mountain West region of the Urban Land Institute (ULI), which includes Utah, Arizona, Colorado and Idaho.

"Our outlook for the Mountain West is very, very optimistic. It's important to keep in mind the context here, too, that this includes the recession that we're in the midst of now, so it's not a given by any means that a state is expected to grow at all in the next five years."

In fact, Moody's predicts pop-

ulation declines in the Northeast and Upper Midwest, unlike the growing Mountain West. "The fact that these [Mountain West] states are positive at all is good," Kamins said. "The fact that they are as high as they are really tells you just how bullish we are on the region as a whole."

People moving to the Mountain West are motivated by lower costs and drawn to its "stellar" quality of life, he said. They're also finding jobs, including those involving remote work. The share of the labor force that telecommuted in 2018 already was high, enabling the region to better withstand COVID-19-related disruptions associated with closures and lockdowns.

"Going forward, we would

expect ... remote work is going to become more and more important, that where your job is may not matter as much as it did before, and people are going to want to live somewhere where there are non-work reasons to locate in that place," Kamins said.

Prospects for post-pandemic opportunity are strong in northern Utah because of population density — some people are wanting to avoid living in cities — and education levels. Among better-positioned metro areas are Salt Lake City and Provo.

State finances also are relatively positive in the Mountain West, he said. Reserve balances — the so-called "rainy day funds" — are in good shape, despite Utah and Idaho actually being below the U.S. average. "Population growth should be so strong, these two states can get by with somewhat lower reserves," Kamins said.

Utah's job mix also will help it in the post-COVID environment, he said. "Bottom line, the Mountain West is relatively strong in a number of office-using industries like tech, and then in Salt Lake City and Denver, finance as well," he said. "These are industries that are white-collar industries that are withstanding this recession a lot better than some of their more blue-collar, low-wage types of peers."

Theresa Foxley, president and CEO of the Economic Devel-

opment Corporation of Utah, said Utah is essentially in the third phase of loosening economic restrictions prompted by the virus.

"We, as a state, like many of the other Intermountain West states, have had a fairly strong early initial response to the COVID-19 economic crisis that's been thrown at us," she said. "Fortunately, we do have what appears to be a fairly strong, albeit fragile, beginning of a recovery."

Among the evidence is an unemployment rate that's about half what it was in May.

"With some very careful balancing between economic restrictions and through standing up our health sharing and testing capabilities, the state is cautiously optimistic as we now head into the fall season," Foxley said. "We're thinking, of course, like many of you, about the return to school and cold and flu season, but we do have some early indicators that are helping us remain optimistic."

Longtime Utah newsman and pundit sells his political news aggregator site to *Deseret News*

Longtime Utah newsman and pundit LaVarr Webb has sold his online new aggregator, Utah Policy, to the *Deseret News*, the Salt Lake City daily newspaper said last week.

"The Utah Policy brand and its mission align well with the *Deseret News*' growing local and national news presence," said Boyd Matheson, *Deseret News* opinion editor and head of strategic reach.

"LaVarr Webb and the Utah Policy team have been the go-to source for behind-the-scenes policy and politics for many years," Matheson said. "Utah Policy will continue to deliver as a daily news aggregator and inside source for thought leaders, influencers, executives, policy players and politicians."

Matheson said Utah Policy "will continue to grow and expand as an independent voice within our local and national strategy and portfolio of online and print products."

Webb's career includes stints as a reporter and editor beginning in Southern Utah in the early 1970s. He worked for the *Deseret News* from 1976 to 1989 and as campaign manager and policy advisor for former Republican Utah Gov. Mike Leavitt in the mid-'90s. Webb also co-founded the Exoro Group public relations firm in 2002 but retired from the business in 2014, though he continues to do independent consulting work. He launched Utah Policy in 2004.

"From the beginning, one of

our key features has been to aggregate public policy and political coverage of interest to Utah readers," Webb told the *Deseret News*. "That work will continue under the new ownership with links to daily news stories and the other features that we've developed. The target audience has always been the public policy community. It is the elected officials, appointed officials, all of the people that revolve around

the world of politics and public policy. That includes people who are just highly interested in politics.

"As I have reached and surpassed retirement age, I've wanted to slow down a little and wanted Utah Policy Daily to continue," Webb said in explaining the sale. He will continue to manage Utah Policy under *Deseret News* ownership. Terms of the purchase were not announced.

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Pop-Up Toaster: Charles Strite, 1921

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Orem's Typhoon Data sold

Appriss Inc., a Louisville, Kentucky-based provider of software and analytics for the criminal justice system, has announced the acquisition of Typhoon Data. Located in Orem, Typhoon Data is a provider of healthcare sanctions and credentialing solutions.

"Typhoon is excited to join Appriss in its mission of sharing knowledge for good and in its expansion of products that reduce healthcare workforce risk," said Questin Francis, CEO of Typhoon Data. "Our shared commitment to partner success and product innovation ensures that healthcare organizations will have access to an unmatched portfolio of data solutions with the highest level of service and support."

"Appriss is committed to delivering the nation's leading data and analytics platform to mitigate person-based risk in the workplace and in our communities," said Krishnan Sastry, CEO of Appriss Inc. "Typhoon Data provides unique capabilities to help identify and mitigate risks associated with the healthcare industry, which represents nearly 14 percent of our nation's workforce."

Typhoon Data will become part of the Appriss Insights data platform, delivering risk-related information to the healthcare industry and further enhancing Appriss' industry-leading data solutions, the company said. The acquisition is Appriss Insights' first in an industry-specific solution and is the fourth acquisition in the past two years, following HygenicsData, CrimeFinders Inc. and Innovative Enterprises Inc. (IEI).

Typhoon Data was established in 2013 and focuses on providing data products and services in healthcare compliance and professional credentialing to consumer reporting agencies, credentials verification organizations and compliance companies.

In 2017, Typhoon Data received the National Committee for Quality Assurance (NCQA) certification for its credentials verification services, including License to Practice, DEA Registration, Medical Board Sanctions, Medicare/Medicaid Sanctions and Ongoing Monitoring.

"The addition of Typhoon Data further demonstrates Appriss' continued investment and commitment to being a leading wholesale data provider in all of the markets that we serve," said Brian Matthews, president of Appriss Insights. "The need for qualified, professional healthcare providers has never been greater. Our combined portfolio will facilitate faster, more comprehensive screening services for the healthcare industry."

Terms of the acquisition were not disclosed.

Infrastructure bonding set for Provo medical campus

D.A. Davidson & Co., a nationwide investment services firm, has sold \$42.8 million of limited tax general obligation bonds for a medical campus Public Infrastructure District (PID) in Provo. The bonding paves the way for public infrastructure to be built related to the development of the proposed Noorda College of Osteopathic Medicine and the affiliated campus of Rocky Mountain University of Health Professions to be built on an approximately 30-acre site in south Provo.

"Today is a big day for the state of Utah," said Brennen Brown, senior vice president at D.A. Davidson. "This financing paves the way for a new medical

school that will serve Utah Valley, the state of Utah and the entire region, and will be an economic catalyst and asset to the community for many years to come. I am extremely honored to be part of this historic financing."

Upon completion, the development is planned to contain 400,000 square feet of medical education and research space for the two schools, a student union and surgical/research space, along with 685,000 square feet of multi-family housing consisting of 685 units and 234,000 square feet of parking structures consisting of 780 stalls.

"We couldn't be happier with the team at D.A. Davidson for

guiding us to a successful bond transaction," said John Nemelka, a board member of PID. "This financing lays the groundwork for an incredible project to take shape that will transform the medical field in the state of Utah and we appreciate the problem-solving, creative thinking and dedication of the D.A. Davidson team."

"This is the first financing of its kind in the state of Utah and we expect many additional financings will follow," added Sam Sharp, managing director at D.A. Davidson. "We are excited to continue to help clients all across the state efficiently access the capital markets for their public infrastructure needs."

St. Louis firm buys Utah's Price Packaging

St. Louis packaging company TricorBraun is acquiring Willard-based Price Container and Packaging, a rigid packaging distributor serving primarily the industrial and food markets in the Intermountain area and the Northwest.

"An industrial packaging leader with two decades of expertise, Price Container has an outstanding reputation and long-standing customer and supplier relationships," TricorBraun said in announcing the purchase.

All Price Container employees will remain with TricorBraun. Owner Ryan Price will play an important role in exe-

cuting TricorBraun's strategy to create a new industrial packaging platform, according to the company. The team will continue to work out of the Price's existing locations in the Utah and southwest Washington areas. Effective with the closing of the transaction, Price Container and Packaging will operate as Price Container, a TricorBraun company.

"This is a very exciting time in Price Container's 22-year history," said Price. "We're proud to join a respected packaging leader, and with TricorBraun's expansive reach, as well as commercial and operational excellence, we can grow while offering expanded services to our customers. I also look forward to our work with our supplier partners, which continues to be an important focus."

"Our acquisition of Price

Container will significantly add to our robust range of packaging solutions by expanding our industrial presence," said Court Caruthers, president and CEO of TricorBraun. "As we continue to provide essential, quality packaging, we look forward to serving customers with their industrial and other market needs. We welcome Price Container to the TricorBraun family."

A portfolio company of global private investment firm AEA Investors, TricorBraun has acquired and successfully integrated more than 20 companies over the past 25 years. Price Container will mark the company's eighth acquisition in the past three years. TricorBraun operates from more than 50 locations globally.

The transaction is expected to close in September. Terms were not disclosed.



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Homelessness report released

The Utah Department of Workforce Services Housing and Community Development Division has released its "2020 Utah Annual Report on Homelessness" and the numbers are mixed. The report's "point-in-time count" statistic showed an increase of 12 percent in the number of people counted as homeless on a single night when compared to 2019. That includes people sheltered in emergency shelters and certain housing programs and "unsheltered" people sleeping in parks, cars, abandoned buildings or other places "not meant for human habitation." The total number of sheltered and unsheltered individuals counted for January 22, the date of the count, was 3,131.

Approximately 10 out of 10,000 Utahns are homeless, a rate that has remained relatively unchanged over the past five years.

The report also includes the system performance measures as laid out in the "State of Utah Strategic Plan on Homelessness" that was published last year. Comparing federal fiscal year 2017 to 2019, data shows that the average time spent homeless in emergency shelter or transitional housing decreased from 64 nights to 62 nights. The total number of people utilizing emergency shelter and transitional housing over the course of 2019 was 12,847, a decrease of 5 percent from the previous year.

"The key to reducing the time that people experience homelessness, and therefore decreasing the number of homeless people at any given time, is to increase affordable housing and provide access to that housing," said Jonathan Hardy, Housing and Community Development Division director. "The solution to homelessness is simple — more housing."

Boost employees' emotional health by communicating certainty

In John Steinbeck's classic novel, *The Grapes of Wrath*, the Joad family is part of the migration of dispossessed farmers from the Midwestern Dust Bowl states. The Depression-era story follows their journey from Oklahoma to California.

On the way, they stop briefly at a gas station along Route 66. The station's proprietor articulates the question that seems to be on everyone's mind: "What's the country comin' to?"

With the coronavirus pandemic, political strife and unrest in the streets of America today, that question seems to once again get a lot of airtime. It is often asked with a sense of despair. A May 8 report by CBS News states that "conditions stemming from the novel coronavirus — rampant unemployment, isolation and an uncertain future — could lead to 75,000 deaths from drug or alcohol abuse and suicide ..., according to a study by the Well Being Trust."

Much of the despair that we see today comes from the disruption of our normal lives. For some, job loss is a reality; for nearly all of us, we have faced increased isolation from family and friends. And none of us expected these factors to

continue month after month. The future is, indeed, uncertain. We may well ask, "What's the country (even the world) coming to?"

Psychologists have long proclaimed that uncertainty is a primary cause of depression and despair. Conversely, when we have "certainty," we have a clear sense of direction, of purpose and meaning in our lives. We know where we are going, and that focal point rewards us with mental, emotional and physical energy — literally the opposite of depression.

19th century philosopher Friedrich Nietzsche stated, "He who has a *why* to live for can bear with almost any *how*." Viktor Frankl, who survived the Holocaust, echoed those words when he said, "Woe to him who saw no more sense in his life, no aim, no purpose, and therefore no point in carrying on. He was soon lost."

So what is the role of leaders in today's uncertain atmosphere? Do we as parents have a clear sense of purpose that we can articulate to our children? Do we as business leaders have a clear sense of why and how we will move forward to succeed in coming days? Have we communicated this in compelling and reassuring ways

to those with whom we work, those who we rely on to bring mental, emotional and physical energy to their jobs?

Nick Craig, president of the Core Leadership Institute and author of *Leading from Purpose*, and Scott Snook, Harvard Business School professor, recently published an article in a special edition of the *Harvard Business Review* titled "From Purpose to Impact." Surprisingly, their research reveals that less than 20 percent of leaders have a strong sense of their own individual purpose. Even fewer "can distill their purpose into a concrete statement."

In less stressful times, these findings might not seem alarming, but given the uncertainties we face today, they demand our attention. Author Simon Sinek counsels leaders to "start with

why," to get clear on your personal and business purpose. He suggests that we are incapable of leading others if we can't clearly articulate where we are going.

At my company, CEObuilder, we have long asserted that a strong, compelling company vision is essential to business success. Such a vision provides the purpose, mission and values that set the stage for attracting the talent you need to succeed, builds the competency and high engagement required for operational success and assures the customer and financial outcomes you desire.

In these uncertain times, leaders must have a clear vision — for themselves and for those whom they lead. If we are to avoid the despair that so often accompanies uncertainty, we

must articulate where we are going. In Proverbs 29:18, it states, "Where there is no vision, the people perish." Today, these words are hauntingly prophetic. We must not let the people perish; visionary leadership is more important than ever.

Our question shouldn't be "What is the country (or world) coming to?," but rather, "Where am I leading my portion of the world to?" If you haven't articulated your vision, your purpose, your why, this is an urgent priority. Distilling these ideas into a few concise sentences can provide a roadmap and an important sense of certainty for you and your employees to help navigate today's challenges.

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



RICH TYSON

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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.

AUTOMOTIVE

• **Land Rover Centerville** has changed to **Jaguar Land Rover Lehi**, having recently opened at 2302 N. Ashton Blvd. at Thanksgiving Point in Lehi. With the expansion, Jaguar Land Rover Lehi will bring a 22-year history and heritage of luxury cars and SUVs to an eight-car showroom with service and parts departments. The date for a grand opening will be announced later. Jaguar Land Rover Lehi is a **Ken Garff Automotive** dealership. The company is based in Salt Lake City and has more than 50 dealerships in Utah and five other states.

CONSTRUCTION

• **Canyons Structural Inc.**, a Salt Lake City-based structural engineering firm, has promoted **Courtney Fleming** to an associate. Fleming has experience as an engineer and project manager and in designing projects from seismic retrofits to multi-family residential units. He has been with Canyons for eight years. Fleming earned a bachelor's degree in civil engineering from the University of Utah in 2012.

ECONOMIC INDICATORS

• **Utah** has again been

ranked the **worst state for women's equality**, compiled by **WalletHub**. The 2020 list was formed after WalletHub compared the 50 states across 17 key indicators of gender equality. Utah was ranked No. 47 for workplace environment, No. 49 for political empowerment and No. 50 for education and health. In breakout lists, Utah was No. 46 for largest executive positions gap, tied for No. 48 with Rhode Island for largest income gap, No. 49 for largest political representation gap, and No. 50 for both the largest work hours



gap and the largest educational attainment gap (among advanced degree holders). The overall top-ranked state is Hawaii. Details are at <https://wallethub.com/edu/best-and-worst-states-for-women-equality/5835/>.

• **American Fork** has Utah's **most stable housing market**, according to a ranking by financial technology company **SmartAsset**. The study measured the average number

of years people stay in their homes and the percentage of homeowners with negative equity. Following American Fork are, in order, Ogden, Layton, Hooper, Clearfield, Park City, Ivins, West Valley City, Syracuse and Saratoga Springs. Details are at <https://smartasset.com/mortgage/mortgage-calculator#Utah/stability>.

EDUCATION/TRAINING

• **Goldman Sachs' 10,000 Small Businesses** program is accepting applications until Oct. 1 for the program that starts in January. The program is designed to help businesses survive and thrive. It is taught by business owners. Topics covered include improving leadership and team relations, marketing a company in 2021, financial tools that have been missing, and lessons from a group of peers that are going through the same experience. Minimum requirements include \$150,000 or more in annual revenue, four full-time employees or the equivalent, and at least two years in business. Participants must be present at all classes and workshops. Applications can be completed at www.10ksbapply.com.

GOVERNMENT

• **Amp Human**, a Park City-based human performance company, has been awarded a \$1.5 million Phase II Small Business Innovation Research (SBIR) contract by the **United States Air Force** through the AFWERX innovation program. This award builds upon two previous Phase I SBIR awards through AFWERX and will allow Amp Human to build on its existing success in working with the military to provide unique human performance solutions that enhance warfighter resilience and capabilities. The Phase II contract will allow Amp Human to develop a better understanding of a new use case of its flagship product, PR Lotion. Amp Human will be exploring a hydration-related use case with the 1st Special Operations Wing.

INSURANCE

• **Equitable Life & Casualty Insurance Co.**, a Salt Lake City-based provider of fixed and fixed indexed annuities, has announced it will change its corporate name to **SILAC Insurance Co.** The transition to the new name will be completed by Jan. 1 and will be implemented across the company's products and services

through 2020. The company will continue to operate in its current structure, with no change in ownership and staff. The main operational facility will remain in Salt Lake City. Among the other changes will be its logo, tagline and domain name (www.SILACins.com). The company was founded in 1935 and has used the name Equitable Life & Casualty Insurance Co. for 85 years.

INVESTMENTS

• **DiscGenics Inc.**, a Salt Lake City-based clinical stage biopharmaceutical, has raised \$50 million in a Series C funding round led by **Ci:z Investment LLP**, with participation from new investors **Eagle Fund SP1 LLP**, **Medical Incubator Japan** and **CareNet of Japan**. Major follow-on investments from **Mitsubishi UFJ Capital Co. Ltd.**, the company's board of directors and existing long-term investors contributed to the oversubscription of the round. This latest round of funding brings investment in the company to just over \$71 million. DiscGenics is developing regenerative cell-based therapies that alleviate pain and restore function in patients with degenerative diseases of the spine. DiscGenics will use the new capital to support ongoing clinical trials of its injectable Discogenic Cell Therapy for lumbar degenerative disc disease, to fund future commercialization activities in the U.S. and Japan, and for the scale-up and scale-out of its allogeneic cell manufacturing facility in Salt Lake City. Concurrent with the investment, DiscGenics has added two new members to its board of directors. One is **Colin Lee Novick**, a co-founder



Colin Lee Novick



Najeeb Thomas

and managing director of a Japanese regenerative medicine consulting firm, **CJ Partners**, who was selected by Dr. Yoshinori Shirono, founder of **Ci:z Investment LLP**, to represent his interests on the **DiscGenics** board. The other is **Dr. Najeeb Thomas**, a neurosurgeon who practices at Southern Brain and Spine in New Orleans.

• **Clene Nanomedicine Inc.**,

a Salt Lake City-based clinical-stage biopharmaceutical company, has secured \$42.5 million in a Series D financing. The round was led by **SymBiosis II LLC**, a biotech-focused investment vehicle. Participants in the round included existing investors, as well as new institutional investors from South Korea and Japan. Proceeds from the financing will be used to advance Clene's clinical pipeline, particularly the lead nanocatalyst **CNM-Au8**, through its ongoing Phase 3 study for the treatment of amyotrophic lateral sclerosis (ALS), and multiple Phase 2 clinical trials for the treatment of progressive neuro-

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logic impairment seen in people suffering from multiple sclerosis, Parkinson's disease and ALS.

MANUFACTURING

• **Cotopaxi**, a Salt Lake City-based outdoor gear brand, has added **Wendy Yang** to its board. Yang is the president of Decker's Brands' Performance Lifestyle Group. She previously was an executive at New Balance, Timberland and Reebok. Yang also serves as a board member of Camber



Wendy Yang

Outdoors, a nonprofit supporting workplace inclusion, equity and diversity in the active-outdoor industries. Cotopaxi is a benefit corporation with a social mission. It designs, manufactures and sells packs, apparel and gear, raising awareness and funds for various humanitarian causes through the Cotopaxi Foundation.

• **BGZ Brands**, Lehi, has

see BRIEFS next page

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Industry Briefs

from previous page

promoted **Leslie Greve** to chief marketing officer. She originally was vice president of category management. As CMO, she will be responsible for listening



Leslie Greve

to the market and focusing on customers' needs, setting and executing the BGZ Brands global marketing strategy, and managing and developing the company's marketing team. Before joining BGZ Brands in 2015, Greve grew her career in consumer packaged goods companies, working in sales, category, branding and strategy. She spent 10 years at TESSCO Technologies, where she served as Product Business Unit leader, working with brands and retailers in wireless. She is also a regular contributor with Women in Consumer Tech, an organization where she leads a Connect Circle to empower and mentor other women advancing within the CE industry.

PHILANTHROPY

• **Mountain America Credit Union** recently presented **Huntsman Cancer Foundation** with a \$53,000 donation as part of its three-point shot donation program. Mountain America donated \$50 for every three-point basket made by the Utah Jazz, with an additional \$50 donation for every game-changing shot. During regular-season play, the Utah Jazz made 963 three-point shots. During the past seven Jazz seasons, Mountain America has donated more than \$400,000 to Huntsman Cancer Foundation.

RECOGNITIONS

• Several awards were pre-

sented to local companies and individuals to recognize their impacts in the outdoor industry during the recent seventh annual **Outdoor Recreation Summit**, organized by the Utah Office of Outdoor Recreation. The **Stewardship Award** was given to the **Jordan River Commission** for its work in preserving and restoring open space to create a 50-mile linear park and nature preserve. The **Economic Impact Award** was presented to the **Outdoor Product Design & Development Program at Utah State University**. The **Every Kid Outdoor Award** was presented to **Get Outside.**, which plans events, educates youth about the outdoors, and recruits youth to participate. The **Social Investment Award** was given to **DPS Skis**, which was able during onset of COVID-19 to rapidly pivot production to create protective face shields for the medical community to fulfill orders in partnership with the Utah Department of Health. The **Outdoor Together Award**, given to businesses or organizations that have gone above and beyond to collaborate and help those most affected by the COVID-19 pandemic, was presented to several companies and organizations: **Canyon Country Discovery Center**, **Coalatree**, **Elevated Mountain Guides**, **SOS Outreach**, **St. George City**, **Stokes Nature Center**, **Utah Motorsports Campus** and **Utah State Parks**. The **Bridger Bike Park** in Logan was given the **Utah Outdoor Recreation Grant Project of the Year**. The executive director of the Governor's Office of Economic Development, **Val Hale**, who, after more than six years at GOED, plans to retire at the end of the year, also received recognition for his outdoor industry leadership.

• **Rio Tinto's Kennecott**

operation has become the first producer to achieve **The Copper Mark**, the copper industry's new responsible production program. In order to achieve the designation, the Kennecott operation in Utah had to demonstrate it meets more than 30 criteria for responsible environmental, social and governance practices. The assessment noted initiatives at Kennecott, including the decision in 2019 to permanently shut its coal power plant and purchase renewable energy certificates, reducing the annual carbon footprint associated with the Kennecott operation by as much as 65 percent. Originally developed by the **International**

Copper Association with input from a broad range of stakeholders, including customers, non-governmental organizations and producers, The Copper Mark is now an independent entity with a multi-stakeholder council.

• **Aspen Laser Systems**, Lindon, has been named **"Company of the Year"** in the pain management solution providers category by **MedTech Outlook**, a medical technologies journal. Aspen is a medical device company founded with experience in the medical laser and light therapy markets.

RESTAURANTS

• **Curry Up Now** has had a

grand opening at 152 E. 200 S., Salt Lake City. Founded in 2009, the Indian fast-casual concept has 11 restaurants and three craft cocktail bars across the country, with more than 40 restaurants in varying stages of development in the U.S. It has a location in Midvale. In coming weeks, the Salt Lake City location will have an attached Mortar & Pestle bar. The local franchise partners are **John Netto** and the **Netto Family Trust**. **JRJ Eats** is a Utah-based entrepreneurial family that has secured a two-state franchise deal with Curry Up Now, with exclusive rights to open the first 20 restaurants throughout Utah and Colorado.

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Succeeding in Your Business

'The Purpose Is Profit' is not just another business startup guide

If you go to your local bookstore (they still exist, don't they?) or search for "entrepreneur" or "small business" on Amazon, you will find thousands of books and e-books on how to start a business.

To paraphrase the *Old Testament* book of *Ecclesiastes*, of making many startup success books there is no end, including — truth be told — a number I have written over the years.

It's hard to say something new and different in a startup guide, but Ed "Skip" McLaughlin and co-author Wyn Lydecker (a small-business expert in her own right) have managed to do it in "The Purpose is Profit: The Truth About Starting and Building Your Own

Business."

The authors have truly walked the walk. McLaughlin is the founder of four businesses and is currently running Blue Sunsets LLC, a real estate and angel investment firm.



CLIFF ENNICO

His first business was a corporate real estate outsourcing firm called United Systems Integrators Corp., or USI, which he grew into an Inc. 500 company. In 2005, he sold USI to Johnson Controls and then became CEO of the company's Global Workplace Business for the Americas.

McLaughlin's life story is of interest to me for a couple of reasons. First, he is exactly as old as I am. Second, he got the entrepreneurial itch at exactly the

same time I did, in 1990. Third, the tipping point came to him in a similar way it did me. While a partner in a large real estate development firm, he came in to work one Saturday morning and found a spreadsheet in an office copier that showed he would be gradually phased out of the company. In my case, I was working as inside counsel for a large financial institution. The senior lawyer who hired me, and who was my champion within the company, was reassigned to a special projects position and my package arrived soon afterwards.

Most importantly, while McLaughlin's first venture, USI, was a colossal success (unlike mine), his follow-up entrepreneurial venture (like mine) was a total flop.

In 1991, McLaughlin formed Sigma

Communications Inc. with profits from USI. He set out to publish a high-quality, quarterly magazine, *The National Register of Commercial Real Estate*, to share ideas for dealing with surplus real estate and to efficiently link real estate buyers and sellers through the magazine's centerpiece, The Commercial Property Exchange. The exchange would list surplus commercial property that was for sale, for lease or for sublease.

In 1991, I set out to launch my own publishing company, Biennix Press, to create a catalogue of books, newsletters and other dead-tree publications providing career advice and counseling to young lawyers, paralegals and legal professionals (don't bother looking for it online, for it's long gone, although a couple of my books from that era are still in circulation).

Looking back, McLaughlin realized that he made seven crucial errors with his venture:

- He had no competence, experience or track record in publishing.
- He did not secure preorders to validate the business model.
- He let his passion blind him to the realities of the market.
- He did not plan adequate funding for the scope of the venture.
- He did not listen to the advice of advisors and industry experts.
- He did not budget adequate time to sell a new business model.
- He did not have sufficient resources to reach profitability.

Looking back, I realize that I made all seven of McLaughlin's mistakes with my own publishing venture. However, I got lucky: Favorable reviews for our first book (a handbook on interviewing for a legal job) appeared in some high-profile publications targeting law students, young lawyers and (critically for us) law librarians, which generated significant sales for Biennix Press, at least for a while.

Based on my own experience, I think McLaughlin should have added an eighth mistake: not taking seriously enough new developments and technologies that will make your business model obsolete. He and I both started our businesses in the early 1990s. A few years later, we all realized that the Internet was a disruptive technology that would dramatically change the world of book publishing. The future was (and still is) online.

I folded my business because I didn't think I had the skills and competence to bring my "career advice for lawyers" concept into the 21st century.

McLaughlin's experiences are the framework from which he builds his advice for startup entrepreneurs, his key point being, "Don't do what you are passionate about; do what you know and are competent at doing."

Amen, brother.

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

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.

Sept. 8, 8 a.m.-4 p.m.

“Interpersonal Communication,” part of the Salt Lake Community College Frontline Leader Workshop Series and focusing on verbal and non-verbal communication in the workplace. Location is Salt Lake Community College’s Miller Campus in Sandy. Cost is \$250. Details at <http://www.slcc.edu/workforce/courses/index.aspx>.

Sept. 8, 3-4:30 p.m.

“Virtual Jump Start Your Etsy Business,” a Women’s Business Center of Utah event that takes place online. Speaker is Clancy Stone, business advisor for the Northern Region of the Women’s Business Center of Utah. Free. Details are at wbcutah.org.

Sept. 9, 9 a.m.-noon

“Resiliency and Pivoting,” part of the Women’s Business Center of Utah’s nine-week “Next Step” program. Event takes place online via Zoom. Free. Details are at wbcutah.org.

Sept. 9, 10 a.m.-noon

“Working Minds: Suicide Prevention in the Workplace,” presented by Working Minds and open to businesses, companies and organizations in Davis County. Event takes place online via Zoom. Registration deadline is Sept. 2. Registration can be completed at <https://www.dbhutah.org/training/working-minds/#working-minds/>.

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

“Let’s Do Lunch,” a South Valley Chamber event. Location is Top Golf, 920 Jordan River Blvd., Midvale. Cost is \$15 for members, \$25 for nonmembers and the day of the event. Registration can be completed at Eventbrite.com.

Sept. 9, 1-3 p.m.

“Balancing Personal and Professional Success,” part of the three-part WeROC (Women Entrepreneurs Realizing Opportunities for Capital) Webinar Series presented by VentureCapital.Org prior to the Sept. 30 WeROC Conference. Free. Registration can be completed at Eventbrite.com.

Sept. 10, 8-9:30 a.m.

Annual Meeting, a Salt Lake Chamber event with the theme “Adventure Awaits.” Location is Loveland Living Planet Aquarium, 12033 Lone Peak Parkway, Draper. Cost is \$45 for members, \$60 for nonmembers. Details are at slchamber.com.

Sept. 10, 8-10 a.m.

“Dear Competitor: Our Online Marketing Strategy Works Out 27/7 365,” part of the Business Recovery Series presented by Davis Technical College, in partnership with Davis County and the Davis Chamber of Commerce. In-person and virtual classes are available. In-person class location is the Business Resource Center, 450 Simmons Way, Kaysville. Cost for the series is \$150. Cost for individual classes is \$25. Details are at <http://davistech.edu/business-recovery>.

Sept. 10, 9-10 a.m.

“Coffee With Clancy,” a Women’s Business Center of Utah event. Speaker is Clancy Stone, business advisor for the Northern Region of the Women’s Business Center of Utah. Event takes place online. Free. Details are at wbcutah.org.

Sept. 10, 11 a.m.-noon

“Returning to the WOKE-place,” a ULI (Urban Land Institute) event. Speakers are Rob Cottle, senior principal, Babcock Design; Dana Baird, executive managing director, Cushman & Wakefield; Matt Baldwin, director of real estate development, City Creek Reserve Inc.; and David Anderson, principal, Babcock Design. Event takes place online via Zoom. Cost is \$15 for ULI members, \$30 for nonmembers. Details are at <https://utah.uli.org/events-2/>.

Sept. 10, 11:30 a.m.-1 p.m.

Women In Business Luncheon, a Davis Chamber of Commerce event. Speaker Christine Jacobson-Ware, owner of Wasatch Pharmacy Care, will discuss “Stay Healthy.” Location is Courtyard by Marriott Hotel, 1803 Woodland Park Drive, Layton. Cost is \$20 for members, \$30 for guests. Details are at davischamberofcommerce.com.

Sept. 10, 6-8 p.m.

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

Sept. 11, 7:45-9 a.m.

Women in Business Net-

working, an Ogden-Weber Chamber of Commerce event. Location is Mount Ogden Golf Course Pavilion, 1787 Constitution Way, Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

Sept. 11, 8-9 a.m.

“WOW Women Training: Time Management,” a Women’s Business Center of Utah event, in partnership with wowwomen.biz. Event takes place online. Free. Details are at wbcutah.org.

Sept. 14, 8:30 a.m.-4 p.m.

Virtual Trade Mission to Canada, a World Trade Center Utah event, in partnership with the Salt Lake Chamber and the Canadian Consulate General, and featuring educational opportunities and industry- and topic-specific breakout sessions hosted by Canadian government and business leaders. Registration can be completed at https://wtcutah.formstack.com/forms/vtm_to_canada.

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

30th Annual Spencer Fox Eccles Convocation, a University of Utah event. Keynote speaker is Joel Peterson, adjunct professor at the Stanford Graduate School of Business and founding partner of Peterson Partners, a Salt Lake City-based investment management firm. Event takes place online. Details are available by contacting Megan Kawaguchi at megan.kawaguchi@eccles.utah.edu.

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

2020 Chamber Champions Golf Classic, a Utah Valley Chamber event originally scheduled for Aug. 24. Registration and breakfast begin at 6:30 a.m. Tee times start at 7:30 a.m. Location is Fox Hollow Golf Club, 1400 N. 200 E., American Fork. Cost is \$1,500 for foursomes of chamber members; \$2,000 for non-member foursomes; \$500 for single-player chamber members; \$750 for single-player nonmembers. Sponsorships are available. Details are at thechamber.org.

Sept. 15, 8 a.m.-4 p.m.

“Interpersonal Communication,” part of the Salt Lake Community College Frontline Leader Workshop Series and focusing on verbal and non-verbal communication in the workplace. Location is Salt Lake Community College’s Westpointe Campus in Salt Lake City. Cost is \$250. Details at <http://www.slcc.edu/workforce/courses/index.aspx>.

Sept. 15, 9-10:30 a.m.

“Business Essentials:

Basic Fundamentals of SEO,” a Women’s Business Center of Utah event. Speaker is Colton Miller, director of SEO Strategy at Boostability. Event takes place online. Free. Details are at wbcutah.org.

Sept. 15, 11:30 a.m.-1 p.m.

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Business Resource Center, 450 Simmons Way, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

Sept. 15, 4-7 p.m.

“Exploring Possibilities” Women’s Business Conference, a Women’s Business Center of Utah event that takes place online. Free. Details are at wbcutah.org.

Sept. 16, 7:30-11 a.m.

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

Sept. 16, 8 a.m.-5 p.m.

“Intro to Excel,” a Salt Lake Community College Employee Development Workshop focused on organizing, formatting and calculating data using Microsoft Excel software. This introduction discusses the ribbon, mini toolbar, ranges, formulas, charts and basic spreadsheets. Location is Salt Lake Community College’s Miller Campus in Sandy. Cost is \$249. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

Sept. 16, 9 a.m.-noon

“Action Plan Presentations and Wrap-Up,” part of the Women’s Business Center of Utah’s nine-week “Next Step” program. Event takes place online via Zoom. Free. Details are at wbcutah.org.

Sept. 16, 1-3 p.m.

“Women Who Dream Big, Achieve Big,” part of the three-part WeROC (Women Entrepreneurs Realizing Opportunities for Capital) Webinar Series presented by VentureCapital.Org prior to the Sept. 30 WeROC Conference. Free. Registration can be completed at Eventbrite.com.

Sept. 16, 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.

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

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

Sept. 17, 24

Digital Marketing Academy (Beginner Level), a South Valley Chamber event that will cover everything from SEO, pay-per-click advertising, GoogleAd words, programmatic display advertising, and how to maximize web traffic. Location is Salt Lake Community College Miller Campus, Miller Free Enterprise Center, Building 3, Room 223, 9750 S. 300 W., Sandy. Cost is \$50 for members, \$75 for nonmembers. Registration can be completed at Eventbrite.com.

Sept. 17, 7:45 a.m.-5 p.m.

Utah Employer Tax Workshop, a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, Building 5, MCPC 101, 9750 S. 300 W., Sandy. Cost is \$15. Details are at <https://clients.utahsbdc.org/events.aspx>.

Sept. 17, 9-11 a.m.

“Moving Forward Through a Pandemic,” presented by the Women’s Business Center of Utah and SCORE. Event will feature discussions about how the pandemic has affected the small-business community and daily lives, what post-COVID-19 will look like for the business community, and how we can leverage our experiences and local resources to continue our professional and personal success. Event takes place online. Free. Details are at wbcutah.org.

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

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

Ten ways a leader can stimulate employee motivation

Today's fast-moving business environment demands that the effective manager be both a well-organized administrator and highly adept in understanding people's basic needs and behavior in the workplace. Gaining commitment, nurturing talent and ensuring employee motivation and productivity requires open communication and trust between managers and staff.

Here are 10 ways to accomplish this:

Understand their behavior. People at work naturally tend to adopt instinctive modes of behavior that are self-protective rather than open and collaborative. This explains why emotion is a strong force in the workplace and why management often reacts violently to criticisms and usually seeks to control rather than take risks. So, to eliminate this kind of perspective and to increase employee motivation, it is best that you influence behavior rather than to change personalities. Insisting what you expect from your employees will only worsen the situation.



ANGELA CIVITELLA

Be sure that people's lower-level needs are met. People have various kinds of needs. Examples of lower-level needs are salary, job security and working conditions.

To increase employee motivation, you must meet these basic needs. Consequently, failures with basic needs nearly always explain dissatisfaction among staff. Satisfaction, on the other hand, springs from meeting higher-level needs, such as responsibility, progress and personal growth. When satisfaction is met, chances are employee motivation is at hand.

Encourage pride. People need to feel that their contribution is valued and unique. If you are a manager, seek to exploit this pride in others and be proud of your own ability to handle staff with positive results. This, in turn, will encourage employee motivation among your people.

Listen carefully. In many areas of a manager's job, from meetings and appraisals to telephone calls, listening plays a key role. Listening encourages

employee motivation and, therefore, benefits both you and your staff. So, make an effort to understand people's attitudes by careful listening and questioning and by giving them the opportunity to express themselves.

Build confidence. Most people suffer from insecurity at some time. The many kinds of anxiety that affect people in organizations can feed such insecurity, and insecurity impedes employee motivation. Your antidote, therefore, is to build confidence by giving recognition, high-level tasks and full information. In doing so, you only not refurbish employee motivation but boost productivity as well.

Encourage contact. Many managers like to hide away behind closed office doors, keeping contact to a minimum. That makes it easy for an administrator, but hard to be a leader. It is far better to keep your office door open and to encourage people to visit you when the door is open. Go out of your way to chat to staff on an informal basis. Keep in mind that building rapport with your staff will effectively increase employee motivation. This can even be accomplished easily in today's

online work environment.

Use the strategic thinking of all employees. It is especially important to inform people about strategic plans and their own part in achieving the strategies. Take trouble to improve their understanding and to win their approval, as this will have a highly positive influence on performance and increasing employee motivation as well.

Develop trust. The quality and style of leadership are major factors in gaining employee motivation and trust. Clear decision-making should be coupled with a collaborative, collegiate approach. This entails taking people into your confidence and explicitly and openly valuing their contributions. By simply giving your staff the opportunity to show that you can trust them is enough to increase employee motivation among them.

Delegate decisions. Pushing the power of decision-making downward reduces pressure on senior management. It motivates people on the lower levels because it gives them a vote of confidence. Also, because the decision is taken nearer to the point of action, it is more likely to be correct.

Consequently, by encouraging them to choose their own working methods, make decisions, and giving them responsibility for meeting the agreed goal will encourage employee motivation among your staff.

Appraising to motivate. When choosing methods of assessing your staff's performance, always make sure that the end result has a positive effect on employee motivation and increases people's sense of self-worth. Realistic targets, positive feedback and listening are key factors.

The takeaway. If you follow these simple steps in increasing employee motivation, rest assured you will have a good working relationship with your staff and at the same time boost your company's productivity. Just bear in mind that people are employed to get good results for the company. Their rates of success are intrinsically linked to how they are directed, reviewed, rewarded, trusted and motivated by the management.

Angela Civitella is a certified business leadership coach and founder of Intinde, www.intinde.com.

CALENDAR

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

Annual Mayors Lunch, a Davis Chamber of Commerce event. Location to be determined. Details are at davischamberofcommerce.com.

Sept. 17, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event, originally scheduled for March 19. Location is the Utah Museum of Contemporary Art, 20 S. West Temple, Salt Lake City. Cost is \$7 for members before Sept. 11, \$10 for members the week of the event, \$15 for nonmembers. Details are at slchamber.com.

Sept. 18, 8-9 a.m.

"WOW Women Training: Social Media: Pinterest," a Women's Business Center of Utah event, in partnership with wowwomen.biz. Event takes place online. Free. Details are at wbcutah.org.

Sept. 18, 8-10 a.m.

"Sticky and Strong: Winning Campaign Strategies," a Salt Lake Chamber event. Speaker is William Nixon. Event takes place online via Zoom. Cost is \$99 for members, \$149 for nonmembers. Details are at slchamber.com.

Sept. 22-23

Utah SHRM Virtual WECon (Work Elevated Conference), featuring education, professional development and practical takeaways of how to align human resource practices with business leaders' strategies. Event takes place online. Two-day full pass costs \$250. Individual sessions cost \$95. Details are at <https://utah.shrm.org/conferences>.

Sept. 22-24

2020 Utah Tourism Conference. Location is Salt Lake City. Details to be announced.

Sept. 22, 10-11 a.m.

"The 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 westjordan-chamber.com.

Sept. 22, noon-1 p.m.

"How to Turn Your Brochure Website into a Sales Machine," a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC at Utah Valley University. Details are at <https://clients.utahsbdc.org/events.aspx>.

Sept. 23, 8 a.m.-5 p.m.

"Lean Six Sigma: Yellow Belt," a Salt Lake Community

College Employee Development workshop focused on the cost savings and personal benefit of eliminating waste through a step-by-step process to see and address problems. Location is Salt Lake Community College's Miller Campus in Sandy. Cost is \$300. Details at <http://www.slcc.edu/workforce/courses/index.aspx>.

Sept. 23, 9 a.m.-noon

Second Annual Minority-Owned Business Workshop, presented by the Women's Business Center of Utah and the Procurement Technical Assistance Center for minority-owned businesses in need of assistance to start/grow their business, how to obtain financing and how to successfully contract with the government. Event takes place online. Free. Details are at wbcutah.org.

Sept. 23, noon-1 p.m.

"Solve the Business Puzzle: Save Time and Schedule Your Social Media," a Women's Business Center of Utah event. Speaker is Lynn Smargis of Write For You. Event takes place online via Zoom. Free. Details are at wbcutah.org.

Sept. 23, 1-8 p.m.

"We Are Utah" Manufacturers Expo, a Utah Manufacturers Association event. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Free. Details are at umaweb.org.

Sept. 23, 1-3 p.m.

"Winning Starts with Beginning," part of the three-part WeROC (Women Entrepreneurs Realizing Opportunities for Capital) Webinar Series presented by VentureCapital.Org prior to the Sept. 30 WeROC Conference. Free. Registration can be completed at Eventbrite.com.

Sept. 24, 8-10 a.m.

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

Sept. 24, 9-10 a.m.

"Coffee With Clancy," a Women's Business Center of Utah event. Speaker is Clancy Stone, business advisor for the Northern Region of the Women's Business Center of Utah. Event takes place online. Free. Details are at wbcutah.org.

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

Networking Luncheon, a Murray Area Chamber of Commerce event featuring inter-

views with two chamber members and networking. Location is Murray Park Pavilion, 296 E. Murray Park Ave., Murray. Cost is \$15. Details are at murraychamber.org.

Sept. 24, 6-7 p.m.

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

Sept. 24, 6-7 p.m.

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

Sept. 25, 8-9 a.m.

"WOW Women Training: Social Media: Pinterest," a Women's Business Center of Utah event, in partnership with wowwomen.biz. Event takes place online. Free. Details are at wbcutah.org.

Sept. 29, Oct. 1

"Diversity, Inclusion and Social Equity in Land Use," a ULI (Urban Land Institute) Utah event. Sept. 29, 9-10:30 a.m., is

see CALENDAR next page

Your business needs effective leadership in times of crisis

Crises, be they a global health emergency that shuts down economies, a natural disaster or something affecting just a single business, can catch Utah small-business owners off-guard at any moment. In the face of uncertainty, employees and customers alike seek strong leadership. Looking at insights from experts and customers, as well as perspective of business owners, can provide a guide to standing up to these challenges and inspire communities both within and outside of a business.

1. Communication is key. The uncertainty amid COVID-19



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has created more of a need than ever for transparency, as it can help provide reassurance and position you as a leader. This makes

open communication a strong initial step toward leading both employees and customers.

Experts at management consulting firm McKinsey recommend focusing your message on what people need most from you. For employees concerned about their jobs, this can mean starting with a facts-based approach: Share what you know, what you don't know and the basics of your plan to address the current situation. It's also about coupling positive news

and feedback that can help create feelings of security and motivation with a clear logistical path forward.

2. Put people first. Small-business owners have the potential to lead more than just their employees; they can often be seen as leaders of their customers and community as well. This makes it critical that business owners approach leadership internally and externally with a focus on the people entrusting them to lead. Initiatives that inspire good will and are true to the spirit of your business can have major impacts to more than just the people you employ or your patrons.

3. Sourcing practical information. Concrete, relevant infor-

mation can go far in informing how leaders can and should address issues. However, as the pandemic has clearly shown, access to this type of information is harder to come by.

This makes it more critical than ever to put concerted effort into seeking trusted information sources, be they news organizations, government agencies or academic institutions. Beyond these, consider sources that have become newly available amid the pandemic. A number of corporate consulting firms (McKinsey, Deloitte and Boston Consulting Group, to name a few) have opened up COVID-19-specific hubs to help guide business owners. Membership-based professional groups

like Business Advantage TV or trade organizations offer resources as well. It's also key to pay particular attention to developments that could affect your business: the status of COVID-19 in your area, new rules and regulations and changes in consumer behavior.

Leadership and how to best approach it has a number of variables, but a good place to start is considering what's best for your employees, customers and the wider community. Looking as much as possible beyond profit and leading with empathy can pay off in the long run via loyalty and positive perception.

Brandon Meredith is the Small Business Banking Segment manager for Wells Fargo Bank in Utah.

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Session 1, titled "Past-Present-Future: Lessons We Can Learn from Our Industry's Past as We Build a More Equitable Future." Cost is \$5 for members, \$15 for nonmembers. Oct. 1, 8:30-10:30 a.m., is Session 2, titled "Inclusive Leadership: How the Best Leaders Build Diverse and Winning Teams." Event takes place online via Zoom. Cost is \$25 for private-sector members, \$20 for public-sector and YLG members; \$50 for private-sector nonmembers, \$40 for public-sector and YLG nonmembers (register for both sessions and receive Part 1 for free). Details are at <https://utah.uli.org/events-2>.

Sept. 30, 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.

Sept. 30, 8 a.m.-5 p.m.

"Intermediate Excel," a Salt Lake Community College Employee Development Workshop focusing on organizing, formatting and calculating data using Microsoft Excel software. This course builds upon "Intro to Excel" concepts. Location is Salt Lake Community College's Miller Campus in Sandy. Cost is \$249. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

Sept. 30, 8 a.m.-6:30 p.m.

Fourth Annual WeROC (Women Entrepreneurs Realizing Opportunities for Capital), a VentureCapital.Org event for woman-owned businesses and focusing on raising funds and

overcoming issues. Event features keynote presentations, workshop panels and the WeROC Deal Forum. Keynote speakers are Judy Robinett, author of *Crack the Funding Code: How Investors Think and What They Need to Hear to Fund Your Startup*; and Sheryl Grant, mentor, speaker, networking expert and social entrepreneur. Location is The Slopes EVNTS Center, 14216 Bangerter Parkway, Draper. Registration can be completed at Eventbrite.com.

Oct. 1, 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.

Oct. 1, 8:30 a.m.-12:30 p.m.

"Accountability and Ethics," an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145 for members, \$220 for nonmembers. Details are at employerscouncil.org.

Oct. 1, 6-8 p.m.

"Start Smart," a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC at Utah Valley

University. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 2, 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.

Oct. 6, 8 a.m.-5 p.m.

Utah Rural Summit, hosted at Southern Utah University's Utah Center for Rural Life. Location is SUU's Hunter Conference Center, 351 W. University Blvd., Cedar City. Cost is \$150. Registration can be completed at Eventbrite.com.

Oct. 6, 8:30 a.m.-12:30 p.m.

"Americans with Disabilities Act Advanced Practice," an Employers Council event. Cost is \$145 for members, \$220 for nonmembers. Details are at employerscouncil.org.

Oct. 6, 11:30 a.m.-1 p.m.

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Business Resource Center, 450 Simmons Way, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

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Oct. 7, 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.

Oct. 8, 8-10 a.m.

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

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

"Supervisory Skills Pro-

gram," an Employers Council event taking place over four consecutive Thursdays. Cost is \$740 for members, \$1,110 for nonmembers. Details are at employerscouncil.org.

Oct. 8, 11:30 a.m.-1 p.m.

"Witches, Werewolves and Women in Business" October Luncheon, a Davis Chamber of Commerce Women in Business event. Location is Lagoon, 375 N. Lagoon Drive, Farmington. Cost is \$20 for members, \$30 for guests. Details are at davischamberofcommerce.com.

Oct. 8, 6-8 p.m.

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

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

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location to be announced. Free for WIB members. Details are at ogdenweberchamber.com.

Oct. 9, 8 a.m.-noon

"In the Beginning: Everything Starts with the Word," a Salt Lake Chamber event that is the final seminar in the chamber's series "Mastering Media Management." Speaker is William Nixon. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$99 for members, \$149 for nonmembers. Details are at slchamber.com.

Oct. 9, 8:30 a.m.-1 p.m.

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

Oct. 13, 8 a.m.-4 p.m.

"Emotional Intelligence," part of the Salt Lake Community College Frontline Leader Workshop Series and focusing on identifying the components of emotional intelligence, exploring strategies to increase awareness of emotions, developing the ability to manage your emotions, and improving social skills. Location is Salt Lake Community College's

Miller Campus in Sandy. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

Oct. 14, 7:30-11 a.m.

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

Oct. 14, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Snowbasin Resort, Earl's Lodge, 3925 Snow Basin Road, Ogden. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

Oct. 15, 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.

Oct. 15, 11:30 a.m.-1 p.m.

Chamber Luncheon, a Davis Chamber of Commerce event. Location is the Weber State University Davis Campus in Layton. Cost is \$20 for members, \$30 for nonmembers. Details are at davischamberofcommerce.com.

Oct. 15, 2-6 p.m.

Job Fair, a ChamberWest event. Location is Granger High School, 3580 S. 3600 W., West Valley City. Details are at chamberwest.com.

see CALENDAR next page

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CALENDAR

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

“Emotional Intelligence,” part of the Salt Lake Community College Frontline Leader Workshop Series and focusing on identifying the components of emotional intelligence, exploring strategies to increase awareness of emotions, developing the ability to manage your emotions, and improving social skills. Location is Salt Lake Community College’s Westpointe Campus in Salt Lake City. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

Oct. 20, 8:30 a.m.-12:30 p.m.

“Unemployment Insurance Essentials-Utah,” an Employers Council event. Cost is \$145 for members, \$220 for nonmembers. Details are at employerscouncil.org.

Oct. 20, 11:30 a.m.-1 p.m.

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Business Resource Center, 450 Simmons Way, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

Oct. 21, 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.

Oct. 22, 8-10 a.m.

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

Oct. 26, 8 a.m.-5 p.m.

Utah Economic & Energy Summit, presented by the Utah Governor’s Office of Energy Development, Governor’s Office of Economic Development, World Trade Center Utah and the Salt Lake Chamber. The 14th Annual Utah Economic Summit was originally scheduled for June 18. The Ninth Annual Governor’s Energy Summit was originally scheduled for May 18, then postponed until Oct. 21. Activities include morn-

ing and lunchtime plenary sessions, awards presentations, and morning and afternoon breakout sessions in three tracks: economic development, energy and global trade. Event also will highlight Gov. Gary Herbert’s economic and energy accomplishments since 2009. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Early-bird virtual admission is \$79. Early-bird registration is \$155. Details are at <https://utah-economicsummit.com/>.

Oct. 27, 8:30 a.m.-4 p.m.

“Legal Issues in Managing Employees for Governments and Special Districts,” an Employers Council event. Cost is \$245 for members, \$370 for nonmembers. Details are at employerscouncil.org.

Oct. 27, 10-11 a.m.

“The 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 westjordan-chamber.com.

Oct. 27, 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 members and first-time guests, \$30 for nonmembers. Details are at ogdenweberchamber.com.

Oct. 28, 7:30-11 a.m.

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

Oct. 28-Dec. 16, 8 a.m.-noon

“Lean Six Sigma: Green Belt,” a Salt Lake Community College Employee Development Workshop focused on methodologies for waste reduction and process improvement skills, and applying problem-solving and quantifiable tools through Lean Six Sigma strategies. Location is Salt Lake Community College’s Miller Campus in Sandy. Cost is \$1,495. Details at <http://www.slcc.edu/workforce/courses/index.aspx>.

Oct. 28, 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.

Oct. 28, 8-10 a.m.

“Employment Law Lessons from the Headlines,” an Employers Council event that is part of the five-part Legal Breakfast Briefing Series. Cost is \$99 for members, \$150 for nonmembers. Details are at employerscouncil.org.

Oct. 28, noon-1:30 p.m.

“Solve the Business Puzzle,” a Women’s Business Center of Utah event. Event takes place online. Free. Details are at wbcutah.org.

Oct. 29, 11:30 a.m.-1 p.m.

Networking Luncheon, a Murray Area Chamber of Commerce event featuring interviews with two chamber members and networking. Location is Murray Park Pavilion, 296 E. Murray Park Ave., Murray. Cost is \$15. Details are at murraychamber.org.

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

“Performance Management Essentials,” an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145 for members, \$220 for nonmembers. Details are at employerscouncil.org.

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

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Business Resource Center, 450 Simmons Way, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

Nov. 5, 8-10 a.m.

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

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

“Family and Medical Leave Act Essentials,” an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145 for members, \$220 for nonmembers. Details are at employerscouncil.org.

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

“HR Management Program: Advanced HR Competencies,” an Employers Council

event taking place Fridays through Dec. 11. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$740 for members, \$1,110 for nonmembers. Details are at employerscouncil.org.

Nov. 9-11

Utah Life Sciences Summit, a BioUtah event that takes place online. Details to be announced.

Nov. 12, 8 a.m.-3 p.m.

Annual Women In Business Summit, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Details are at davischamberofcommerce.com.

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

“Managing Difficult Employees: 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 for members, \$150 for nonmembers. Details are at employerscouncil.org.

Nov. 13, 7:15 a.m.-3 p.m.

Annual Fall Business Conference, a ChamberWest event originally scheduled for Sept. 16 and featuring key

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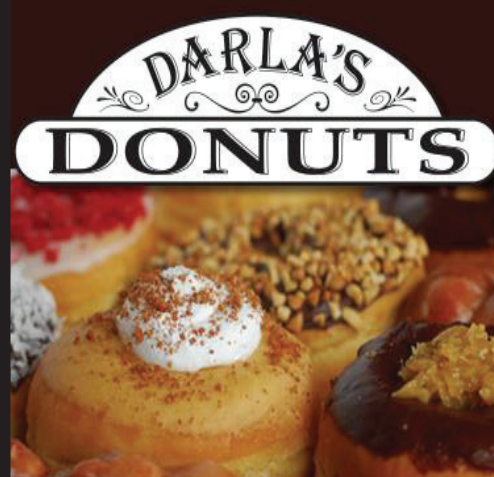
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note presenters, breakout sessions, exhibitor tables and more. Location is the Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Details are at chamberwest.com.

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

"Unemployment Insurance in Utah: Appeal Hearing Workshop," an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$99 for members, \$150 for nonmembers. Details are at employerscouncil.org.

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

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Business Resource Center, 450 Simmons Way, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

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

"Leadership Development," part of the Fall 2020 Leadership Series presented by Davis Technical College's employer and continuing education team and Ames Leadership Institute and continuing through Jan. 27. Location is the Davis Technical College, Simmons Building, 450 Simmons Way, Kaysville. Cost is

\$175 per class (Custom Fit cost is \$88), \$600 for a bundle of four classes (Custom Fit cost is \$300). Details are at davischamberofcommerce.com.

Nov. 19, 8-10 a.m.

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

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

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

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

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

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

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

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AIRPORT

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location and hub for our visitors and families and transplants alike."

To open to the public Sept. 15, the project's first phase includes a new central terminal and the west end of Concourse A, to be occupied by Delta Air Lines. Six weeks later, the west end of Concourse B will open. The coming second phase includes building the eastern ends of both concourses and demolishing buildings no longer in use.

The \$4.1 billion, 4 million-square-foot project is the state's largest public works project ever and is expected to have a \$5.5 billion economic impact. It will allow the 100-year-old airport to accommodate more than 34 million travelers each year, up from the 26 million it currently handles.

"This moment has been 25 years in the making," Bill Wyatt, executive director of the Salt Lake City Department of Airports, said as he displayed the airport's 1996 master plan, which envisioned such a massive redevelopment. "It's pretty amazing to think that back in 1996 this vision existed, the seed was planted, and here we are, these many years later, celebrating this."

The project nonetheless took a few years to become reality. Then-Mayor Ralph Becker announced the project in 2012, and the design unveiling and groundbreaking occurred in 2014.

"An amazing, amazing house

that you all built" is how Delta vice president Scott Santoro described the airport, one of four Delta "fortress hubs" in the U.S.

"For all of us at Delta, this incredible space is more than just a concourse. It's more than just a check-in facility," Santoro said. "It is now the largest new hub built in the western United States — and in the United States, quite frankly — in the last 25 years. This is a monumental task."

Some of the project statistics include 7 miles baggage conveyor belts, 65 elevators, 31 escalators and 32 moving walkways. The terminal and concourses eventually will be home to 58 shops and restaurants, and a new Greeting Room will be able to accommodate up to 400 people.

Wyatt noted that the project is "on time and on budget" and will be ready for the public to see starting Sept. 15. "There may be a few guys running around with light bulbs and screwdrivers, but we're going to be open on the 15th," he said.

Wyatt lauded the work of thousands of people who had contributed to the project over the years — from its conception to its planning, from its design to its construction.

"It's impossible to recognize them all," he said, "though each who have had their fingerprints on this project will know that family, friends, neighbors all will understand the value, the contribution represented by this airport, which will serve Salt Lake and Utah for decades and decades to come."

UPDATES

from page 1

Sept. 22, 11 a.m.-1 p.m.

"Crucial Conversations," a Business Women's Forum event scheduled to take place online.

Sept. 30, 8:30-10 a.m.

"Pay Equity: This Train Isn't Stopping Any Time Soon, So You Better Be On Board," an Employers Council event that is part of the five-part Legal Breakfast Briefing Series, at the Employers Council's Utah office in Salt Lake City.

POSTPONEMENTS

Sept. 10, 7:30 a.m.-12:30 p.m.

South Jordan Business and Entrepreneurial Summit and Expo, a South Jordan Chamber of Commerce event originally scheduled for April 29 and rescheduled to Sept. 10, has been postponed until a date to be determined. Location is Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Details are at southjordanchamber.org.

Annual Fall Business Conference, a ChamberWest event originally scheduled for Sept. 16, will take place Nov. 13, 7:15 a.m.-3 p.m., at the Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Details are at chamberwest.com.

The **Chamber Champions Golf Tournament**, a Utah Valley Chamber event originally scheduled for Aug. 24, will take place Sept. 15, 6:30 a.m.-2:30 p.m. Registration and breakfast begin

at 6:30 a.m. Tee times start at 7:30 a.m. Location is Fox Hollow Golf Club, 1400 N. 200 E., American Fork. Cost is \$1,500 for foursomes of chamber members; \$2,000 for nonmember foursomes; \$500 for single-player chamber members; \$750 for single-player nonmembers. Sponsorships are available. Details are at thechamber.org.

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

Utah Economic & Energy Summit is scheduled for Oct. 26, 8 a.m.-5 p.m. It is presented by the Utah Governor's Office of Energy Development, Governor's Office of Economic Development, World Trade Center Utah and the Salt Lake Chamber. The 14th Annual Utah Economic Summit was originally scheduled for June 18. The Ninth Annual Governor's Energy Summit was originally scheduled for May 18, then postponed until Oct. 21. Activities include morning and lunchtime plenary sessions, awards presentations, and morning and afternoon breakout

sessions in three tracks: economic development, energy and global trade. Event also will highlight Gov. Gary Herbert's economic and energy accomplishments since 2009. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Early-bird virtual admission is \$79. Early-bird registration is \$155. Details are at <https://utaheconomicsummit.com/>.

Business After Hours, a Salt Lake Chamber event originally scheduled for March 19 at the Utah Museum of Contemporary Art, 20 S. West Temple, Salt Lake City, has been rescheduled for Sept. 17, 5-7 p.m. Details are at slchamber.com.

"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.

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