

OF NOTE



On the rebound

Sales of new U.S. homes climbed 3.5 percent in August, snapping a two-month decline as buying surged, especially in the West's pricey housing market. The Commerce Department said last week that newly built homes sold at a seasonally adjusted annual rate of 629,000 in August. Sales of new homes have advanced 6.9 percent this year. However, rising costs and higher mortgage rates have tempered some of the enthusiasm from would-be buyers, the department said.

Industry News Briefs

pages 6-7

Business Calendar

page 9

Real Estate

page 14-15



Several Utahns recently warned that Trump administration tariffs and a resulting trade war — China was mentioned several times — could hamper the national and state economies. The warnings came at the Southwest Salt Lake County Economic Summit in Riverton and the Product PowerUp conference in Sandy.

Consensus: Economy is great but trade war may change that

Brice Wallace

The Enterprise

The topic of tariffs continues to be on the minds of Utahns. At two recent events, miles apart, on the same day, one common thread was speakers worrying that the Trump administration's tariff and trade war approach could needlessly hurt the booming U.S. and Utah economies.

At the Southwest Salt Lake County

Economic Summit, Robert Spendlove, senior vice president and economic and public policy officer at Zions Bank, discussed elements of what he called the "Trumpeconomic agenda," including tariffs.

"One of the areas that I'm really concerned about is the president's actions on tariffs and international trade, and it's one of the biggest 'black swans' — one of those

see **TARIFFS** page 5

Utah job growth leads the nation

Utah continues to lead the nation in total job growth at 3.7 percent in the past 12 months, according to data released last week by the U.S. Bureau of Labor Statistics. Utah is ranked No. 3 for private sector job growth at 3.9 percent behind Nevada and Washington.

Utah's unemployment rate remained steady at 3.1 percent in August with approximately 49,800 Utahns unemployed during the month and actively seeking work. The national unemployment rate also remained unchanged from the prior month at 3.9 percent.

Utah's nonfarm payroll employment

for August grew by an estimated 3.7 percent, adding 54,700 jobs to the economy since August 2017. Utah's current number of employed residents sits at 1,517,800.

"Utah's labor market continues to perform at an optimal level with the addition of almost 55,000 jobs over the last year," said Carrie Mayne, chief economist at the Department of Workforce Services. "The state's labor force continues to grow and is quickly absorbed into the employment rolls by Utah's expanding businesses."

see **EMPLOYMENT** page 8

Utah's confidence in economy higher than it's ever been

Utah consumers are more confident about their current economic situation than they have been since Zions Bank began recording such things. The Utah Present Situation Index, part of the Zions Bank Utah Consumer Attitude Index, jumped 10 points in September to 140.3. The hike represents the largest month-to-month increase since 2013 and left the sub-index at its highest point ever.

The overall Utah Consumer Attitude Index (CAI) increased 9.1 points to 124.1 in September. The year-over-year CAI edged up by 1.9 points. This marks the 28th consecutive month that the Utah CAI has exceeded 110, a level signaling overall positive consumer attitudes about the economy.

Meanwhile, the national Consumer Confidence Index increased 3.7 points to 138.4 in September.

Both the month-to-month and year-over-year increases in the Present Situation Index were almost entirely driven by strong sentiment about the present availability of jobs, with 64 percent of Utahns feeling that jobs are currently plentiful.

The Utah Expectations Index also had a notable month-to-month rise of 8.5 points to 113.3. Year-over-year, the Expectations Index has decreased 2.9 points. Considering the record favorability of Utahns' present outlook, the dip in future expectations indicates that Utahns see things remaining stable, rather than getting significantly better. Those who believe the job market will continue to grow (26 percent) outnumber those who think job availability will shrink (14 percent) by a ratio of almost 2-to-1.

"We've seen that Utahns' confidence in their investments overall has trended up since we began measuring consumer attitudes in 2011," said Scott Anderson, Zions Bank president and CEO. "Now half of all Utahns feel it is likely or very likely that investments in a 401(k) will increase in value, versus 18 percent who feel that is unlikely. In a similar vein, Utahns have also become more and more confident that they

see **CAI** page 5



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Leaders from Salt Lake Community College, government and industry pose at a recent ceremony marking the opening of the school's Westpointe Workforce Training & Education Center in Salt Lake City's Northwest Quadrant.

SLCC's 121,000-square-foot Westpointe Center to address workforce training/education issues

Salt Lake Community College has unveiled a new 121,000-square-foot facility designed to support the community by providing education and training in key industries that are critical to the region's economic success. Utah lawmakers, along with industry, business and education leaders, received their first glimpse of the Westpointe Workforce Training & Education Center during a grand opening celebration recently.

Located in Salt Lake City's industrial Northwest Quadrant near Salt Lake City International Airport, Westpointe will offer training in trades including welding, machining, diesel systems technology, injection molding,

composites manufacturing, commercial driving and other high-demand fields. The center houses eight classrooms, 34 lab spaces and a 3-acre lot for commercial truck driving, along with more than 100 welding bays, a large diesel maintenance facility and an injection molding lab.

"I need this as a father," said Utah House Speaker Greg Hughes, gesturing to the Westpointe building behind him during the ceremony. "I need to have a state where I know my children will have good jobs and will be able to raise families. It's things like today, moments like today, that are going to make sure we have those opportunities."

Utah Governor's Office Ed-

ucation Advisor Tami Pyfer said she was not prepared when she took the job more than four years ago for the "enormity" of the gap in supply of a skilled workforce. "I'm so pleased with what we're seeing happening in this state and an increased emphasis on technical education," Pyfer said. "Let me tell you, technical education is for everyone."

"At Westpointe, students will receive hands-on education and experience in a number of important trades," said SLCC President Deneece G. Huftalin. "It will not only be a boon to students but also to our region by allowing us to maintain our economic prosperity through the development of a top-notch workforce."

Co-founder Shauna Smith takes presidency at Four Foods Group

Four Foods Group (FFG), a restaurant investment, development, operations and management company founded in 2008 and based in American Fork, has announced that co-founder Shauna K. Smith has been named president of the company. Smith has been the company's chief merchandising officer for the past 10 years.



Shauna Smith

"Over the past few years, Shauna's influence and responsibilities have continued to increase at FFG," said Four Foods Group CEO Andrew K. Smith. "She is a leading force in driving company culture, which has been increasingly important as we've acquired a number of new restaurant brands. Shauna's tremendous talent will touch every aspect of the business as we grow. I am fortunate to have her as a strong and inspiring partner in both my personal and professional life."

Since the company's founding, Shauna Smith was directly involved with day-to-day operations of the company's first Kneaders Bakery and Café restaurant. After her involvement in day-to-day operation of the restaurants for the first year, she began directing FFG's buying and merchandising of the retail operations inside the company's 50 Kneaders restaurants. As FFG grew through acquiring 71 Little Caesar's restaurants in the Southeast, plus the acquisitions of R&R Barbeque, Swig, Mo'Bettahs and the Soda Shop brands, Smith has played a pivotal role in the growth of the company.

"I am excited to bring my dedication and passion for this amazing organization into this new role and to maintain the incredible positive momentum

we have rolling at Four Foods Group," said Smith. "Our best days are ahead of us, and I have every confidence that our team will continue representing incredible food and restaurant concepts by systematically creating great experiences for foodies and families all over the country."

"I couldn't be happier for our company that Shauna is stepping into this expanded role," said Josh Boshard, Four Foods chief operating officer. "She has a sharp business mind and has been brilliant in creating the atmosphere of our restaurants, something we believe has set us apart. As we continue to grow, Shauna's steady hand will lead FFG into many new, up-and-coming restaurant brands."

"With so many positive experiences in this business with intelligent, dedicated women, I would submit that there aren't nearly enough women in leadership positions in our industry or business in general," Smith said. "With the conversation surrounding Indra Nooyi's announcement of her retirement from Pepsi and a recent study that reveals that women in business leadership in our own state is dropping, I am proud that FFG is a company that champions women at all levels. More than 58 percent of our workforce and 47 percent of our company leadership are women. By adding my voice and position to this effort, I would hope to see these numbers grow."

Four Foods has 5,500 employees in its 154 restaurants in locations across the United States. FFG was named the third-fastest-growing restaurant operator in 2017 by *Franchise Times*, is a multi-time winner of "Best Companies to Work For" and currently holds a 4.9/5.0 Glassdoor rating. This year, FFG was also listed in the Inc. 5000 fastest-growing companies in the nation for the seventh consecutive time.

Alliance opens SLC center

Alliance Data, a Columbus, Ohio-based provider of credit card services, has opened its 143,000-square-foot customer care center in Draper. Alliance said in a release that the center will add 700 employees in coming months.

Alliance also announced that the facility will be the future home of Comenity Capital Bank, which the company has operated in Utah since 2003. This new facility will increase the bank's office by 13 times and will also mean significant job growth in the area. Current Comenity Cap-

ital Bank associates will relocate to the new facility over time.

During a ribbon-cutting event last week, Alliance also announced a \$50,000 donation to the Utah Food Bank to help fund the Mobile School Pantry, as well as a \$50,000 donation to the Boys & Girls Clubs of Greater Salt Lake to fund homeless youth programming. Utah Lt. Gov. Spencer J. Cox joined Alliance executives and Utah Food Bank President Ginette Bott at the ceremony. Lavine Shapiro, funds director of the Boys and Girls Clubs of Greater Salt Lake, was also present.

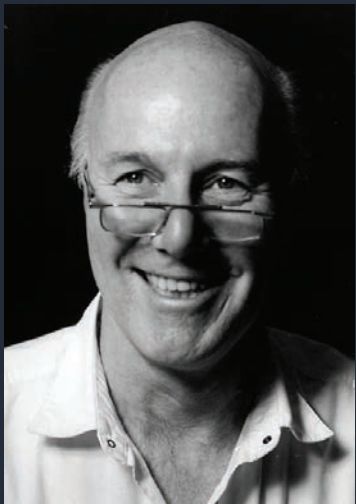
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Predictive acquires Inception Dx

Salt Lake City-based Predictive Technology Group Inc. has acquired Inception Dx, a diagnostic laboratory, also based in Salt Lake City. The acquisition of Inception Dx includes next-generation sequencing and genotyping assets along with extensive protocols, quality and laboratory management systems and other resources required by a "high complexity" molecular diagnostic laboratory, according to a release from Predictive.

Predictive is a provider of data analytics for disease identification and subsequent therapeutic intervention through biotechnology treatments. It said Inception Dx will operate as a wholly owned subsidiary of Predictive Technology Group.

"We are excited to offer next-generation se-

quencing and genotyping that will allow Predictive Technology Group to further leverage and accelerate the commercialization of diagnostics and therapeutics from our unique development platforms," said Bradley Robinson, CEO of Predictive.

Predictive Diagnostics also said it will launch ARTGuide, a proprietary gene test panel for women experiencing infertility as a result of endometriosis and other health concerns, during the fourth quarter of 2018. The company said the test is expected to change the way that advanced reproductive technologies, such as in vitro fertilization, are used to assist couples having difficulty conceiving.

Pierpont to direct national workforce association board

The National Association of State Workforce Agencies (NASWA) has announced that Jon Pierpont, executive director of Utah's Department of Workforce Services,



Jon Pierpont

has taken over as president of the its board of directors. As part of his election as president-elect last year, Pierpont will represent Utah on the executive committee for the next two years as president and past president.

"There is no hotter topic across the nation than building the workforce for today and the future. Every state is experiencing successes and challenges in the labor force," Pierpont said. "It is an honor to work closely with my counterparts in other states in a common goal of strengthening our workforce to meet industry needs."

NASWA said that its mission is to enhance the state workforce agencies' ability to accomplish their goals, statutory roles and responsibilities. The organization works to drive the national agenda for workforce policy and provide value to state workforce administrators. The executive committee meets regularly throughout the year to discuss policy matters and their impacts on states. In addition, the executive committee coordinates activities with the various subcommittees and programs. As director of the Depart-

ment of Workforce Services, Pierpont also serves as a cabinet member for Gov. Gary R. Herbert. He has worked in several leadership positions within the department for more than 25 years. In addition, Pierpont has served as the NASWA executive committee president-elect, secretary and as the Equal Opportunity committee chair.

"Utah has been a standout state for several years with workforce programs, labor market information and unemployment insurance. With all these programs integrated into one department, Utah sets the example for many other states to follow," said Scott B. Sanders, executive director of NASWA. "Jon's leadership will be key this year as we work through many national issues involving the workforce system."

U.S. Labor Dept. honors Utah DWS

The U.S. Department of Labor has recognized the Utah Department of Workforce Services with three operational excellence awards for unemployment insurance appeals decisions, benefit payments and tax operations. The national recognition distinguishes Utah as a top-performing state for operating its unemployment insurance and appeals programs faster and more effectively than other medium-sized states.

"From serving employers to job seekers, we are a key contributor to Utah's strong economy by bridging the gap of unemployment," said Jon Pierpont, executive director of the department. "Through our diligence, we have built a national reputation for managing our unemployment insurance services with accuracy and integrity."

The award ceremony rec-

ognized the Workforce Services' Appeals Division for resolving issues and providing fair hearings in an efficient and timely manner. The division ensures all those involved in an unemployment insurance case receive due process.

"Our legal team strives for



quality by reducing wait times for hearings and increasing the timeliness of appeals decisions," said Kathy Bounous, director of the Appeals Division. "Our well-designed procedures allow us to fairly serve all parties in a timely manner."

Workforce Services' Unemployment Insurance Division was

honored for its management of benefit payments and tax operations. In Utah, more than 80,000 employers make contributions to a trust fund through the state unemployment insurance tax, which are then exclusively used to pay benefits to workers who are unemployed through no fault of their own.

"Our business process design and supporting systems are exceptional," said Kevin Burt, director of the Unemployment Insurance Division. "But in the end, it is the incredible staff and their dedication to what they do that has led to this recognition of operational excellence."

The awards were presented last week at the National Workforce Summit and Unemployment Insurance Directors' Conference in Birmingham, Alabama.



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Published weekly by:
Enterprise Newspaper Group
825 North 300 West Ste. NE220
Salt Lake City, Utah 84103
801-533-0556 FAX 801-533-0684
www.slenterprise.com

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

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

Employee anxiety disguised as laziness - and how to fix it

John and Mary were frustrated with Bobby, their 12-year-old son. Throughout his elementary school years, he had shown great promise. He was an A student, was athletic and was well-liked. However, since the start of seventh grade, he seemed unable to focus on anything.



RICH TYSON

covered that his room was “an absolute disaster,” John laid down the law. “Bobby,” he said, “you are not allowed out of this bedroom until you have picked up everything!” He slammed the door, leaving Bobby to his task.

Two hours later, John and Mary entered Bobby’s room. They found their son sitting on his unmade

bed, with his head in his hands. It was clear that he had done nothing since the time his dad had left him alone.

Shocked and angry, John shouted, “What is your problem? You have not done one thing I have asked!” Fortunately, Mary was more circumspect. Sitting down next to her son, she asked, “Bobby, what’s wrong?”

Her son looked up at her, tears in his eyes, and responded, “Mom, I want to do what you want, but I just don’t know where to start.”

It wasn’t long after this that Bobby’s doctor diagnosed him with attention deficit disorder (ADD). His struggles with school — and even in apparently simple tasks like cleaning his room — were a function of having too many choices. When faced with even choosing between as few as two things, he would freeze, overwhelmed by anxiety.

As a business coach, I have observed that Bobby’s challenge is one faced by many employees

who have been mislabeled as lazy or unmotivated. It may not be attention deficit disorder that afflicts them (although approximately 4.4 percent, or 10.5 million, adults are estimated to have ADD). But often when we really understand the problem, we realize they are pleading like Bobby, “I want to do what you want, but I just don’t know where to start.”

This is one of the root causes of the major issue facing corporate America today: lack of employee engagement. While it is useful to understand that ADD may contribute to this problem, it is important that leaders recognize their responsibility for facilitating the competency and engagement of their people. They must be sure that each employee understands clearly why their job is essential, what it entails, and where to start.

1. WHY their job is essential. It’s critical to set forth the *cause* of action before giving the *course* of action. Win their hearts before winning their minds.

2. WHAT it entails. Assure that job competencies are defined, i.e., desired outcomes and the essential actions required to achieve those outcomes.

Too often, we train by osmosis; that is, we bring someone into a new job and expect them to get up to speed just by hanging around. As leaders, we need to be clear on what it takes to be successful in the key positions within our organizations. And we need to be sure that employees in those positions understand what each job entails.

A caution here: At the conclusion of most competency training, a question is asked of the trainee: “Do you get it?” or “Do you understand?”

Almost always the answer is “yes.” And almost always, that is inaccurate. You see, most of us don’t want to admit that we don’t really get it. We don’t want to appear inept at learning. So, we make the greater error by failing to acknowledge that there are things we don’t understand.

As leaders, we need to recognize this tendency and make sure that we test for competency or, at a minimum, expect the trainee to explain in their own words what they have learned.

3. WHERE to start. Coming full-circle to Bobby, he may have understood why he needed to clean his room and even what needed to be done. His hang-up was where to begin.

Leaders must make sure that their people know where to start. Often, employees understand the basic elements of their jobs, but then are loaded up with additional



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Schedule

8 to 9:00 a.m.	Registration
9 a.m.	Opening remarks
9:15 a.m.	Procurement Opportunities Preview (POPI)
10:15 a.m.	One-on-One Match Making sessions (15 minute sessions)
10:15 a.m. to 12:30 p.m.	Exhibitors – Agency and prime government contractors

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Exhibitors

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Note: If needed, please see your local PTAC regional manager for help developing a capability statement.

The PTAC Team



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see **TYSON** next page

TARIFFS

from page 1

areas that could just blow up everything,” Spendlove said.

That “everything” includes a national economy in its 110th month of economic recovery, the second-longest such period ever; job growth; a low unemployment rate and slowly rising wages. Locally, Utah has the nation’s fastest employment growth, the 12th-lowest unemployment rate and the third-highest personal income growth rate.

And retaliatory tariffs could derail those, he said.

“We’re seeing these retaliations, we’re seeing these increas-

ing commodity prices, we’re seeing distortions in the agricultural sector, and if the president is successful, it could be very positive long term, but it’s a real challenge and it’s something I’m really worried about,” Spendlove said.

“And the downside risks are huge. It’s one of the biggest concerns among individuals ... that the worry is increasing over time and it could have a devastating impact. The trade war alone could push us into a recession in the next little while.”

Utah’s current inflation rate of 5.4 percent is its highest ever, he said, with a major factor being high housing costs. The number of Utah housing units being built is unable to keep pace with the growth in the number of households being created, leading to those higher costs.

“Input prices are going way up because of the tariffs. Lumber prices are up, steel prices are up. The inputs into construction are becoming more expensive,” Spendlove said.

He recalled a recent chat with a homebuilder. “And he said, ‘We can’t afford to build the houses that people can buy.’ Because of their input prices, they have to build more-expensive homes, but the first-time or the lower-income homebuyers can’t afford those more-expensive homes.

“I would say we’ve got to be sending the message to Washington to resist some of these protectionist tariffs that are hurting our overall economy.”

Tariff talk popped up also at Product PowerUp, a gathering of people focused on the design, de-

velopment, sourcing, manufacturing, sales, marketing, warehousing and logistics of products.

Todd Bingham, president and CEO of the Utah Manufacturers Association, said during a panel session about supply chain that pinpointing products for tariff application can be tricky.

“I think there’s an assumption sometimes from the public, maybe even from our commander-in-chief, that every piece of every product is manufactured here in the United States, and that’s just simply not true,” Bingham said. “Component parts and pieces come from all over the world.

“We have a significant number of companies here in Utah that manufacture component parts and pieces in Mexico and then cross the border. That is what’s making the trade war so complicated. ... It’s very complex and, again,

if you’re manufacturing a widget that starts here in the United States and finishes in the United States, then perhaps you’re not as deeply impacted, but that’s very rare today. It’s extremely rare that a manufactured part starts like that.”

The association’s work includes helping companies find manufacturers that can make the products they need, especially if they are looking for local sources. “We assisted several companies in Utah with bringing some projects back from overseas to do them here in Utah,” he said. “Unfortunately, now some of the tariffs and trade war discussion is starting to push some of those projects back overseas again.”

Say “tariffs” and “China”

is what comes to many people’s minds. China was mentioned several times during the panel discussion. But Brian Sather, CEO at Blacksmith International, which helps companies with product sourcing, said many myths exist about “what the Chinese are going to do with your product.”

“Everybody talks about IP theft and quality issues and all that,” he said. “China is not a country full of factories who want to do that to your product. China is full of factories that want to really help get you a really good product at a good price and they want to form a long-term relationship, and that is a difficult thing, I think, sometimes for Americans to wrap their head around.”

While he said he once thought that the migration of manufacturing to China was strictly about pricing, he said he has come to realize that Asia has a very developed and integrated supply chain, short lead times, efficiencies and a wider selection of materials from which to choose.

“I think the trade war is here,” Sather said. “I think it’s going to affect manufacturing’s approach going forward.”

Sather predicted that marketplace changes will be the major determinant in whether manufacturing will return to the U.S.

“For me, all cards on the table, I don’t care where something is manufactured. I don’t care if it’s here, I don’t care if it’s in Asia — wherever. What I care about is the clients get what they need when they need it. Now, if it is here and it’s in our own backyard, and we’re employing people, that

is all the better, right? But it’s like icing; it’s not the cake, for me,” he said.

“We see the marketplace changing. We see that there is a wave of manufacturing coming that I don’t think Asia is going to be as competitive with. There are these changes coming where you can’t throw cheap labor at the problem. You’ve got to throw technology at it. You’ve got to be efficient. You’ve got to be able to do small runs. You’ve got to be able to get a product to market in six weeks versus six months or seven months or whatever it might be. And those are the types of economic drivers that I think are going to start pulling manufacturing back to the U.S. more than anything.”

Peter Ransom, a partner at Stak Product Services, involved in new-product development and as a manufacturing agent in China, said China is growing quickly, its people are hard workers “and it’s a force to be reckoned with. It’s not going away.”

But he sounded as if he prefers cooperation and collaboration over the conflict that prompts tariffs. Ransom said he is encouraged by Utah youngsters being in Chinese immersion programs and with Utahns wanting to reach out and connect in China with the Chinese.

“I think it’s in the future of anybody that’s here, in some way or another, who is going to work with Chinese people and China. I think it’s amazing.”

“Embrace it,” Bingham quickly added. “Don’t create more tariffs.”

CAI

from page 1

will maintain their living standards into retirement. Both of these sentiments have helped contribute to the overall upward trend in the Utah CAI since we began the index.”

Utahns’ confidence in the economy is driven by three main things, according to index data: Utahns’ feelings about costs in general, their income and their investments, according to Randy Shumway, chairman and partner of Cicero Group, a Salt Lake City research firm that provides data and analysis for the CAI.

“One of the interesting stories is the interplay between Utahns’ expectations of their income and of costs in general,” Shumway said. “Most Utahns believe that prices are going up, with 64 percent feeling that prices for consumer goods will increase in the next 12 months. But we’re also seeing that more and more Utahns are believing that their income will increase by more than the rate of inflation in the next two years. This translates to more positive attitudes about the economy and more consumer spending now and in the future.”

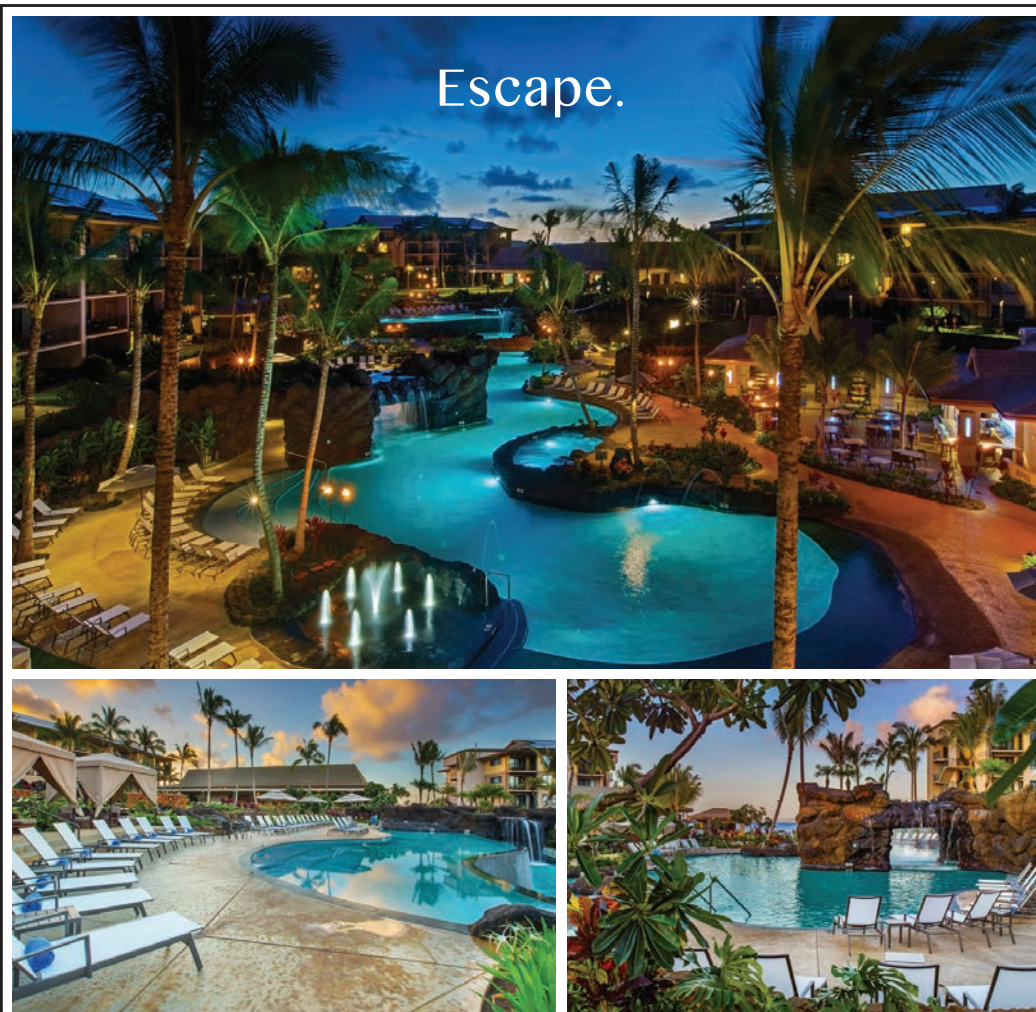
TYSON

from previous page

assignments that create confusion about where to put their attention. Instead of being energized, they freeze.

Our job is to recognize this for what it is — and what it isn’t. It isn’t laziness or incompetence. It is overload, and we must be prepared to help them know where to start.

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



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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.

CONTESTS

• **Clark Ivory**, CEO of **Ivory Homes**, recently announced the creation of the **Ivory Prize for Housing Affordability**, an annual \$200,000 program seeking innovative ideas from throughout the nation in the areas of construction and design, public policy and regulatory reform, and finance. Private-sector organizations, nonprofit groups and public-private partnerships are encouraged to enter, as are individuals. Preliminary entries are encouraged by Nov. 15, with a final entry deadline of Dec. 15. Finalists will be named in February 2019, with winners announced in March. Details are at <https://ivory-innovations.org/the-ivory-prize>.

CORPORATE

• **Nozani**, an Amazon optimization agency, has moved to a new office in Lindon, doubling the size of its previous office space. The company has grown by more than 1,000 percent during the past year. Nozani has over 60 full-time employees and plans to add another 60 employees in the coming months.

DIRECT SALES

• **Young Living Essential Oils**, Lehi, has announced a new partner farm, the **Amanzi Amahle Farm and Distillery** in Cape Town, South Africa. It will provide Young Living with essential oils. The farm and distillery occupy 29,000 acres.

EQUITY

• **Tower Arch Capital LP**, a Salt Lake City-based lower-middle market private equity fund, has hired **Steve Smith** as vice president of business development. Smith has more than 18 years of experience in sales, private equity, investment banking and management executive leadership. Prior



Steve Smith

to joining Tower Arch, he co-lead the North American Self-Reliance operations for a large nonprofit. Previously, he was a vice president at private equity firm HGGC and worked in the M&A group at CIBC World Markets. Smith has a bachelor of science in finance degree from the University of Utah.

HEALTHCARE

• **Molina Healthcare of Utah Inc.**, Midvale, has expanded its partnership with **Intermountain Healthcare** by adding Intermountain Medical Center and McKay-Dee Hospital, along with their affiliated providers, to Molina's existing Medicaid and CHIP networks. Molina's network continues to include Intermountain's Primary Children's, LDS, Utah Valley Regional and other hospitals. Under the new agreement, Molina Medicaid and CHIP members will have access to Intermountain Homecare and Intermountain Connect Care (telehealth services). As a result of expanding and ongoing partnerships, Molina's Medicaid and CHIP members will have access to 46 hospitals, more than 1,500 primary care physicians and more than 5,800 specialists statewide.

• **Alucent Biomedical**, a Salt Lake City-based privately held biotechnology company founded to transform the way vascular disease is treated, has formed a scientific advisory board. The board will work closely with the Alucent management team as it continues to advance Natural Vascular Scaffolding, a combination drug-device therapy designed to naturally open narrowed or blocked arteries, possibly replacing the need for a stent. Members of the scientific advisory board are **Dr. Larry Kraiss**, professor of surgery in the Division of Vascular Surgery at the University of Utah, former director of the vascular surgery fellowship program at the UofU from 2003-2012 and chief of vascular surgery from 2003-2018; **Dr. Gary Ansel**, system medical chief of the vascular program at OhioHealth and assistant clinical professor of medicine in the Department of Internal Medicine at the University of Toledo Medical Center; **Dr. Elazar Edelman**, a professor of health sciences and technology at MIT, professor of medicine at Harvard Medical School, and senior attending physician in the coronary care unit at the Brigham and Women's Hospital in Boston; **Dr. William Gray**, system chief of the Division of Cardiovascular Disease at Main Line Health in Philadelphia and the first president of Main Line Health's Lankenau Heart Institute, the system's comprehensive cardiovascular medicine and surgery program; **Dr. Krishna Rocha-Singh**, chief scientific officer for Prairie Heart Institute at St. John's Hospital in Springfield, Illinois; **William Sessa**, professor of pharmacology and professor of medicine (cardiology), vice chairman of

pharmacology and director of the Vascular Biology & Therapeutics Program at Yale University; and **Dr. Craig Walker**, founder and president of the Cardiovascular Institute of the South.



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HOSPITALITY/FOOD SERVICE

• **JMH Premium**, Salt Lake City, will have a grand opening celebration for its new Culinary Design Studio on Oct. 16. The innovation and development kitchen features a 2,200-square-foot development kitchen and pilot plant for JMH Premium's research and development team. The studio includes enhanced work stations and restaurant- and manufacturing-grade equipment, and its food scientists and culinary development chefs will have the capability to take benchtop development to a pilot trial setting and scale to full production in one continuous process.

INSURANCE

• **Cottonwood Title**, a Salt Lake City-based title insurance agency, has appointed **Roger Gardiner** as vice president of operations. Gardiner has more than 17 years of experience in the financial industry, having previously worked at Goldman Sachs and Merrill Lynch. Most recently at Goldman Sachs, Gardiner was a managing director and head of the Risk Division in Salt Lake City.



Roger Gardiner

LAW

• **Cordell & Cordell** has hired associate attorney **Jacob K. Arijanto** for its Clearfield office. He is the firm's third attorney at that office. Prior to joining Cordell

& Cordell, Arijanto practiced complex commercial litigation, primarily complex commercial insurance coverage. He received his bachelor of arts degree from Westminster College and earned his J.D. from the University of Utah.

• **WealthCouncil LLC**, a Draper-based provider of resources and support for attorneys practicing trust and estates and business planning, has promoted **Heather Satin**, **Katelyn Griffin**, **Kristine Hynes** and **Stewart Shelline**. Satin was promoted to vice president. She has been with WealthCounsel for two years and



Heather Satin



Katelyn Griffin



Kristine Hynes



Stewart Shelline

previously was director of business law. Griffin has been selected to lead member experience. She has been with the company almost six years and previously was vice president of enterprise services. Hynes is now vice president of technology. She has been with WealthCounsel for 13 years and previously was director of corporate IT. Shelline is now the company's platform director. He has been with the company for five years and previously was director of enterprise architecture.

PHILANTHROPY

• **Vivint Solar Inc.**, a Lehi-based residential solar provider, has raised nearly \$150,000 through employee donations for Engage Now Africa, an international non-governmental organization (NGO) committed to rescue, heal and empower children in Africa. The donations are being used to rescue and rehabilitate child trafficking victims from Ghana, as well as support legal efforts to prosecute suspected human traffickers. In April, Vivint Solar partnered with Engage Now Africa to host a corporate charity week to rally its employees to support the NGO's cause. At the conclusion of the charity week, Vivint Solar raised nearly \$150,000, more than doubling its initial goal of \$60,000. Since that fundrais-

ing event, Vivint Solar's donation has enabled Engage Now Africa to rescue 28 children from trafficking and child slavery and educate over 20,000 people, sensitizing them to the threat of human trafficking and preventing various forms of modern slavery. Three-hundred youths across 20 regions were trained to become identifying and reporting advocates in their communities, and 10 former child slaves and child laborers continued to receive educational support through the Survivor Support Initiative.

• **Big O Tires** dealers in Utah recently donated \$10,000 to **Shriners Hospitals for Children — Salt Lake City**, as part of the "Walk & Roll for Love." The gift was a result of direct donations from the dealers. Owners and managers of tire stores from Logan to Richfield supported the fundraiser. In three years, Big O Tires has donated \$50,000 to Shriners Hospitals.

• The **doTerra Healing Hands Foundation**, in partnership with **Rapha House** and **Operation Underground Railroad (OUR)**, has announced the funding and construction of a new safe houses campus in Haiti. The project will provide basic care, counseling, medical care, education and vocational training for children rescued from sex trafficking in Haiti. Since 2016, the foundation has been working with OUR to liberate victims of human and sex trafficking around the world. DoTerra and Rapha House hosted a two-day service project where employees and community members came together to prepare backpacks filled with meaningful items for survivors of sex trafficking.

REAL ESTATE

• **Richmond American Homes of Utah Inc.** has had the grand opening event for **Wild Horse Ranch** in Stansbury Park. The development has ranch and two-story plans of two to six bedrooms.

RECOGNITIONS

• **YESCO Custom Electric Signs**, Salt Lake City, recently received a first-place award in the design competition at the **2018 World Sign Associates (WSA)** annual conference in New York City. The design in the large free-standing category was produced for **Ritz Classic Apartments** in Salt Lake City. **Weidner Apartment Homes** contracted with YESCO to refurbish the iconic **Ritz Classic Bowling Pin** sign that had stood in South Salt Lake since 1958. The chal-

see BRIEFS next page

Industry Briefs

from previous page

lence was to redesign the well-known landmark with the look of a classic 1950s sign using modern technology. Due to its historical value, a variance was granted by the city to rebuild the sign to its original 90-foot height. Voting for the award was determined by peer ballot.

• **Murphy Business and Financial Corp. LLC**, a Florida-based business brokerage firm, has announced its 2017 “**Top Producers**” and new members of its “**Multi-Million Dollar Club.**” **Marvin Slovacek** was the only Utahn in the list of 15 Top Producers and the only Utahn in the list of 34 “Multi-Million Dollar Club” brokers. The “Top Producers” award was presented to members of the MB&FC network that provided top-notch client service and closed



Marvin Slovacek

high-priced deals. Brokers in the “Multi-Million Dollar Club” had to secure more than \$2 million in transactions in 2017.

• **MGIS**, Salt Lake City, has been named in the annual “**Best Places to Work in Insurance**” list, compiled by the Custom Publishing unit of *Business Insurance* and **Best Companies Group** and recognizing employers for outstanding performance in establishing workplaces where employees can thrive, enjoy their work and help their companies grow. Best Companies Group identified the leading employers in the insurance industry by conducting a free, two-part assessment of each company. The first part was a questionnaire completed by the employer about company policies, practices and demographics. The second part was a confidential employee survey on engagement and satisfaction.

SERVICES

• **Simplus**, a Salesforce quote-to-cash advisory, implementation and managed services company, has appointed **Paul Fletcher**

as chief financial officer. Fletcher has extensive financial stewardship and capital formation experience within high-growth companies. He served as executive vice president and chief financial officer of Presidio Inc. from August 2007 to January 2017. He served as the senior vice president and chief financial officer of Trex Co. Inc. from 2003-07 and as its principal accounting officer until September 2007.



Paul Fletcher

TECHNOLOGY/LIFE SCIENCES

• **InsideSales.com**, Provo, has appointed **Chris Harrington** as chief operating officer. Harrington previously worked at Omniture, led all enterprise sales for the Americas at Adobe and



Chris Harrington

served as president at Domo.

TRANSPORTATION

• **Salt Lake City International Airport** is ranked No. 11 among 24 large airports in **J.D. Power's 2018 North America Airport Satisfaction Study**. The study measured overall traveler satisfaction with mega, large and medium North America airports by examining six factors: terminal facilities; airport accessibility; security check; baggage claim; check-in/baggage check; and food, beverage and retail. Overall, the nation's airports received a record high in overall passenger satisfaction. Among mega airports, Las Vegas McCarran International Airport and Orlando International Airport rank highest, followed by Detroit Metropolitan Wayne County Airport and Denver International Airport. Among large airports, John Wayne Airport — Orange County was highest-ranked, followed by Dallas Love Field and Portland (Oregon) International Airport. Among

medium airports, Buffalo Niagara International Airport was highest-ranked, followed by Indianapolis International Airport and Fort Myers/Southwest Florida International.

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Business Tech

Microsoft Teams is the solution to meeting minutes everyone can access

As someone who works in IT, I can tell you that the running joke — more like an actual fact — is that meetings always start 10 minutes late because of technical issues. It might be network connectivity, the projector isn't working or you can't find your "death by PowerPoint" presentation — or any of a number of other technical problems.

Then, during the meeting, even more issues tend to arise, such as who is supposed to take the meeting minutes, where will they be saved on the shared drive, or (insert your favorite complication here).

Virtual meetings have been a gaining popularity over the past decade. We can all think back to when every meeting had someone designated as the person to take down meeting minutes — the person who accounted for who attended, kept notes and summarized all that was said, highlighting action items and key takeaways. Meeting minutes were then circu-

lated through the attendees for comments and corrections and to confirm that everyone was aware of which action items they were assigned to carry out.

Then, we were graced with teleconferencing. The formality of classic meetings became a thing of the past. Participants usually take their own notes. But, the issue is that if everyone takes their own notes, there is less shared or agreed versions for those who were unable to attend. And while there may be a recording of the actual meeting, I feel bad for the individual assigned to listen to the hour-long meeting trying to decipher key points or action items at a later date.

Time is of the essence. If someone doesn't have time to spend an hour or two online with you, it is unlikely they have time to passively listen to the recorded version of your meeting. Meeting minutes are almost always summarized for a reason and not transcribed verbatim. Nobody's got time for that!

When formal face-to-face

meetings do occur, they often still have some form of minutes. However, we have all kinds of technological crutches to add ease — smartphones, apps and CRM systems. But even with these additional tech aids, if there are a set of meeting minutes, they need to be further processed to make them useful.

How can we be more efficient in the 21st century? For starters, we need to bring back meeting minutes — for both in-person and e-meetings. But these minutes need to be searchable, shareable and connected. They need to have AI and machine learning capabilities.

Microsoft Teams is emerging as a single vendor ecosystem that does all of this and more.

Launched in 2017, Microsoft Teams is a cloud-based team-collaboration software which is part of the Office 365 suite of applications. The core capabilities in Microsoft Teams include business messaging, calling, video meetings and file sharing. All businesses, regardless of size, can benefit from Teams.

Conducting your meetings within Microsoft Teams is a paradigm shift for team members involved as there are three ways to conduct your meeting: channel, private and ad hoc. Knowing which method to use and how to use it is extremely important to ensure your team members' experience is a good one.

There are many advantages to integrating Microsoft Teams into your business. The greatest added value in my opinion, is the ability to reduce wasted time with unnecessary meetings. Time is money and yours and your coworkers' time is valuable. With Microsoft Teams, you can reduce the number of meetings, eliminate unnecessary meetings or possibly eliminate meetings altogether. Teams offers a platform that changes the behavior of project teams or department teams. For example, we have probably all attended weekly status meetings where all we do is go around the room stating what we are working on, what the status is, reviewing budget, identifying constraints,

etc. With Microsoft Teams, a team dashboard can be created where everyone can have access to provide their weekly updates and share in live time. Microsoft Teams can integrate with many applications to further enhance your experience and fine-tune your team into a well-oiled machine.

Microsoft has announced that Teams will be taking the place of Skype for Business in the near future. They haven't given a firm date but are encouraging their users to start making the transition now. All of the features we currently know and love about Skype for Business have been built into Teams.

If you are interested in learning more about Teams and how to transition over, Microsoft offers a self-serve guidance to upgrade to Teams, along with tools in its online Admin Center to help ease any learning curves associated with using a new tool such as Teams.

David Black is the director of business development for Wasatch I.T., a Utah provider of outsourced IT services for small and medium-sized businesses.



DAVID
BLACK

Avoid these types of handshakes that will sink your meeting

Have you ever wondered what your handshake says about you? Your handshake is like your business card. It conveys your confidence, credibility and influence without sharing a single word. Studies have shown this one simple gesture can enhance a social situation and make a positive impact on others.



STACEY HANKE

In our culture, a handshake accompanies almost every introduction and initiates many conversations. It sets the tone for new relationships by signaling others of your integrity. People often admit to judging others based on this small gesture. Because of this, *The Journal of Personality and Social Psychology* en-

courages everyone to pay attention to their handshake as it has found significant consistencies in a firm handshake and a positive first impression.

Make a great first impression by considering your handshake and what it says about you and avoid these eight types of handshakes that will hurt your influence with others:

1. Dead Fish. Also known as the limp noodle, this handshake

conveys weakness and uncertainty. It gives people the impression you have a passive personality and can be easily overrun. Don't use this handshake even when tempted to be gentle with a person due to age or gender.

2. Hand Crusher. Want someone to forget your name immediately? Squeeze their hand with constant force. They'll be so distracted from the pain they'll tune out anything you say. This

type of handshake diminishes trust others are willing to place in you. It sends the message you're trying too hard, and people will likely question what you say after that.

3. Long Lingerer. Few things can make a handshake recipient more uncomfortable than someone who won't let go of their hand. Handshakes should be no more than two seconds in length. Anything longer begins to cross personal boundaries and feels like a desperate invasion of space.

4. Hip Hipster. First bumps and fancy handshakes have their place — with friends and family. They have no business in the workplace. They reflect a lack of awareness and a need to be revered as "cool," not credible. Images of frat boys and football parties come to mind instead of "experienced professional."

5. Brush Off. A handshake is intended to kick-start a meaningful connection. When shaking someone's hand, be deliberate with your eye contact and don't rush the exchange. Nothing makes someone feel like they're unimportant or being blown off quite like shaking hands with a person in a rush or looking around at others.

6. Wet Weasel. We all get nervous and have anxiety before big meetings or introductions. It's natural. What isn't natural, however, is the feeling of contacting someone's sweaty palms. You probably already know if you are likely to have unusually wet palms before the introduction. If so, carry a handkerchief in your pocket to use just before the introduction. You can wash your

see HANKE page 14

EMPLOYMENT

from page 1

Utah's private sector employment grew by 3.9 percent year-over with the addition of 47,600 positions. Nine of the 10 private sector industry groups measured in the survey posted net job increases in August, while natural resources and mining lost 200 jobs year-over-year. The largest private sector employment increases were in trade, transportation and utilities (13,700 jobs); education and health services (7,200 jobs); and leisure and hospitality (7,100 jobs). The fastest employment growth occurred in trade, transportation and utilities (4.9 percent); leisure and hospitality (4.8 percent); and manufacturing (4.4 percent).

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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@sletterprise.com. The submission deadline is one week before publication.

Through Oct. 14

16th Annual Downtown Dine O'Round, presented by Nicholas & Co. Diners can sample two-item lunches for \$5 or \$10 or three-item dinners for \$15, \$25 or \$35 by asking for the Dine O'Round menu from their server. Details about menus and participating locations are at www.dineoround.com.

Oct. 1-3

Data Driven Summit 2018, presented by Grow.com. Location is Snowbird, 9320 S. Cliff Lodge Drive, Snowbird. Cost is \$795 for the summit, \$295 for Oct. 1 boot camp. Details are at <https://datadrivensummit.grow.com/>.

Oct. 2-4 and Oct. 11, noon

Bank of Utah Fall Author Events. Speaker Noelle Pikus-Pace, 2014 Winter Olympics skeleton silver medalist, will discuss the importance of personal development and perseverance. Activities begin with noon lunch buffet, with a presentation starting at 12:30 p.m. Location Oct. 2 is Hub 801, 3525 Riverdale Road Ogden; Oct. 3 is Little America Hotel, 500 S. Main St., Salt Lake City; Oct. 4 is The Riverwoods Conference Center, 615 Riverwood Parkway, Logan; and Oct. 11 at Riverside Country Club, 2701 N. University Ave., Provo. Pre-registration is required. Registration can be completed at <https://www.bankofutah.com/events>.

Oct. 2-5

Validate Park City, presented by ObservePoint. Conference is a one-of-a-kind analytics event where digital analysts gather to learn from industry leaders, world-class brands, product evangelists and each other. Sessions focus on technical problem-solving with interactive product deep-dives, roundtable discussions and hands-on lab sessions led by solution experts. Location is Montage Deer Valley, 9100 Marsac Ave., Park City. Cost is \$1,950. Details are at https://www.observepoint.com/validate/#html_and_css_tab.

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

"Pay the IRS Less Without Going to Jail," a Salt Lake Small Business Development Center (SBDC) event. Location is Salt Lake Community College's Miller

Campus, Corporate Partnership Center, MCPC 102, 9690 S. 300 W., Sandy. Cost is \$20. Details are at <https://www.sba.gov/tools/events>.

Oct. 2, 10 a.m.-2 p.m.

Work Ability Career Exploration & Job Fair, for individuals with disabilities. Location is Sanderson Center for the Deaf and Hard of Hearing, 5709 S. 1500 W., Taylorsville. Registration can be completed at jobs.utah.gov/usor/business. Details are available by contacting Thomas Smith at (801) 887-0282 or thomassmith@utah.gov.

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

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at davischamberofcommerce.com.

Oct. 2, noon-12:50 p.m.

Fall 2018 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute 14-week event open to students and community members interested in learning from experienced entrepreneurs. Activities take place at noon on Tuesdays. Speaker Joseph Grenny, co-founder of The Other Side, will discuss "The Other Side Academy: Do Felons Make the Best Entrepreneurs?" Location is UVU, 800 W. University Parkway, Science Building, Room 134, Orem. Free. Details are available by contacting Meagan Sanders at msanders@uvu.edu or (801) 863-5354.

Oct. 2, noon-1 p.m.

"How to Comply with EU and California Privacy Laws In One Day," a Parsons Behle Lab event. Speakers are Tsutomu L. Johnson, chief operations officer at Parsons Behle Lab; and Kimball Dean Parker, president of Parsons Behle Lab. Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Free. Registration can be completed at Eventbrite.com.

Oct. 2, 5:15-7:15 p.m.

"Level Up: A Sales Workshop Event," presented by Utah Women in Sales. Registrants will select two workshops from the following offerings: "Social Selling and Building Your Brand," "How to Close the Deal: Panel," "Prospecting in 2018," "Women in Leadership" and "Why a Career in Sales?" Location is Podium, 1650 W. Digital Drive, Lehi. Free. Details are at siliconslopes.com.

Oct. 3, 7:30 a.m.-noon

Fall 2018 Nubiz Symposium. Theme is "Customer Service Secrets: Success & Strategies from Companies that Do It Right." Speakers include Josh Garner, Becklar; Scott Williams, Farr's Jewelry; Rick Danger, Pepsi; Ryan Dennis, Chick-fil-A; Stephen Snyder, Amazon; and Annie Fitzgerald, Grand America Hotel. Location is Weber State University Shepherd Union Building, 3910 W. Campus Drive, Ogden. Cost is \$49 (two-for-one admission for chamber members). Details are at ogdenweberchamber.com.

Oct. 3, 3-4:30 p.m.

"Jump Start: Intro to Entrepreneurship," a Salt Lake Chamber seminar. Event is designed for all entrepreneurs: those looking to go into business, early startup stage or those looking to improve an existing business. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

Oct. 4, 8 a.m.-3:30 p.m.

Wage and Hour Workshop, an Employers Council event focusing on what industries are covered by the FLSA, along with recordkeeping requirements and the position exemptions from overtime. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$219. Details are at employerscouncil.org.

Oct. 4, 8-9:30 a.m.

Education & Workforce Forum with the theme "Connecting Business and Higher Education" featuring university and college presidents. Panelists include Astrid Tuminez of Utah Valley University; Beth Dobkin of Westminster College; Denece Huftalin of Salt Lake Community College; Noelle Cockett of Utah State University; and Ruth Watkins of the University of Utah; plus moderator Natalie Gochnour, director of the UofU's Kem C. Gardner Policy Institute. Location is Hale Centre Theatre, 9900 S. Monroe St., Sandy. Cost is \$40. Details are at slchamber.com.

Oct. 4, 11 a.m.-noon

GDPR Compliance Seminar, presented by World Trade Center Utah and Height Bey. Event will focus on general data protection regulations (GDPR) and European data compliance. Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Free. Details are at wtcutah.com.

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

Strictly Networking Luncheon, a West Jordan Chamber of Commerce event. Location is Spudtoddos, 7251 Plaza Center Drive, No. 120, West Jordan. Free (pay if ordering from the menu). Details are at westjordanchamber.com.

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

"The Hidden Costs of Free Parking," presented by Salt Lake County Regional Planning & Transportation. Speaker Professor Donald Shoup will discuss creative ways in which changes to parking policy and building development can make better use of land. Additional panelists are Mark Isaac, principal, Pinyon8 Consulting; Paul Allred, community development director, city of Holladay; and moderator Wilford Sommerkorn, Salt Lake County Regional Planning & Transportation. Location is Viridian Event Center, 8030 S. 1825 W., West Jordan. Registration can be completed at Eventbrite.com.

Oct. 4, 6-9 p.m.

Titan Awards 2018, a Sandy Area Chamber of Commerce event. Award recipients are Ann Romney, best-selling author and global ambassador for the Ann Romney Center for Neurological Diseases; Sterling Nielsen, president and CEO, Mountain America Credit Union; and Jay Francis, executive vice president of corporate affairs and Miller Family Philanthropy for the Larry H. Miller Group. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Registration can be completed at Eventbrite.com.

Oct. 4, 6-7:30 p.m.

"Start Smart," a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

Oct. 4, 7-8:30 p.m.

"Developing Your Career in Real Estate," presented by ULI (Urban Land Institute) Utah and Utah State University. Speaker Nate Leishman, vice president and principal broker of Wasatch Group, will discuss his real estate career and upcoming real estate trends and difficulties. Location is Utah State University, Huntsman Hall, 1004 E. 550 N., Logan. Free. Details are at <https://utah.uli.org>.

Oct. 5, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event.

Speaker Craig Burnett, Murray City police chief, will discuss "Crime Prevention in Murray City." Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to everyone. Details are at murraychamber.org.

Oct. 5, 8-10 a.m.

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

Oct. 5, 8-10 a.m.

First Friday Face-to-Face, a West Jordan Chamber of Commerce business-to-business networking event. Location is the Megaplex Theatres at The District, 3761 W. Parkway Plaza Drive, South Jordan. Free. Details are at <http://firstfridaysnetworking.com/>.

Oct. 5, 8-9:30 a.m.

"Three Things Will Make or Break Your Sales and Negotiations," a Salt Lake Chamber event. Speaker is EksAyn Anderson, author, sales and negotiation expert and speaker. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$20. Details are available at slchamber.com.

Oct. 5, 8-9 a.m.

Silicon Slopes Breakfast. Speaker is Nash Foster, CEO of Pyroflex. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

Oct. 5, 8:30-11:30 a.m.

"Grow Your Business: Phase I," a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

Oct. 5, noon-1 p.m.

"Quantum Leadership Training to Catalyze Radical Innovation," a Silicon Slopes event. Presenter is Sunnie Giles, president of Quantum Leadership Group. Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Details are at siliconslopes.com.

Oct. 9-11

2018 Utah Tourism Conference, presented by the Utah Tourism Industry Association and the Utah Office of Tourism. Theme is "Building Connections

CALENDAR

from page 9

That Count." Conference is a gathering of the tourism industry, state leaders, agencies and travel experts to explore the latest trends and opportunities for the industry. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$259 for UTIA members, \$299 for nonmembers, \$169 for students. Details are at <https://www.utahtourism.org/conference>.

Oct. 9, 7:15-9 a.m.

Breakfast Meeting, an ACG (Association for Corporate Growth) Utah event. Speaker is Ben Miller, president and COO of SimpleNexus. Networking begins at 7:15 a.m. Breakfast and speaker presentation begin at 7:45 a.m. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at <https://www.acg.org/utah/events/october-9-breakfast-meeting-ben-miller>.

Oct. 9, 9 a.m.-4 p.m.

"Employment Law for Managers," a Salt Lake Community College event appropriate for employers with 15 or more employees. Location is Salt Lake Community College's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$180 (\$90 per person for qualified companies). Details are available by contacting Debbie Patten at (801) 957-5244 or debra.patten@slcc.edu.

Oct. 9, 10-11:30 a.m.

"How to Become a Leader

that People Will Follow," a West Jordan Chamber of Commerce event. Location is West Jordan Chamber Office, 8000 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

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

ChamberWest Women in Business Luncheon, a ChamberWest event. Speaker Cherie Laporte, United Way of Salt Lake, will discuss "Women United's STEM Initiative." Location is Utah Olympic Oval, 5662 S. 4800 S., Kearns. Cost is \$20 for members with RSVP. Details are available at (801) 977-8755 or chamber@chamberwest.com.

Oct. 9, noon-12:50 p.m.

Fall 2018 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute 14-week event open to students and community members interested in learning from experienced entrepreneurs. Activities take place at noon on Tuesdays. Speaker Mike Morgan will discuss a topic to be announced. Location is UVU, 800 W. University Parkway, Science Building, Room 134, Orem. Free. Details are available by contacting Meagan Sanders at msanders@uvu.edu or (801) 863-5354.

Oct. 10-11

Utah Industrial, Construction & Plant Maintenance Expo. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Details are at icpmexpo.com.

Oct. 10-12

Western Region Credit Conference, hosted by NACM Business Credit Services. Event is a gathering of credit managers, analysts, collectors and finance managers from throughout the West to learn, grow professionally and to enhance job performance and career advancement. Location is Hilton Downtown SLC, 255 S. West Temple, Salt Lake City. Cost is \$495 for NACM members for the full conference, \$595 for nonmembers. Details are at nacmwrc.org.

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

"Sandy Economic Development Update," part of the Sandy Area Chamber of Commerce's "In the Know" series. Nick Duerkson, economic development director for Sandy City, will give an update on the Cairns Development Plan and projects coming in the very near future. Location is Scheels, 11282 S. State St., Sandy. Free. Details are at sandychamber.com.

Oct. 10, 8 a.m.-5 p.m.

"The Effective and Legal Manager," part of the Frontline Leader Workshop Series for new and emerging leaders, presented by Salt Lake Community College Workforce. Location is Salt Lake Community College's Miller Campus, Miller Corporate Partnership Center, Building 5, 9750 S. 300 W., Sandy. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

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

LinkedIn Luncheon, a Utah Valley Chamber event featuring networking and a presentation by Kate Bowcut, the chamber's business development executive, on how to improve a LinkedIn profile. Location to be announced. Details are at thechamber.org.

Oct. 10, 5-7:30 p.m.

Relaunch of Murray Area Women in Business, a Murray Area Chamber of Commerce event. Keynote speaker is Pat Jones of the Women's Leadership Institute of Utah. Location is Salt Lake Culinary Institute of Education (SLICE), 2233 S. 300 E., South Salt Lake. Cost is \$20 prior to Oct. 5. Registration can be completed at Eventbrite.com.

Oct. 11, 8 a.m.-12:30 p.m.

PTAC Symposium and Vendor Fair, a Utah Procurement Technical Assistance Center event featuring representatives from state and local government agencies, industry, the U.S. Department of Defense and other federal agencies, many of whom have opportunities for small businesses. Location is Viridian Event Center, 8030 S. 1825 W., West Jordan. Registration can be completed at ptacsymp.eventbrite.com.

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

Fourth Annual Cache Business Women's Conference featuring breakout sessions and keynote presentations. Opening keynote is by Cache Valley business leaders Trudie Dymock and Eileen Christensen. Lunch keynote speaker is Jeannette Herbert, Utah's first lady. Closing keynote is Lori Vincere discussing "Raising Your Voice with Power and Purpose." Location is Riverwoods Conference Center, 615 Riverwood Parkway, Logan. Cost is \$60 before Oct. 1, \$75 thereafter, \$90 day of the event. Details are at cachechamber.com.

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

WIB Luncheon, a Davis Chamber of Commerce event. Location is Lagoon, 375 N. Lagoon Drive, Farmington. Cost is \$15 for members, \$20 for walk-ins. Details are at davischamberofcommerce.com.

Oct. 11, noon

"Crowdfunding Your Next Product," a Silicon Slopes panel discussion event. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

Oct. 11, 5:30-6:30 p.m.

WordPress Workshop, a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

Oct. 11, 6-8 p.m.

"Business Essentials," a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://utahsbdc.org/trainings>.

Oct. 11, 6:30-8 p.m.

Small Business Evening Roundtable, a SCORE event. Location is Sandy Library, 10100 S. Petunia Way, Sandy. Free. Details are at <https://www.sba.gov/tools/events>.

Oct. 12, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Aimee Winder-Newton, Salt Lake County councilwoman. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to everyone. Details are at murraychamber.org.

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

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

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

"Supervisory Skills Program," an Employers Council event over five consecutive Fridays and focusing on a foundation of critical skills necessary to become an effective workplace leader. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

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

2018 Business & Economic Summit and Training (BEST), a Davis Chamber of Commerce event. Location is Weber State University's Davis Campus, Building D-2, Room 110-111, 2750 University Park Blvd., Layton. Cost is \$50 for members, \$70 for guests and at the door. Details are at davischamberofcommerce.com.

Oct. 12, 8:30-11:30 a.m.

"Grow Your Business: Phase II," a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

Oct. 12, 6:30-10 p.m.

2018 Hall of Fame Gala, a Utah Technology Council event. Keynote speaker is Reed Hastings, founder and CEO of

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CALENDAR*from previous page*

Netflix. Inductees are Ryan Smith, CEO of Qualtrics; Gail Miller, chairman of the Larry H. Miller Group of Companies; and Jeremy Andrus, CEO of Traeger. Location is the Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$450 for members, \$525 for non-members. Registration can be completed at Eventbrite.com.

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

Envision Utah's 2018 Common Good Awards, to "honor individuals and organizations that are doing amazing things to make Utah a great place to live, both now and in the future." This year's event will focus on Utah County and its future as a hotbed for growth. Keynote speaker Astrid S. Tuminez, Utah Valley University president, will discuss the critical role education plays in manifesting the vision of a community and her commitment to strengthening the partnerships between Utah Valley University and the economic, civic and social institutions of Utah County. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$70. Details are at <https://cga2018.planningpod.com/>.

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

"Hours with Expert" with

Gregory Casset, a West Jordan Chamber of Commerce event. Location is West Jordan Chamber office, 800 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

Oct. 16, 8 a.m.-1 p.m.

2018 Intermountain CFO Summit, an Advanced CFO event. Opening keynote is Aaron Harris discussing "Artificial Intelligence & the Future of Finance." Closing keynote is Caroline Gleich discussing "Ascending & Managing Risk." Location is the Falls Event Center, 580 S. 600 E., Salt Lake City. Cost is \$75. Registration can be completed at Eventbrite.com.

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

"Performance Management: Setting the Stage for Success," an Employers Council event that provides the skills to manage employee performance as an ongoing process and ties the supervisory role to employee and organizational success. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at employerscouncil.org.

Oct. 16, 8:30-11 a.m.

"The Entrepreneur's Edge: How to Discover and Develop your Compelling Story." Speaker is Dan Davis of Stiry. Location is Salt Lake Community College Miller Campus, Miller Corporate Partnership Center (MCPC), Room 333, 9690 S. 300 W., Sandy. Cost is \$20. Details are at (801)

957-5352.

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

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is BoondocksFunCenter, 525 Deseret Drive, Kaysville. Free. Details are at davischamberofcommerce.com.

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

Business Women's Forum. Presenter to be determined. Location is 50 West Club & Café, 50 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for non-members. Details are at slchamber.com.

Oct. 16, noon-12:50 p.m.

Fall 2018 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute 14-week event open to students and community members interested in learning from experienced entrepreneurs. Activities take place at noon on Tuesdays. Speaker Travis Hansen, founder and CEO of Tesani Cos., will discuss "Smart Things I've Learned By Doing Stuff." Location is UVU, 800 W. University Parkway, Science Building, Room 134, Orem. Free. Details are available by contacting Meagan Sanders at msanders@uvu.edu or (801) 863-5354.

Oct. 16, 3-4:30 p.m.

"New Rules of Retirement," a Salt Lake Community College Foundation Planning Giving Advisory Council event. Attendees will learn strategies to help increase

income in retirement, while potentially reducing taxation of hard-earned life savings, and receive a free income and risk analysis. Presenter is Todd Schwendiman, founder and president, Heritage Solutions Group. Location is Salt Lake Community College, Academic and Administration Building, Room 135, 4600 S. Redwood Road, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Oct. 16, 4-6 p.m.

Business B45 Networking, a West Jordan Chamber of Commerce event. Location is Sysco, 9494 S. Prosperity Road, West Jordan. Details are at westjordanchamber.com.

Oct. 17, 8 a.m.-5 p.m.

"Lean Six Sigma: Yellow Belt," a Salt Lake Community College event featuring an overview of Six Sigma and how people can easily implement this improvement process in their jobs. Location is Salt Lake Community College's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$300 (\$150 per person for qualified companies). Details are available by contacting Mireya Castillo at (801) 957-5262 or mireya.castillo@slcc.edu.

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

Lunch & Learn, a West Jordan Chamber of Commerce event featuring a discussion about home and business security cameras. Location is Dixon Security,

3767 S. 2nd St., South Salt Lake. Free. RSVPs can be completed by contacting Mi Hui Blake at accounting@dixonsecurity.com.

Oct. 17, 3-4:30 p.m.

"Jump Start: Intro to Entrepreneurship," a Salt Lake Chamber seminar. Event is designed for all entrepreneurs: those looking to go into business, early startup stage or those looking to improve an existing business. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

Oct. 17, 5:30-6:30 p.m.

Tax Planning Clinic, a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://utahsbdc.org/trainings>.

Oct. 17, 5:30-6:30 p.m.

QuickBooks Workshop, a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://utahsbdc.org/trainings>.

Oct. 17, 5:45-6:45 p.m.

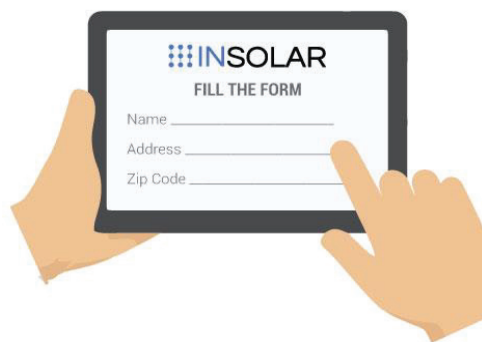
"Grow Your Business: Phase I," a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

see **CALENDAR** page 15

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Opinion

State out-migration increasingly driven by high cost of local taxes

Americans move from one state to another for a variety of reasons. They move to retire, to find jobs, to lower their housing costs or to enjoy nicer weather. While experts disagree about whether tax competition between states plays a large or small role in these relocation decisions, a new study finds that taxes are actually a factor for migration and will increase in importance as a result of the 2017 tax reform.

That new study, "Tax Reform and Interstate Migration," is from Chris Edwards, a tax expert at the Cato Institute. Using 2016 data from the Internal Revenue Service, he finds that 578,269 people moved, on net, from the 25 highest-tax states to the 25 lowest-tax states. That's a loss of \$33 billion in aggregate income for these vacated states. In that year, 24 of the 25 highest-tax states suffered from net out-migration. The only high-tax state that saw in-migration was Maine.

No matter how one views and dissects the data, Edwards shows that state tax levels and net migration flows are highly correlated. The relationship is even more pronounced with households headed by a

person age 65 or older and households with income higher than \$200,000. It might not come as a surprise that some of the states both seniors and high earners are leaving are Alaska, Connecticut, California, Illinois, Maryland, New Jersey, New York, North Dakota, Pennsylvania and West Virginia. The top 12 destinations for these taxpayers are Arizona, Colorado, Florida, Idaho, Montana, North Carolina, Nevada, Oregon, South Carolina, Tennessee, Utah and Washington.

As Edwards rightly explains, the recent tax reform will make these trends even more potent. By limiting to \$10,000 the amount of state and local taxes, or SALT, that people can deduct from their federal tax bill, many in high-tax states will feel the bite of their taxes more than they did before. High-income earners will be highly affected by the change since they use the deduction the most and deducted larger sums of money before the reform. This will increase their overall out-migration from the high-tax states where they may currently reside for the benefit of living in lower-tax states.

Another Cato study from 2016 called "Freedom in the 50 States" finds a strong

correlation between migration and economic (fiscal and regulatory) freedom after controlling for climate and other variables. In other words, people tend to move to economically freer states. This makes sense since economic freedom tends to be a fairly good indicator of prosperity, as economists Chris Doucouliagos and Mehmet Ali Ulubasoglu showed in their review of 45 studies that analyzed the economic freedom-growth relationship. They concluded, "regardless of the sample of countries, the measure of economic freedom and the level of aggregation, there is a solid finding of a direct positive association between economic freedom and economic growth." More economic growth usually means more jobs, which are definitely an important factor in migration.

This, then, raises the question of why so many people still live in the least-free states like New York and California. The fact is that when it comes to where people choose to live, intrinsic characteristics of a state weigh heavily in the decision. Among the factors that keep people in less-than-free places are jobs, family, friends and local amenities. In other words, there's a certain stickiness to states that have nothing to do with how free these places are.

There are times, however, when that stickiness is significantly reduced — for example, when a taxpayer is younger, or looking for a job and hasn't settled anywhere or about to retire. In those cases, economic freedom tends to matter a lot. This explains why Florida — which is not a perfect libertarian heaven but has no income tax — is a top destination for retirees.

Edwards' study shows that tax competition between states is alive and well. Now, imagine how much more potent this competition would be if the biggest tax bill we have to pay each year weren't the federal tax bill. The uncontrolled growth of the federal government tax bite, whether through the income tax, the payroll tax or both, has taken too much juice out of the competition between states. The SALT reform is helping restore some of it, which means that high-tax states better start providing better benefits to taxpayers at lower costs if they don't want to pay an even higher out-immigration price.

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

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VERONIQUE de RUGY

Rock star says we need to fight populism with emotion, not analysis

When confronting a challenging problem, it's sometimes useful to listen to someone who looks at it from an entirely different angle. That's why I found it fascinating to talk about the rise of populism and nativism with Bono recently at a summit in Kiev. The Irish singer-activist-philanthropist sees the same forces that we all do, particularly in Europe, but he zeroes in on something intangible yet essential.

The only way to counter the dark, pessimistic vision being peddled by nationalists and extremists, according to Bono, is to have an uplifting, positive vision. Homing in on the trouble in his part of the world, he told me, "Europe needs to go from being seen as a bore, a bureaucracy, a technical project, to being what it is: a grand, inspiring idea."

To that end, Bono's band U2 has been choosing a moment during its concerts to unfurl — wait for it — the flag of the European Union. "Europe is a thought that needs to become a feeling," Bono writes in a recent op-ed in the German newspaper *Frankfurter Allgemeine Zeitung*. He is trying to give that feeling meaning. To him, Europe is about the ability of countries that were once warring to live in peace, for people of many different lands and languages to come together. "That idea of Europe deserves songs written about it, and big bright blue flags to be waved about," he writes.

Bono admits that Europe is a "hard sell" today. The continent is ablaze with populism. These forces have taken control in Hungary, Poland and Italy and are steadily gaining ground in countries from

Germany to Sweden. It seems everywhere the fuel is the same: hostility toward strangers, foreigners, anyone who is different. In April, NPR's Joanna Kakissis reported on a Hungarian sociologist, Endre Sik, who had polled Hungarians about allowing asylum seekers into the country. He found strong resistance to accepting particular groups such as Romanians, Chinese and Arabs, and then he decided to ask about the "Pirezians." The Pirezians are a fictional ethnic group of Sik's own creation, yet Hungarians roundly refused to take them in. Sik told NPR, "The Hungarian form of xenophobia is, let's say, the classic form: 'They are different, we don't know them, therefore we hate them.' That's the beast in us."

Bono's message resonated since I had been reading Francis Fukuyama's new book *Identity: The Demand for Dignity and the Politics of Resentment*. Fukuyama argues that identity stems from humans' deep-seated psychological need to be recognized as possessing dignity. In recent decades, in the understandable search for recognition, persecuted minority groups (blacks, Hispanics, gays) have celebrated their identity — and so have working-class whites, who now feel ignored and forgotten. The answer, Fukuyama writes, is not to reject identity politics but to construct broad identities that can embrace others and unify different groups.

The founders of the EU, he argues, spent too much time building the technical aspects of the project — laws, rules, tariffs.

They neglected to nurture an actual European identity, something people could believe in not for rational reasons but for emotional and idealistic ones. In the American case, he argues, the anti-populist forces have to create a broad identity centered on core American ideas and values rather than narrow ethnic, racial or religious ones. Thus, we need a much greater focus on assimilation, on the celebration of American identity, on the things that make us all love being American. We need to connect with people in their guts, not just in their heads.

The European challenge might seem much greater than the American one, but in fact, distrust of foreigners doesn't necessarily mean a rejection of Europe. Even in Poland and Hungary, where ethno-nationalist sentiments run high, support for the EU is quite high. According to the latest European Commission surveys, 71 percent of Poles say they feel attached to the EU, more so than Germans or Spaniards, while

see ZAKARIA page 14



FAREED ZAKARIA



Opinion

Melania Trump has a great idea, so why is no one talking about it?

First Lady Melania Trump has launched an anti-bullying campaign called "Be Best." It is an outstanding concept and it is a campaign that is desperately needed. It is a campaign that no one is talking about and that is a shame.

My wife and I were watching Fareed Zakaria on CNN recently and heard some startling statistics about children and teen suicide. According to Zakaria, quoting the latest data analysis available from the Centers for Disease Control and Prevention, the suicide rate for white children and



ROBERT PEMBROKE

teens between 10 and 17 was up 70 percent between 2006 and 2016. Although black children and teens kill themselves less often than white youth do, the rate of increase was higher, data shows.

I look at the above data and shudder. In order to verify the data, I asked my daughter, who is a therapist for a large local medical center, if this was true. She answered it was. I then asked her if there is any way to stop social media bullying and she said, "Not really."

A federal website, StopBullying.gov, lists a number of suggestions to stop bullying. The first suggestion is for parents and school staff to get evolved. The website suggests steps that can be taken and includes counseling the kids about the dangers, knowing the signs of potential suicide and having state laws to punish bullies. If these steps were taken, the government says, bullying will stop over time. But this agenda is not working and I believe that more drastic steps must be taken.

But wait a minute.

The number of suicides of children and teens is not huge. In 2016, 536 children 10-14 committed suicide and in the same period, youth aged 14-24 committed suicide 5,723 times. Yes, these are not large but they are extremely alarming. What is huge is the rate of increase in children and teen suicides.

A good friend of mine who is gay told me that he had experienced pressure from friends and acquaintances about his gender preference. He said it is important to understand that children don't have the tools to handle the pressure of bullying. Next, we chatted about the fact that being gay was the No. 1 cause of teen homelessness and finally, we discussed the

fact that parents are not involved with their children as much as they should be.

The Atlantic had a wonderful article in the September 2017 edition titled "How Smartphones Destroyed a Generation," by Jean M. Twenge. In the article, Twenge details how smartphones are disrupting the lives of children and causing all sorts of bad things to happen.

In 2011, 50 percent of the world's population had cell phones, most of which were smartphones.

According to Twenge, an American psychologist who has been studying the phenomenon of youth suicides, the number of youth suicides coincides directly to the amount of time children and teens spend on their phones.

"They make sure to keep up their Snapstreaks, which shows how many days in a row they have Snapchatted with each other," said Twenge, "Sometimes they have screenshots of particularly ridiculous pictures of friends. It's good blackmail."

Social media has certainly caused youth depression that has led to an increased rate of youth suicides, but as Twenge points out, other factors are also creating increased youth depression and suicides. Those include lack of parental involvement, poor teacher and counselor skills and inadequate punishments by law enforcement, to name a few.

Society is becoming more isolated as we are becoming more connected. I realize that it would be a grave mistake to take smartphones

away from our children and teens. But we must get children and teens to use their smartphones more responsibly. "Significant effects on both mental health and sleep time appear after two or more hours a day on electronic devices," said Twenge.

So, the path is clear. Let's all become involved in Melania's "Be Best" campaign.

Robert Pembroke is the former chairman and CEO of Pembroke's Inc. in Salt Lake City.

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International Relief Teams Seeks Skilled Construction Volunteers

International Relief Teams (IRT) is seeking volunteers with construction skills (handypersons or licensed contractors) for one week deployments to U.S. flood affected areas to help those families who cannot financially recover on their own, get back into their homes.

Our construction teams are currently working in Louisiana in the aftermath of last year's record floods, and anticipate we will be needed in Texas in the near future.

Although skilled construction volunteers are our first priority, we will be adding a limited number of unskilled volunteers to each team. All volunteers accepted for this assignment will be flown commercially from an airport near their home to an airport near the job site, leaving on a Sunday and returning the following Sunday. IRT will provide minivans for volunteers to use to for local transportation to and from the arrival airport and to and from the job site.

Teams will be housed at local churches or other suitable facilities. Volunteers are responsible for bringing their own bedding, towels, and toiletries. There is a \$150 volunteer participation fee to help cover airfare and local transportation costs, and volunteers are responsible for their own meals while on assignment.

Work is performed Monday through Friday (full days) and a half day on Saturday. Job assignments generally include installing windows, doors, kitchen cabinets; laying tile, linoleum, or wood flooring; building handicap ramps to the home; roofing; drywall and mudding; finish carpentry work, finishing plumbing; and other related tasks. We ask each volunteer to bring basic hand tools, such as a tool belt, hammer, pliers, putty knives, tape measure, etc. Power tools, generators, compressors, and other large specialty tools are provided by IRT and our local agency partners.

For more information, contact Brett Schwemmer (bschwemmer@irteams.org), or to apply for an assignment, fill out an online volunteer application (www.irteams.org).

About IRT: Since 1988, IRT has been actively involved in helping families in need in 68 international disasters, and 24 U.S. disasters. IRT construction teams worked for more than six years repairing and rebuilding homes in Mississippi after Hurricane Katrina, and four years in New Jersey after Superstorm Sandy, and is now working in Louisiana after last year's record floods.

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HANKE

from page 8

hands with cold water to help keep them cool under pressure.

7. Hand Hugger. We've all shaken hands with someone who uses both of theirs to embrace our both top and bottom. While this is perfectly normal in a personal situation with friends and family, it's out of place in a professional setting. You can convey a message of warmth with your eyes, smile and choice of words. There is no need to embrace someone's hand in such a personal manner.

8. Shugger. The shug is best known as a handshake that pulls the receiver closer to you physically, almost as if you were going to hug them. It forces them to come closer as your hand stays closely tucked into your body. While this type of handshake is common among friendly colleagues and peers, it sends a message of favoritism to those on the outside looking in. Remember, your handshake conveys a message to everyone, not just the person with whose hand you're shaking.

Perfecting the Perfect Handshake

Practice the perfect handshake first by seeking feedback on yours. Ask someone you trust to help identify areas of opportunity. Then, practice it on others to solicit feedback and more guidance until you've mastered the art. Some keys to the perfect handshake include:

- Anticipate the handshake. Ensure your hand is free, out of your pocket and not holding on to any items. Switching hands to

shake is distracting and awkward.

- Use your right hand. Even if you're a leftie, our culture dictates right-handed handshakes as key.

- Maintain a strong, confident posture. Remain upright and refrain from leaning. If necessary, take a step toward the person with whom you're greeting. If you're seated upon meeting someone, stand up before shaking their hand. This signifies respect to the person you're meeting.

- Make intentional eye contact as you greet the other person. Once your hand makes a connection, ensure your eyes connect, too. Use a kind greeting such as "nice to meet you" or "great to see you again." Incorporate their name with your greeting to help better solidify your introduction. This interaction trifecta will warm up anyone with whom you connect.

- Remain firm throughout the handshake. Grasp the other person's hand with a firm grip without squeezing. Maintain the grip for two seconds before releasing. Don't allow your hand to fall limp upon the initial grip.

- Shake from your elbow, not your wrist. Two or three pumps will do. Any more and your partner will begin to feel uncomfortable.

You want to be so confident in your handshake style that it is second nature. Seeking feedback and frequent practice will help solidify your good habits, so you can concentrate more on meeting the person and less on the impression you're making. The more comfortable you be-

come, the confidence you'll convey.

Stacey Hanke is the founder of and communication expert at Stacey Hanke Inc. She is the author of *Influence Redefined: Be the Leader You Were Meant to Be, Monday to Monday* and *Yes You Can*.

ZAKARIA

from page 12

61 percent of Hungarians feel attached, outstripping the French, Swedes and Belgians. The problem is, it isn't a deep, emotional bond — they are 3-4 times more likely to feel *strongly* attached to their own nation than to the EU.

What people in Europe and America ought to be proud of, what they should celebrate, are actually the remarkable achievements of diversity. "I love our differences," writes Bono, "our dialects, our traditions, our peculiarities. ... And I believe they still leave room for what Churchill called an 'enlarged patriotism': plural allegiances, layered identities, to be Irish and European, German and European, not either/or. The word patriotism has been stolen from us by nationalists and extremists who demand uniformity. But real patriots seek unity above homogeneity. Reaffirming that is, to me ... the real European project."

And, I would add, the American project as well.

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



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CALENDAR

from page 11

Oct. 17, 6-8 p.m.

"Starting Your Business 101," a Salt Lake Small Business Development Center (SBDC) event. Location is Corporate Partnership Center, MCPC 110, 9690 S. 300 W., Sandy. Details are at <https://utahsbdc.org/trainings>.

Oct. 17, 6-9 p.m.

"The Power of Podcasting to Build Your Brand," a Utah Digital Marketing Collective event. Speakers are Jessica Rhodes, founder and co-owner of Interview Connections, and podcaster Justin Schenck. Location is Lucid Software, 10355 S. Jordan Gateway, No. 150, South Jordan. Free for DMC members, \$20 for nonmembers. Registration can be completed at Eventbrite.com.

Oct. 18, 8-10 a.m.

"Malls, Big Boxes and Their Entertaining Transformation," a ULI (Urban Land Institute) Utah event featuring a panel discussion about the transformation of retail. Speakers are Nicole J. Vanlaecken, senior leasing director at Woodbury Corp.; Nick Duerksen, economic develop-

ment director of Sandy City and director of the Redevelopment Agency of Sandy City; a representative from Shops at South Town; and Brian Landru, director of national accounts at Phillips Edison & Co. Location is Shops at South Town, 10450 S. State St., Sandy. Cost is \$35 for ULI members, \$55 for nonmembers. Details are at utah.uli.org.

Oct. 18, 8 a.m.-12:30 p.m.

International Trade Conference, presented by U.S. Rep John Curtis. Topics include how trade and tariffs impact business in Utah, and insights and lessons learned from local e-commerce businesses who have taken their business global. Event also includes export workshops and a tariff panel. Location is Utah Valley University, 800 W. University Parkway, Sorensen Student Center, Orem. Free. Registration can be completed at Eventbrite.com.

Oct. 18, 9-10:30 a.m.

"Productivity: Hacks for Small Business With Your Brain," a Women's Business Center event. Speaker is Holly Stokes. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

Oct. 18, 11:30 a.m.-1 p.m.

"Multiplying Lasting Pro-

fitable 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.

Oct. 19, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Ann Granato, candidate for Salt Lake County Council. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to everyone. Details are at murraychamber.org.

Oct. 22, noon-1 p.m.

Cyber Lunch & Learn Series titled "Why Should You Care?" a Salt Lake Chamber event. Representatives from breached companies, along with legal and insurance professionals, will speak on the implications and consequences of not being cyber-secure. Location is the Salt Lake Chamber, 175 E. 400 S., No. 600, Salt Lake City. Free. Details are at slchamber.com/cyber.

Oct. 23, 8-10 a.m.

Digital Marketing Academy, a Sandy Area Chamber of Commerce series on three con-

secutive Tuesdays and taught by representatives from Firetoss. Classes are "SEO & Maximizing Web Traffic" on Oct. 23; "Pay-Per-Click Advertising, Google AdWords, Facebook Ads and Programmatic Display Advertising" on Oct. 30; and "Developing a Comprehensive Online Marketing Strategy" on Nov. 6. Location is Salt Lake Community College Miller Campus, MPDC 226, 9750 S. 300 W., Sandy. Registration can be completed at Eventbrite.com.

Oct. 23, 8 a.m.-6 p.m.

"2018 WeROC: Women Entrepreneurs Realizing Opportunities for Capital," a VentureCapital.org event featuring information about the secrets behind fundraising and overcoming issues and perceptions that you may not even know. Keynote speaker is Trish Costello, founder and CEO of Portfolia. Location is Salt Lake Community College, Miller Conference Center, 9750 S. 300 W., Sandy. Registration can be completed at Eventbrite.com.

Oct. 23, 10-11 a.m.

"The Art of Negotiation," a West Jordan Chamber of Commerce event. Presenter is Marty Gale. Location is West Jordan Chamber Office, 8000 S. Redwood Road, West Jordan.

Free. Details are at westjordan-chamber.com.

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

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Cost is \$20. Details are at ogdenweber-chamber.com.

Oct. 23, noon-12:50 p.m.

Fall 2018 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute 14-week event open to students and community members interested in learning from experienced entrepreneurs. Activities take place at noon on Tuesdays. Speakers Andrea Clarke and Christy Allen will discuss "I Married An Entrepreneur." Location is UVU, 800 W. University Parkway, Science Building, Room 134, Orem. Free. Details are available by contacting Meagan Sanders at msanders@uvu.edu or (801) 863-5354.

Oct. 23, 5:30-7:30 p.m.

Business After Hours, a Holladay Chamber of Commerce event. Location to be announced. Details are at holladaychamber.com.

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