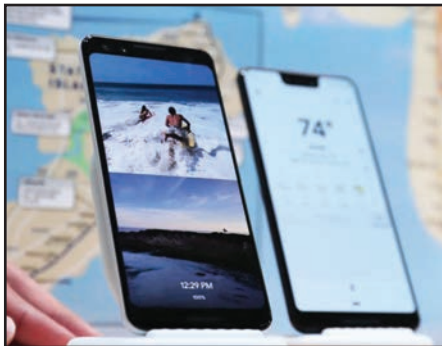


OF NOTE



Playing catch-up

Last week, Google introduced the third edition of its Pixel smartphone in a come-from-behind attempt to approach the success of Apple Inc.'s iPhone. The Pixel 3 sells for \$799, with a larger Pixel 3XL priced at \$899. Google also launched sales of the Pixel Slate tablet that runs the company's beefier Chrome OS rather than the signature Android and is priced at \$599 to compete with the Apple iPad Pro.

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Deneece Huftalin (third from right), president of Salt Lake Community College, makes a point during a recent Education & Workforce Forum in Sandy. Others on the stage (from left) are university presidents Ruth Watkins, University of Utah; Beth Dobkin, Westminster College; Astrid Tuminez, Utah Valley University; and Noelle Cockett, Utah State University; and discussion moderator Natalie Gochmour, director of the UofU's Kem C. Gardner Policy Institute. The forum took place on the set of the play "Wait Until Dark" at the Hale Centre Theatre.

University presidents cite ways to address workforce needs

Brice Wallace
The Enterprise

Flexibility. Inclusion. Connections. Creativity.

Those characteristics are often cited as necessary for any business to be successful. They also were recently cited as necessary for Utah's education system to better address the workforce needs of Utah businesses.

Panelists — five university presidents, all women — at the recent Education & Workforce Forum in Sandy said their institutions need to find more ways to meet the labor needs of Utah companies in order to have more-prosperous communities in the state.

see **PRESIDENTS** page 12

Thanks to Garff family, UofU has new home for its MBA programs

The David Eccles School of Business at the University of Utah has dedicated the Robert H. and Katharine B. Garff Building, a 150,000-square-foot building that houses the school's MBA, Professional MBA, Executive MBA and MBA Online programs. The building also supports an Executive Education Center, an expanded Maverik Business Career Services Center, the Marriner S. Eccles Institute for Economics and Quantitative Analysis and the Gregory J. Goff Strategic Leadership Center.

This new facility was made possible with funding from more than 350 donors, led by a \$12

see **GARFF** page 16



Robert and Katharine Garff address attendees at the opening of a new building named in their honor at the University of Utah's David Eccles School of Business.

see **USMCA** page 16

Utah businesses mostly OK with NAFTA revision

On Sept. 30, the United States, Canada and Mexico finalized a trade deal promised by the Trump administration that will replace the North American Free Trade Agreement (NAFTA). Assuming it is approved by the legislatures in the three countries, the new deal — called the United States-Mexico-Canada Agreement (USMCA) — will govern trade in North America beginning in 2020.

For the most part, the USMCA will be good for Utah businesses, according to World Trade Center Utah.

"The USMCA is a win for Utah businesses who depend on stable commerce with Canada and Mexico," WTCUtah said in a release last week. Utah's trade with Canada and Mexico totaled over \$7.7 billion in 2017, amounting to 30 percent of Utah's total international trade that year. In exports alone, Utah sent nearly \$1.9 billion to USMCA countries, comprising 16 percent of Utah's annual exports.

"Reaching a trade agreement with Canada and Mexico is a crucial step towards easing the uncertainty hindering Utah businesses since negotiations began in August 2017," said Miles Hansen, president and CEO of World Trade Center Utah. "Our economies have evolved in the nearly 25 years since NAFTA was signed, and the Trump administration deserves credit for reaching a modern, improved agreement with our two most important trading partners."

WTCUtah said that while some elements of the agreement will undeniably provide new opportunities to Utah's businesses, other elements appear to be protectionist in nature and could have harmful repercussions.

Automotive component manufacturers will benefit from the increased North American vehicle content and tighter labor regulations required for zero-tariff treatment, which should shift production back to the U.S. and Canada, WTCUtah said. Nearly 40 percent of Utah's \$945 million in transportation equipment exports are purchased



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Utah's Pluralsight, a learning software developer and marketer, has broken ground for its new campus in Draper. The initial 350,000-square-foot structure, shown in this architectural drawing, will house the company's 1,000 employees when completed in 2020. Pluralsight said the site has room to expand to 1 million square feet of office space to house up to 5,000 employees.

Construction begins at Pluralsight campus

Pluralsight Inc., a Utah-based enterprise technology learning software developer, has broken ground on a new worldwide headquarters in Draper. Pluralsight co-founder and CEO Aaron Skonnard and company executives were joined by Gov. Gary R. Herbert and Draper Mayor Troy Walker for the beginning of construction on the company's facility on 30 acres at 42 Future Way.

Development of the new campus has begun with Phase 1 construction of a 700-foot-long, 350,000-square-foot building that can accommodate up to 2,000 employees. Amenities of the four-story building will include a full-service cafe, medical clinic, fitness center, bike room, picnic area, athletic courts and a walking path with access to the nearby trail system.

"What started in Utah stays in Utah and now expands in Utah," said Skonnard. "Democratizing technology skills is our mission and our new campus will play a critical role in supporting our growth to deliver on that mission to create a better future for us all. We are excited to do this as part of the fabric of the Draper community and look forward to contributing to the continued expansion of Silicon Slopes and the growth of the Utah economy."

Pluralsight was founded in 2004 and employs approximately 1,000.

When the building is completed in spring 2020, Pluralsight will move employees from its Farmington and South Jordan sites to the new campus, the company said. Through its expansion, Pluralsight plans to create ap-

proximately 2,400 additional jobs, \$86.2 million in new state revenue and an estimated \$371.7 million in capital investment over the next 10 years.

"Pluralsight represents so much of what is going right in Utah's technology ecosystem and is a respected leader of Silicon Slopes," said Herbert. "We admire their vision, tenacity and commitment in delivering on their mission and we are proud of what they have accomplished. We look forward to the next chapter of the company's growth from their new headquarters in Draper."

Pluralsight will begin development of additional buildings on the campus as the company expands to bring the total footprint to 800,000 to 1 million square feet of office space and room for up to 5,000 team members.

Utah companies expect to give employees 3 percent raises

Utah's Employers Council has released results from its 2018 Planning Packet Survey which highlights projections about compensation budgets for local companies for 2019 and compares them with the current year.

The survey projects a 3 percent average employee pay increase for Utah in 2019 and a 5.7 percent bump for companies' top performers. The Utah projection represents a 0.1 percent drop from 3.1 percent in 2018.

"Employers Council is pleased to provide such relevant and helpful information to employers in Utah," said Ryan D. Nelson, president of Employers Council's Utah office. "This survey shows how Utah continues to see an upswing in overall compensation. In the past year, average employee pay has increased by 3.1 percent and is estimated to grow another 3 percent next year. The survey is an incredibly extensive estimate of

where the entire state is headed in terms of compensation."

The complete survey separated pay increases geographically among four states, including Arizona, Colorado, Utah and Wyoming, as well as within Utah, including Wasatch North, Wasatch South, Mountainland and Central-Southern. When compared with the other states, Utah's average pay increase for the typical employee was on par with other states, though Utah's projected pay increase for top performers was nearly 1 percent higher than the other states.

In addition to Utah's projected 3 percent pay increases, the report showed Arizona at 3 percent, Colorado at 3.1 percent and Wyoming's 2.5 percent. For top performers — those at the top of pay increase planning — Arizona projected a 4.7 percent increase, Colorado 4.9 percent and Wyoming 4.6 percent.

Utah's fiscal condition? 8th best

The Mercatus Center at George Mason University in Fairfax, Virginia, has released its annual report on the fiscal health of the states. Utah comes out No. 8 in the study called "Ranking the States by Fiscal Condition."

The study's authors, Eileen Norcross and Olivia Gonzalez, analyzed 10 years of Utah's audited financial records to come to their conclusions, including an analysis of how well the state has recovered since the Great Recession.

The rankings are based on state solvency in five separate categories. The authors found that Utah has between 1.61 and 3.75

times the cash needed to cover short-term obligations. Also reported was that state revenues exceed expenses by 8 percent, with an improving net position of \$291 per capita.

Utah's long-term liabilities are lower than the national average, at 15 percent of total assets, or \$1,555 per capita. Total unfunded pension liabilities that are guaranteed to be paid are \$45.04 billion, or 36 percent of state personal income. Other post-employment benefit obligations are \$180 million or less than 1 percent of state personal income, the study found.

Web to Door launches in Utah

Web to Door Corp., a subsidiary of Supurva Healthcare Group Inc. of Oakland, California, has opened an office in Salt Lake City, Utah and hired its first five employees on the first day of interviews. The company will operate as On Courier 365 in Utah. The company said it hopes to hire 75 employees by late November.

On Courier 365 provides "last mile" delivery service for large e-commerce companies. It currently has contracts with several major customers in the San Francisco Bay Area as well as in the Oakland, Sacramento and San Jose, California markets.

The Utah operation was to begin deliveries on Oct. 10. The company anticipated having at least 25 delivery drivers hired by that time.

It is also estimated that the new operations will deliver approximately 8,000 packages per day, 56,000 packages per week and a total of 560,000 packages during the peak holiday season alone.

Speaking recently in Salt Lake City at the launch of the Utah office, Rod Santulan, CEO of Supurva, said, "Our visit last week set the expansion initiative in motion. Salt Lake City is a booming metropolitan area with its low unemployment rate and increased interest in online orders during the winter season. One of our key operations managers flew in yesterday and immediately began the hiring process with a goal of hiring 75 employees by late November. This expansion will grow our regional footprint and increase our partner network."

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Incentive to help HeathEquity add 500 employees at expanded headquarters

Brice Wallace
The Enterprise

HealthEquity Inc. will add up to 500 employees over the next seven years at a new building adjacent to its current Draper headquarters.

The company made the announcement last week after being approved for a tax credit incentive by the Governor's Office of Economic Development (GOED) board.

The publicly traded company, founded in 2002, is the nation's largest independent health savings account (HSA) custodian. It delivers health savings account (HSA), 401(k) and other health and retirement solutions in partnership with over 40,000 employers and 124 health plans and administrators. It is the custodian for \$6.9 billion in assets for 3.5 million HSA members nationwide.

HealthEquity has been based in Draper since shortly after its

founding. In 2015, the GOED board approved a tax credit incentive of up to \$569,917 for the company to add 200 jobs over six years at its headquarters.

"We're in the fortunate situation where that expansion has gone so well that they have reached capacity at their current location and are looking at expanding yet again," Thomas Wadsworth, GOED's business development and corporate incentives manager, told the board.

"We have a great incen-

tive today of Utah company and the good news is, we're helping a Utah company decide to stay in Utah for their expansion," said Mel Lavitt, chairman of the board's incentives committee. "Among everything we do, this is certainly one of the most important things we do, is continue to help our Utah companies grow in Utah."

The new incentive, a tax credit of up to about \$2 million, is tied to the creation of the new jobs, expected to pay an average of about \$70,800 annually. The \$30 million project is expected to generate wages over the seven-year period of \$160.7 million, and new state tax revenues during that period are expected to top \$10 million.

Ted Bloomberg, executive vice president and chief operating officer, said the company has signed a lease for a four-story, 120,000-square-foot building to house the expansion.

Wadsworth praised the mix of jobs that the expansion entails. Board chairman Jerry Oldroyd hailed the company's training and workforce development, which he said increases the intellectual capital of the state.

Oldroyd also complimented the company for its willingness to put operations in rural Utah. The company earlier this month hired 30 people for its Price operations, bringing the employee count there to 80.

"I think that's exemplary. That truly is," Oldroyd said.

"That's what we would like to see more companies do to help rural Utah. I have nothing but admiration for what they've done."

"HealthEquity's best asset is our team members," Jon Kessler, HealthEquity president and CEO, said in a prepared statement. "By partnering with GOED, we have expanded employment opportunities in Carbon County and attracted the Wasatch Front's top talent to create our unique and extraordinary 'purple' culture."

HealthEquity is "a community-focused organization that provides opportunities for rural and urban communities in Utah," said Val Hale, GOED's executive director. "Not only do they provide employment opportunities along the Wasatch Front, but they have also opened their doors in Price, Utah. We look forward to further watching the impact this company has on the communities they serve and call home."

Dominion ordered to cease third-party billings

In response to complaints from the public, the Division of Public Utilities and the Office of Consumer Services, the Utah Public Service Commission has ordered Dominion Energy to stop using its billing process to collect charges for third-party services unless the customers have already authorized the charges.

The case arose from the utility sharing its customer information with third parties, according to a press statement from the Division of Public Utilities. The Public

Service Commission will consider new rules for these billing and information-sharing practices, the release said. The commission will also require Dominion Energy to credit customers with the value of customer information and access. Those values will be determined in a future proceeding.

What does this mean for Dominion customers? Dominion customers who are currently being billed for HomeServe Insurance products on their gas bill can continue to make HomeServe

payments on their bill if they wish. They may also cancel such payments and may also opt to cancel the service by calling HomeServe or Dominion Energy.

Going forward, customers will need to arrange payments directly with the provider. Third-party services may not be billed on a Dominion gas bill unless the arrangement was made before Oct. 4.

The Division of Public Utilities and the Office of Consumer Services will continue advocating for customers to be compensated fairly for the value of the information traded by Dominion Energy, the commission release said. The agencies will also participate in upcoming rulemaking to address utilities' information-sharing practices to protect customers' information and privacy.

State looking for private firms to operate some of its golf courses

Some of the state's golf courses currently operated by Utah's Division of Parks and Recreation may soon be operated by private management firms. The state agency has posted a request for proposals seeking 10-year agreements to operate four state-owned courses.

The courses involved are the 36-hole Wasatch Mountain State Park course and the 36-hole Soldier Hollow course in Midway, the 18-hole Palisade Golf Course near Manti and the nine-hole Green River Golf Course.

The state has asked that proposals to be submitted by Nov. 7. The state will then decide by mid-December whether any of the firms submitting proposals will be chosen.

State parks officials have said they are following the state Legislature's direction to determine whether private operation would financially benefit the state.

The 50-year-old Wasatch Mountain course is the most popular among the venues listed in the request for proposals and consistently makes money. Nearby Soldier Hollow is in the Utah Golf Association's rotation of State Amateur Tournament venues. In 2012, Soldier Hollow staged the U.S. Amateur Public

Links Tournament, the only United States Golf Association championship ever held in Utah.

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Corporate and government officials prepare to cut a ribbon marking the opening of Aligned Energy's Utah colocation data center in West Jordan. The 294,000-square-foot facility will serve Aligned's cloud and enterprise customers.

Aligned Energy opens Utah data center

Aligned Energy, a Plano, Texas-based data center company, has opened its Utah headquarters in West Jordan. The 294,000-square-foot building will serve as a colocation data center supporting both cloud providers and enterprise customers.

"We're excited to announce the official opening of our latest data center in the Salt Lake City area," said Aligned Energy CEO Andrew Schaap. "The facility addresses the needs of cloud providers, enterprise companies and our existing customers in the region that require an adaptive colocation

solution. We are honored to be a member of the Salt Lake business community, and to serve the area with this new efficient and highly reliable data center platform."

Located on approximately 60 acres, including a dedicated on-site electrical substation, the facility can deliver up to 100 megawatts of critical capacity and maintains a 1.15 power usage effectiveness rating, according to the company. Rocky Mountain Power will provide utility power for the data center, including green energy options for customers with sustainability requirements. The site also

offers a 150,000-square-foot data hall, rentable office space, a dedicated loading dock, conference rooms, drop-in office pods, a café area and shower facilities on site.

"We are so excited to welcome Aligned Energy to our city," said West Jordan Mayor Jim Riding. "They are an innovative company with visionary leadership. Their state-of-the-art energy and water conservation measures demonstrate a commitment to the local and global community. We are looking forward to our continued partnership with a new and growing company."

Utah Foundation's Quality of Life Index declines despite economy

Utahns continue to worry about their cost of housing and that has resulted in a drop in the Utah Foundation's Quality of Life Index. The index is down a point from last year and three points over the past five years, standing at 70 out of 100.

The "Quality of Life Index: Measuring Utahns' Perceptions of their Communities, Personal Lives" measures both community and personal quality of life perceptions among the state's residents.

The availability of good jobs was the only component of the community index that improved from 2015 to 2018. Affordable housing is a growing concern and financial security was the lowest-performing factor.

In addition to affordable housing, air quality, streetscapes, traffic and good parks and recreation are also among Utahns' biggest concerns.

Utahns living along the

Wasatch Front, those who are religiously affiliated and those with higher incomes all reported better community quality of life. Those respondents who identified with a religion indicated a higher community quality of life on 19 of 20 aspects on the index.

Those with higher incomes indicated a higher rating on all seven aspects of the Personal Quality of Life Index. Those who are religiously affiliated and younger Utahns also reported better personal quality of life.

"Not surprisingly, income, age and location play a part in Utahns' perceptions of quality of life," said Peter Reichard, president of Utah Foundation. "Religious affiliation is also one of the most consistent pillars of community satisfaction and personal happiness in our state but the findings also reveal significant areas of concern, including affordable housing, air quality, community appeal and traffic."

Utah gets failing grade for not expanding on FMLA protection

A new report from the National Partnership for Women & Families, a Washington, D.C.-based advocacy group, gives Utah a grade of F for failing to provide basic workplace protections that go beyond federal law. "Raising Expectations" analyzes state laws and regulations governing paid and unpaid leave in the United States and assigns grades to 50 states and the District of Columbia.

The report determined that half the states, including Utah, are doing little or nothing beyond what federal law requires to ensure that workers don't have to risk their pay or their jobs when they need time off to care for a new child or a sick family member, recover from illness, or seek healthcare services.

The report found that, 25 years after the federal government enacted the Family and Medical Leave Act (FMLA), half of the country has failed to meaningfully expand on FMLA's baseline protection of unpaid leave. These states are also failing to adopt policies to safeguard workers' economic security when personal or family health needs arise or when a new child is born or adopted. It warns that lack of adequate paid leave will become a bigger problem in the future with people having children later in life and our nation aging rapidly.

The report's grades are based on how well state laws help people manage their work, health and care needs. States that guarantee work-

ers access to paid or unpaid workplace leave beyond FMLA are likely to receive higher grades.

The report gives only six states — California, Massachusetts, New Jersey, New York, Rhode Island and Washington state — plus the District of Columbia a grade of A or A-minus. Six states receive grades in the B range, with Connecticut and Oregon each receiving a B-plus.

Thirteen states receive grades in the C range and half the states earn grades of D (16 states) or F (nine states) because they are doing little or nothing to offer additional protections to working families. The nine failing states are Alabama, Idaho, Michigan, Mississippi, Nebraska, North Dakota, South Dakota, Utah and Wyoming.

"Millions of families face a heartbreaking choice between job and family when illness strikes or a new child comes," said Debra L. Ness, president of the National Partnership. "Families of color and low-income and working-class families are harmed the most by work/family conflicts. We are highly encouraged by the states that earn high grades in this report, all of which are demonstrating that paid family and medical leave programs, paid sick days laws and meaningfully expanded unpaid leave help support workers, families and the economy."

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Wells Fargo/Gallup poll: Investors not ready for surprise expenses

Despite investor optimism, many don't feel 'very well prepared' to handle unexpected \$5K expense

According to a new Wells Fargo/Gallup survey, while individual U.S. investors remain optimistic about the economy, many say they are one emergency away from encountering expenses that could cripple their finances. Barely half of investors — 55 percent — describe themselves as “very well prepared” to deal with an unexpected \$5,000 expense, while 44 percent are only somewhat prepared or not prepared. Most investors, 83 percent, feel very well prepared to deal with an unforeseen \$1,000 expense, but confidence drops to 33 percent for a \$10,000 expense.

While many of these investors have significant investments, that money isn't necessarily available for sudden expenses, particularly if it is locked in tax-deferred retirement accounts that may be subject to taxes and IRS penalties for early withdrawals.

The Investor and Retirement Optimism Index was essentially unchanged in the third quarter, coming in at a relatively positive 98, similar to 103 in the second quarter. However, it was a bit higher throughout most of 2017, ranging from 100 to 117. Prior to 2017, the last time the index was

as high as it is now was in November 2000.

These findings are based on the third-quarter Wells Fargo/Gallup Investor and Retirement Optimism Index survey, conducted Aug. 13-20. For this survey, investors are defined as U.S. adults who have \$10,000 or more invested in stocks, bonds or mutual funds.

“I'm intrigued that the findings show confidence in both the personal and economic dimensions remain high yet close to half would be challenged to handle an unexpected expense of \$5,000,” said Dan Prebish, director of life event services at Wells Fargo Advisors. “Given the proportion of investors who appear to be cash-strapped and don't have detailed financial plans, I have to believe that many may see their financial futures through rose-colored glasses.”

The survey found that:

- 15 percent of non-retired investors appear highly proactive and disciplined, setting specific financial goals and detailed plans to reach them (nicknamed financial dynamos).

- 49 percent say they have specific financial goals but rely on broad strategies versus specific plans (financial dabblers).

- 36 percent are unanchored, saying they manage their finances as they go (financial drifters).

The data suggest that financial dynamos benefit from their detailed planning. They are a bit

more confident than financial dabblers that they will have enough money to maintain their preferred lifestyle in retirement (81 percent versus 72 percent). They are also more likely than the dabblers to say they are very well prepared to handle an unexpected \$5,000 expense (70 percent versus 59 percent).

The poll also found that very few investors seek professional advice when planning:

- 13 percent handle their planning by working with a dedicated financial advisor.

- 38 percent say they mostly do their own planning with occasional advice from a professional advisor.

- 42 percent say they do all their own planning with no professional advice.

- 7 percent say they do no financial planning.

Do-it-yourself investors, who do all or most of their own planning, don't utilize external tools or sources:

- 42 percent rely on their own knowledge or experience for financial planning.

- 20 percent rely on friends or family.

- Less than half utilize expert sources such as online financial tools (24 percent), financial publications (10 percent) or financial courses/videos (4 percent).

Of five possible savings goals that non-retired investors might have, saving for a child's col-

lege education is the one they are having the most difficulty reaching. Among those focused on this goal, 27 percent have completed or made a lot of progress toward it. Another 35 percent say they have made some progress saving for a child's college. However, 38 percent — the highest for any goal — have made no progress at all.

Beyond buying a home, which most investors have done, investors have been the most successful at saving for a vacation (57 percent of those with this goal say they've completed saving or made a lot of progress) and building a three-month emergency fund (56 percent).

“We hear about the crippling effects of massive student loan debt and based upon the difficulties parents are having saving for their child's education, it appears this trend will continue for the foreseeable future,” said Prebish.

The poll explored several specific sacrifices investors may have to make to improve their financial goals. Of 11 different actions that could help non-retired investors improve their balance sheets, holding on to their cars longer than they would prefer is the most common investors foresee taking — 81 percent say they have already done this or are likely to in the future. Working for more years than they would prefer ranks second at 70 percent.

Other strategies that majorities of non-retired investors either

expect to employ in the future or already have employed are:

- Cancelling their TV subscription (65 percent).

- Cutting back sharply on their daily living expenses (62 percent).

- Getting a less expensive cellphone plan (57 percent).

- Cutting back on vacations (53 percent).

- Staying in a job or career they don't like (52 percent).

Not only does the slight majority think they will have to stay in a bad job to support their financial goals, but about half of this group (27 percent) said they have already done this.

“We all have to make financial tradeoffs from time to time, but it's disheartening to learn that one in four working investors has had to endure a bad job experience for financial reasons,” said Prebish. “Having a specific plan and building savings creates a ‘bridge’ that could potentially reduce negative scenarios such as this.”

Four sacrifices non-retired investors don't anticipate making are downsizing to a smaller home (42 percent), getting a second job (32 percent), foregoing saving for a child's education (28 percent) and delaying having children or having fewer children than they would prefer (26 percent).

The results of the current Wells Fargo/Gallup Investor and Retirement Optimism Index are based on a Gallup Panel web study completed by 1,059 U.S. investors.

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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.

COMMUNICATIONS

• **Salt Lake City** officials are telling residents to expect more small cell antennae to pop up in neighborhoods to meet the growing demand for mobile and data services. The antennae will supplement existing cellular facilities such as cell towers. The Utah Legislature this year passed the Small Wireless Facilities Act, which allows wireless providers to locate small wireless facilities on existing poles or install new poles in right-of-way areas, which includes the space where the roads, curbs and gutters, park strips and sidewalks are located. The law does not allow cities to prohibit the placement of the devices or poles, but they can create installation standards. Details are at <https://www.slcc.gov/engineering/small-cell-infrastructure-design-standards/>.

CONSTRUCTION

• **Kier Construction**, Ogden, has made several changes to its executive management team. **Steve Kier** has been appointed chief executive officer. He has served as company president for the past 32 years. As CEO, he will be responsible for creating, planning, and integrating the company's strategic direction. He will continue to represent Kier in civic and professional associations in the local community, and at the state and national level. **Clint Costley** has been named president of Kier Construction. Costley most recently was Kier's vice president of business development. As president, Costley will work with Kier in creating, communicating and implementing Kier's vision, purpose and overall strategic direction. Costley holds a bachelor of arts degree in sales and service technology from Weber State University, and a Master of Business Administration degree from the University of Utah. **Zach Judkins** has been pro-

Steve Kier



Clint Costley



Zack Judkins

moted to director of business development. He will oversee Kier's regional business development initiatives with new and existing clients. Judkins has nearly 12 years of experience in the construction industry and in client relations. He holds a degree in sales and service technology from Weber State University.

• **Psomas**, an engineering, planning and surveying firm, has rehired **Stuart Adams** as a senior project engineer and hired **Vicky Golie** as marketing manager. Adams returns to the company after being away for 10 years. He joined Psomas in 1998. Prior to that, he spent the first 10 years of his career in development projects in the San Francisco Bay Area. For the past four-and-a-half years, he was in Saudi Arabia, leading a team for the Saudi Royal Commission tasked with managing the design of infrastructure projects for an expansion of Yanbu Industrial City on the Red Sea coast. Golie will oversee the marketing and business development activities for the company's Salt Lake City office. She has been in the AEC industry for 20 years. Prior to Psomas, Golie was a marketing director at a local architecture firm.



Stuart Adams



Vicky Golie

ing a team for the Saudi Royal Commission tasked with managing the design of infrastructure projects for an expansion of Yanbu Industrial City on the Red Sea coast. Golie will oversee the marketing and business development activities for the company's Salt Lake City office. She has been in the AEC industry for 20 years. Prior to Psomas, Golie was a marketing director at a local architecture firm.

CONTESTS

• **World Trade Center Utah** is accepting applications until Oct. 22 for the **Utah Export Acceleration Grant Pitch Competition**, a contest for small and medium-sized Utah businesses to compete for grant funds to advance their international business goals. Eligible Utah businesses may submit a two-minute video pitch on how the additional funds will help their businesses expand internationally. The top six videos will be displayed on World Trade Center Utah's website Oct. 26-Nov. 1 and accessible to the public for voting purposes. The top three businesses will compete Nov. 8 at the Utah Global

Forum. One of the final three will be selected by popular vote, with two others selected by the World Trade Center Utah team. First place is \$10,000, with second place being \$7,500 and third place being \$2,500. Details are at wtcutah.com (under the "Grants" tab, select "Pitch Competition").

ECONOMIC INDICATORS

• **Utah** has the sixth-best economy in the U.S., according to a list compiled by *Business Insider*. The publication combined six measures of labor-market and general economic health — unemployment rate, job growth, per-capita GDP, GDP growth, average weekly wages and wage growth — to determine an overall score for each state's economy. It noted that Utah's first-quarter 2018 GDP growth rate of 3.2 percent was the second-highest, and its nonfarm payroll job growth rate of 3.5 percent between August 2017 and August 2018 was the highest in the country. The top-ranked economy was in the District of Columbia. The bottom-ranked economy was in Mississippi.

• **Utah** is No. 8 among states in the **Tax Foundation's 2019 State Business Tax Climate Index**. The top state in the index is Wyoming. The bottom state is New Jersey. Utah's corporate tax rate is No. 5, its individual income tax rank is No. 10, its sales tax rank is No. 16, its property tax rank is third, and its unemployment insurance tax rank is No. 16.

EDUCATION/TRAINING

• **Weber State University** has hired **Guy Letendre** as economic development director. Letendre has a background in operations and supply chain management for biotech and transportation companies, including Autoliv, Alexza Pharmaceuticals and Infinia Corp. Early in his engineering career, he helped develop airbag inflation devices for Autoliv. After earning an MBA, Letendre switched his career focus to business administration and consulting, supporting business development, operations and supply chain development for transit,



Guy Letendre

biotech and consumer product companies.

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INSURANCE

• **Diversified Insurance Group**, Salt Lake City, has hired



Kerry Belt

Kerry Belt and **Ryan Wall**. Belt,



Ryan Wall

an account executive, has 25 years of industry experience. She specializes in domestic and international risk exposures faced by mid and large-sized companies in multiple industries, including retail, manufacturing, real

estate, life sciences and technology. Wall, an account executive/producer, previously worked at Goldman Sachs in its private wealth management operations. He received a Master of Business Administration from the University of Utah.

REAL ESTATE

• **Alpha Wave Investors LLC**, a California-based private equity investment firm, has acquired **Cove on Bruce Apartments**, a 76-unit multi-family community in Clearfield. Financial terms and other details were not disclosed. This is the firm's fourth acquisition in the Salt Lake City metro area in the past 12 months. Alpha Wave said it plans to implement over \$750,000 in capital improvements, including adding

a new leasing office and fitness center, exterior paint, signage and landscape upgrades, interior renovations, and the installation of energy-efficient fixtures. Jason Wadsworth at **Carpenter Commercial** represented both the buyer and seller in the transaction.

RECOGNITIONS

• The **Economic Development Corporation of Utah** recently received a **Gold Excellence in Economic Development Award** for its **Industry Profiles** in the category of "General Purpose Print Brochure" from the **International Economic Development Council (IEDC)**. EDCUtah is a private nonprofit organization focused on bringing quality jobs and capital investment to Utah. The Industry Profiles are documents that detail the most relevant information for companies deciding where to relocate or expand their business. The information is tailored to the major industries in Utah and quantifies the strategic advantages of operating their business in Utah.

• Three finalists have been named for the **2018 Utah Leopold Conservation Award**. The \$10,000 award is presented annually by the **Sand County Foundation**, **Western AgCredit**, **Utah Farm Bureau Federation** and **Utah Cattlemen's Association**. The honor, named after conservationist Aldo Leopold, recognizes farmers, ranchers and foresters who inspire others with their dedication to land, water and wildlife habitat management on private, working land. The finalists are **Basque Cross Ranch** of Park Valley, a cattle ranch operated by Lance and Emilie Westmoreland; **Ercanbrack Livestock** of Coalville, a cattle ranch operated by Ed Ercanbrack and his family; and **JY Ferry & Son Inc.** of Corinne, a cattle ranch owned and operated by John, Ben and Joel Ferry. Finalists will be recognized Nov. 1 at the Utah Association of Conservation Districts luncheon in St. George. The award recipient will be presented Nov. 16 at the Utah Farm Bureau Federation's annual meeting in Layton.

• **USANA Health Sciences**, a Salt Lake City-based nutritional and skin-care products company,

see BRIEFS next page

Industry Briefs

from previous page

is on the list of “America’s Most Trustworthy Public Companies,” compiled by TFG Analytics. USANA was ranked fourth among “small/mid cap” companies with an A-plus rating, which only 5 percent of companies researched achieved. The rankings were based on dozens of factors in five key areas: financial governance, environmental, social and corporate governance, quality of earnings, relative risk, and market-implied governance.

- **Utah** ranked first in the **Center for Digital Government’s Government Experience Awards** for the second consecutive year. The center named Utah.gov first in the “Overall State Government Experience” category. Utah.gov services also won an additional award for its notary services and for using artificial intelligence to analyze resident feedback. The Government Experience Awards recognize the achievements and best practices of states, cities and counties that excel at creating useful online government services and applications. Utah.gov is the entry point to over 1,000 online services. It is managed and operated through a public-private partnership between the state and **Utah Interactive**.

RESTAURANTS

- **DeJoria Center**, an event and adventure site in Kamas, has hired **Ernesto Rocha** as its executive chef of **State Road Tavern & Restaurant**. Rocha has 27 years of culinary experience. In the past decade, he worked as executive chef at Boutique Hotel, The Washington School House, as well as the executive sous chef at Powder, in the Waldorf Astoria. He also served as the executive chef at Zoom in Park City.



Ernesto Rocha

SPORTS

- **Athletic Republic**, a Park City-based sports training franchise, has hired **Tommy Auger** as the company’s chief financial officer. Auger previously served as the CFO, chief accounting officer and senior



Tommy Auger

vice president for AlphaGraphics Inc. Prior to his AlphaGraphics franchising role, Auger worked for three of the “Big Four” accounting firms — Deloitte, Arthur Andersen and KPMG — and serviced certain franchising clients as well.

TECHNOLOGY/LIFE SCIENCES

- **Tower Arch Capital**, a Salt Lake City-based lower-middle-market private equity fund, has signed an agreement to sell **Softvision LLC** to **Cognizant Technology Solutions Corp.** Financial terms were not disclosed. The transaction is expected to close in the fourth quarter. Softvision has more than 2,850 employees in 11 countries and five continents. Tower Arch was advised by **BofA Merrill Lynch** and **Kirkland & Ellis LLP** on the transaction.

- **HireVue**, a Salt Lake City talent assessment suite and video interviewing solutions company, has named **Eric Boyd**



Eric Boyd

to its board of directors. Boyd is CVP AI platform at Microsoft, where he oversees development of the AI tools, infrastructure, hardware, big data systems and key data sets powering the machine-learning systems driving Bing, Bing Ads and Microsoft Office. Earlier in his career, he served as vice president of engineering for Mochi Media and spent over nine years in engineering leadership roles at Yahoo, where he was ultimately promoted to vice president of platform engineering.

- **TazWorks**, a Draper-based technology solutions and business strategies company focusing on the background screening industry, has hired **Kary Burns** as director of marketing and communications. Burns’ experience includes working for large telecommunication carriers, cloud service providers and technology companies.

- **Voxpopeme**, a Salt Lake City video technology company, has appointed **Jon Carbone** as vice president of VideoCX, the company’s video-first customer

experience solution. Carbone previously was a management consultant.

- **PrinterLogic**, a St. George-based enterprise print management software company, has promoted **JD Carter** to chief marketing officer. He will be responsible for product definition, corporate branding, product marketing and demand generation. He joined the company in 2013 and had served as its vice president of commercial sales. He earned a degree in business administration and an MBA from Southern Utah University.

TRANSPORTATION

- **Parametrix’s** Utah office, formerly in Midvale, has moved to larger space at 4179 Riverboat Road, Suite 130, Salt Lake City. The Utah office specializes in

transportation planning, transportation and traffic engineering, and environmental planning and compliance. Parametrix established a presence in Utah in 2015 when InterPlan was acquired.

- **SkyWest Inc.**, St. George, has promoted **Justin Esplin** to vice president of information technology. Esplin succeeds **Jim Jenson**, who will retire at year-end after 33 years at SkyWest. Esplin will oversee all of SkyWest’s IT operations for operating subsidiaries SkyWest Airlines and ExpressJet Airlines, including hardware, software, application development and Internet security. He has more than 17 years of SkyWest IT experience. He joined the company in 2001 and was named director of application development in 2008. Prior to his time

at SkyWest, Esplin was a division software manager. He holds a computer engineering degree from Brigham Young University.



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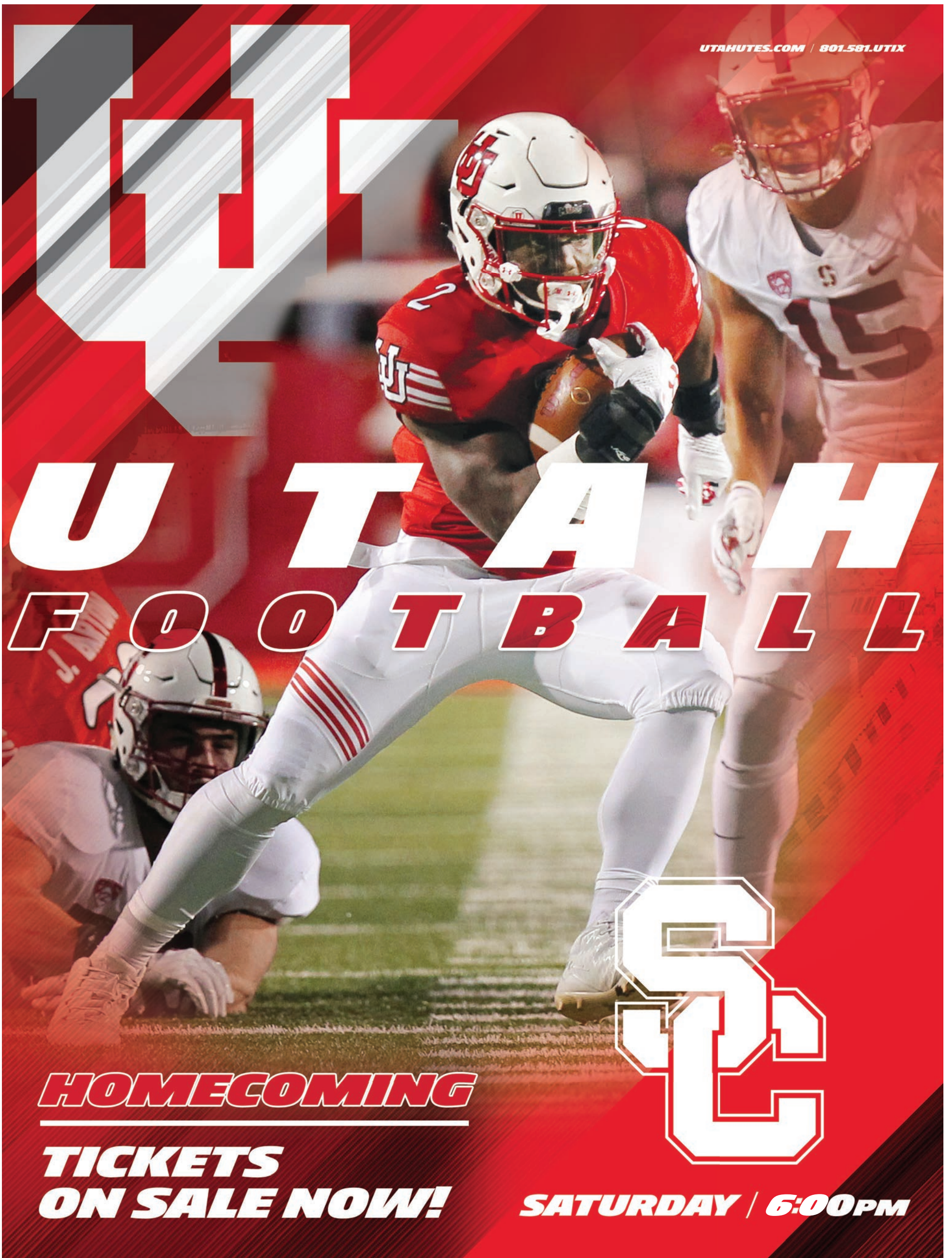
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Calendar

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

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 Boondocks Fun Center, 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 nonmembers. Details are at slchamber.com.

Oct. 16, noon-1 p.m.

Lunch & Learn, an Access Salt Lake event. Speaker Alton Alexander will discuss "Digital Mastery: Turning Technology into Business Transformation." Location is Access Salt Lake, 175 W. 200 S., Salt Lake City. Free. Registration can be completed at Eventbrite.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, 11:30 a.m.-1 p.m.

"Let's Do Lunch," a Sandy Area Chamber of Commerce event. Location is Los Cucos, 10585 S. State St., Sandy. Details are at sandychamber.com.

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

ChamberWest Business Connections. Location is Towne-Place Marriott West Valley City, 5473 W. High Market Drive, West Valley City. Free. Details are at www.chamberwest.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>.

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 development 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 Profitable Relationships," a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall Community Room, 8000 S.

Redwood Road, West Jordan. Free for members, \$10 for nonmembers. Details are at westjordanchamber.com.

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

Innovation Series, a Utah Technology Council event, with the theme "Shared Economy." Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Registration can be completed at Eventbrite.com.

Oct. 19, noon-1 p.m.

Silicon Slopes Live, a lunch and live recording of a Silicon Slopes podcast featuring Sunnie Giles, president of Quantum Leadership Group. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

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 consecutive 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. Cost is \$75 for members, \$150 for nonmembers. Registration can be completed at Eventbrite.com.

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

"2018 WeROC: Women Entrepreneurs Realizing Op-

PRESIDENTS

from page 1

At the forum, hosted by the Salt Lake Chamber and the Women's Leadership Institute, Beth Dobkin of Westminster College stressed the importance of building partnerships between business and education. While internships are important, "we need to also learn about what the workforce needs are and incorporate them into our curriculum," she said. "As we do that, we will create students that are better prepared to manage and lead in an environment that continually changes."

Ruth Watkins of the University of Utah said that during her travels throughout the state this summer she learned that "the state needs more graduates."

"We have to get people through their degrees in a more-timely manner, so timely college completion meets the needs of our

industry," Watkins said. "But that isn't going to do it alone. I also learned from many of our big industries that if we don't produce a more-diverse workforce, they will not stay with us. They are selling products around the world, they're working in very diverse environments. They want graduates that come from different backgrounds, that speak different languages, that represent different cultures. We must work on that."

The building certain types of skills also needs to be incorporated into curricula, she and others said.

"What I heard everywhere was, 'Yes, we need more engineers and scientists, but we need engineers and scientists who can think, talk, work with other people,'" she said. "That ability to work in teams with people from different backgrounds is absolutely vital."

Deneece Huftalin of Salt Lake Community College was among those calling for improvements in what is often called "soft skills."

"I am so weary right now about people's inability to connect with one another, especially those that are different from them," she said. "And I think that is the biggest hurdle we have to figure out: how to listen; how to communicate; how to respect another opinion; how to challenge, gracefully, biased or cruel thinking."

"And I think we have to be kind. I just think we have to be kind if we're going to be smart and have the right skills and then prosper as a community. We have to have a collective kindness rather than an individual digging-in."

Huftalin said SLCC is providing many ways for students to be trained — short- and long-term training, credit and noncredit training, certificates and degrees — "so there's a flexibility to accommodate business and industry and what they need."

Astrid Tuminez of Utah Valley University called for stronger partnerships between education and industry and the community. She was among presidents who

called for more cross-discipline education — "I think all our automotive students should have a class in poetry; I think that would be great" — as a way of boosting diversity of thought and expertise.

Watkins also said that all areas of Utah need access to educational opportunities. "As I traveled around, I learned that the prosperity we're enjoying where I live is not shared everywhere, and that the need for us to engage in new and creative workforce training programs in different environments is very urgent," she said.

While Utah has been grappling with a shortage of skilled workers for several years, Noelle Cockett of Utah State University spoke about the long-term future of the state's workforce. She quoted a statistic indicating that 42 percent of today's jobs will no longer exist in the year 2032.

"When I first heard that ... I thought, 'Gosh, where are all of these people going to get jobs?'" Cockett said.

She said Mike Glauser, director of USU's Center for Entrepreneurship, told her that the key will be to push entrepreneurship.

"I think this entrepreneurship spirit is incredibly strong in Utah. I've seen this with our students," said Cockett, adding that 40 percent of USU students want to have their own business.

"And that's the upcoming generation of people that we have in front of us. In my generation, I wouldn't leave a job unless I knew what I was going to do in the next step. This generation wants to be their own boss. So I think for Utah, we really need to stoke this spirit of entrepreneurship through students that are coming into college or even leaving into the workforce after some career technology education, getting them the tools to create that business opportunity that they can do in the community they want to live in, whether it's along the Wasatch Front or the most remote corners of Utah."

Dobkin said a prosperous economy will require educational institutions to "build a workforce that is flexible and adaptive."

"We are in a time now where we have jobs that are yet to be created, we have problems we can't yet imagine, and, of course, technologies yet to be invented," she said. "So, you put those things together and we really need to create the kind of workforce that is adaptive and flexible and can step into leadership roles."

Derek Miller, the Salt Lake Chamber's president and CEO, said Utah's workforce issues must advance from talking about the problem "to take action to create partnerships and to find solutions." He urged business leaders to "come to the table and be part of the solution" by developing ways "that you can engage to build a stronger talent pipeline that makes sense for your company."

For example, he said, business leaders could present industry perspectives to a college advisory board, create internship opportunities or connect with their local tech college or university.

Results of a quarterly chamber survey of business executives in the state reveal consistently "that businesses share a common concern about the impact of a labor shortage on their companies," Miller said.

"It is the single greatest challenge and the single greatest threat to our continued economic and business growth."



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CALENDAR

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portunities 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, a Murray Area Chamber of Commerce event. Speaker is Mary Crafts-Homer, founder of Culinary Crafts. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Details are at sandychamber.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 ogdenweberchamber.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 is AR Workshop, 2282 E. Murray Holladay Road, Holladay. Details are at holladaychamber.com.

Oct. 24, 7:30-9 a.m.

Employer Seminar, an Ogden-Weber Chamber of Commerce event. Speaker Bob Coursey, an employment law

attorney at Employers Council, will discuss “Dealing with Substance Additions (Including Opioids) in the Workplace.” Location is Ogden-Weber Chamber of Commerce, 2380 Washington Blvd., Ogden. Free, and open to the public. Details are at ogdenweberchamber.com.

Oct. 24, 8-9:30 a.m.

Chamber Launch, a Salt Lake Chamber event. Location is the Salt Lake Chamber, Wells Fargo Board Room, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Free. Details are at slchamber.com.

Oct. 24, noon-1:30 p.m.

11th Annual Women Tech Awards, a Women Tech Council event. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Registration can be completed at Eventbrite.com.

Oct. 25, 8-11 a.m.

“Harassment Prevention for Managers and Supervisors,” an Employers Council event that will discuss the term “hostile work environment” and the difference between inappropriate conduct and illegal harassment, along with how to respond properly and prevent retaliation claims. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$130. Details are at employerscouncil.org.

Oct. 25, 9-10:30 a.m.

“Creating Great Digital Marketing on a Small Budget,” a Women’s Business Center event.

Speaker is Emily Ashby. Location is Women’s Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15. Details are at slchamber.com.

Oct. 25, 10 a.m.-noon

“Government Contracting,” a U.S. Small Business Administration event. Location is the Wallace Bennett Federal Building, 125 S. State St., Room 2222, Salt Lake City. Free. Details are at https://www.sba.gov/tools/events.

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

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

Oct. 25, 4-6 p.m.

ACG Utah After Hours. Location is Topgolf Utah, 920 Jordan River Blvd., Midvale. Cost is \$20 for members, \$25 for nonmembers. Details are at https://www.acg.org/utah/events/acg-utah-after-hours-topgolf or by contacting Linda Blake at linda@acgutah.org or (801) 359-8613.

Oct. 25, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is Neighborhood House, 1050 W. 500 S., Salt Lake City. Cost is \$7 for early-bird members, \$10 for members the week of the event, \$15 for nonmembers. Details are at slchamber.com.

Oct. 25, 6-7 p.m.

Legal 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. 25, 6-7 p.m.

Health Insurance 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. 25, 6-7 p.m.

Accounting 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. 26, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Murray Councilman Jim Brass will provide an update on Murray City happenings and take questions. Speakers are Utah Sen. Gene Davis and Salt Lake County Mayor Ben McAdams. 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. 26, Nov. 2, 8 a.m.-noon

Government Affairs Bootcamp, a Salt Lake Chamber event designed for new and experienced government affairs professionals, company executives and public policy advocates to learn how to improve their effectiveness and understanding of advocating in the state of Utah. Location is State Capitol Board Room, 350 State St., Salt Lake City. Cost is

\$500 for chamber members, \$750 for nonmembers. Details are at slchamber.com.

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

“ADA: Managing Disabilities in the Workplace,” an Employers Council event designed to help employers better manage disabilities in the workplace by exploring who is disabled under the Americans with Disabilities Act. 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. 30, 11:30 a.m.-1 p.m.

Business Women’s Forum 2018. Speaker Sydne Jacques, an engineer-turned-CEO and professional speaker, will discuss “Creating Influence by Design: The Power of Mentoring.” Location is 50 West Club & Café, 50 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

Oct. 30, 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 Kim and John Robertson, owners of ServePro of South Brevard, will discuss “Franchising Versus Owning

see CALENDAR page 17



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Opinion

Government-provided parental leave won't result in hoped-for free lunch

In recent months, a vocal group of conservatives has joined with Democrats in arguing that it's time for the government to correct a blatant market failure: the private sector's inability to provide sufficient paid leave. A new study suggests otherwise.

The study by the Cato Institute's Vanessa Brown Calder is called "Parental Leave: Is There a Case for Government Action?" Before diving into the report findings, I want to question the timing of the conservative interest in government-provided paid leave.

The economy is doing well and growing fast; unemployment rates, no matter how you measure them, are pretty low; and companies that have to compete for the better employees are expanding benefits, including paid leave. In other words, it's an odd moment for conservatives to shift their position on government-provided paid leave, no matter how light the intervention.

The first issue Brown Calder tackles is the question of what the private provision of paid leave looks like. It's meant to answer a recurring talking point from those who advocate for a federal paid leave policy that states that the United States is the only de-

veloped nation without a national paid family leave policy, though a few states have created their own programs. Because some of these supporters understand that the lack of federal provision doesn't mean that the private sector isn't providing the benefit, they add that the Bureau of Labor Statistics shows that only 15 percent of women benefit from paid leave.

Brown Calder then unpacks these notions. First, she looks at the BLS number and finds that it doesn't come close to including all paid leave options and benefits provided by private employers. Using more comprehensive government metrics, she shows that without the government mandating or paying for a paid parental leave benefit, between 45 percent and 63 percent of women report already having access to paid leave. The best part of this story is actually that the data show how the private sector has steadily increased its provision of paid leave to first-time mothers from 16 percent since the 1960s to over 50 percent in 2008 (the last time data were available). If you add disability (which is often used as paid leave), that number grows to 61 percent, which is a 280 percent increase over the period.



VERONIQUE de RUGY

As a result, the share of first-time mothers who quit working declined "from over 60 percent in 1961 to just over 20 percent in 2008." As Brown Calder writes, "This represents a 66 percent decline in first-time mothers who quit their jobs, in the absence of federal government supported leave."

Even in the absence of updated data, we can assume this upper trend is continuing. She writes, "Over 100 large name-brand companies have created or expanded paid family leave policies over the last three years, and a long list of major companies, including Walmart, Walgreens, Home Depot, Target, Starbucks, Amazon, FedEx and McDonald's, have created or expanded paid leave programs since late 2017 alone."

Better news yet is that this expansion benefited low-wage and hourly workers, too. This is important since the data is clear that the women or men who don't benefit from paid leave are historically lower-income women and hourly wage workers. Many of these workers don't even qualify for the current 12 weeks of unpaid, job-protected leave through the Family and Medical Leave Act of 1993.

Unfortunately, as her report shows too well, as much as we would love for everyone to get paid leave, a government-provid-

ed solution to the issue won't result in the proverbial free lunch that supporters hope for. It's likely to have minimal effect, as the new benefit will be offset over time by lower wages. It could also give an incentive to employers to discriminate against child-bearing-age workers for the benefits of older workers.

The study offers more evidence that government-provided paid leave results in fewer women in leadership roles, higher unemployment and lesser pay for women. Brown Calder concludes suggesting that policymakers "think broadly about improving workers' lives and focus on removing barriers to workers' career choices and improving economic efficiency." This can be done, for example, by eliminating licensing requirements and other regulations that increase the cost of child care — or implementing the 2017 Working Families Flexibility Act, allowing employees to bank overtime compensation and use it as future time off. Read it for yourself; you will be inspired.

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

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The Supreme Court, democracy are real victims of the Kavanaugh mess

The most consequential casualty of the recent confirmation battle is not Christine Blasey Ford or Brett Kavanaugh. It is the Supreme Court and, thus, American democracy. The court was one of the last bastions in Washington that towered above the political fray. It is now part of the dysfunction that has overwhelmed almost the entire American system.

When I wrote a book about "illiberal democracy" 15 years ago, I noted that America was not immune to the dangers of populism that could erode liberal democracy. What had saved the country were the many checks and balances on pure majority rule, from the Bill of Rights to the Senate to the judicial system. At some level, the public seemed to understand and appreciate the role of these stabilizing elements that were governed by an internal code, not always responsive to what majorities demanded. I was struck that, in surveys, the three governmental institutions that commanded the most respect were all fundamentally non-democratic — the armed forces, the Federal Reserve and the Supreme Court. Of these, the Supreme Court was perhaps the most important because it is, in many ways, the ultimate arbiter of American democracy — the final decision-maker.

The reason a democratic public admires these non-democratic institutions is not so mysterious. Aristotle believed that the best political system was a mixed regime, one that had aspects of democracy but also gained stability from some bodies that,

rather than pandering to public sentiment, took a longer view and obeyed a higher set of values (such as the preservation of liberty). These kinds of institutions — rooted in history, law, technical expertise — were explicitly shielded from the short-term winds of public opinion and served as pillars for a functional democracy.

Over the years, such institutions in the U.S. have faced ferocious challenges. Two long wars, in Iraq and Afghanistan, have tested the reputation of the military. The speculative bubbles that led to the global financial crisis made many question the vaunted wisdom of the Fed. But both institutions have weathered those storms, perhaps because they were viewed to be genuinely trying their best and functioning as intended. Whatever mistakes they made were honest errors, often corrected. Neither institution is infallible but both were seen as trying to fulfill the roles expected of them by society.

The same cannot be said of the Supreme Court. Perhaps it began in 2000 with the highly political case of *Bush v. Gore*, in which conservatives on the court suddenly abandoned their long-standing principle of deference to states' rights and voted in a nakedly partisan fashion. Some would date it further back to 1987, when the left mounted a fierce campaign against Robert Bork and derailed his nomination. Whatever the best starting date, the court has lost its reputation of impartiality and trustworthiness, so much so that FiveThirtyEight states that "it's in a weaker position now than at nearly

any point in modern history." Over the past several decades, Americans' confidence in the court has gone from a peak of 56 percent in the 1980s to 37 percent today. It is likely to go even lower after the whole Kavanaugh mess.

Both parties are to blame for this descent, but as in most of the discussion of the rise of partisanship and polarization, studies confirm what is apparent to any rational observer. The Republican Party, especially after the "Gingrich revolution" of 1994, is by far the prime mover. It shifted

further to the right, initiated the tactics of treating political opponents as traitors and actively encouraged the incendiary language that now dominates our discourse. Senate Majority Leader Mitch McConnell's refusal in 2016 to fulfill his constitutional obligation to give Merrick Garland consideration for the Supreme Court was simply the most egregious example of a strategy that had been pursued for

see ZAKARIA page 18



FAREED ZAKARIA



Opinion

Most of today's activists bent on humiliation and destruction of authority

Nathan Glazer, 95, is one of the last living intellectuals who helped shape U.S. policy during the 1960s and 1970s. During a teaching stint in 1964 at the University of California Berkeley, he said that radical students who sought social reform practiced “humiliation of others” and “the destruction of authority — any authority — whether necessary and worthwhile or not.”

Recently, my wife and I were coming home from dinner and we passed a small park where a demonstration was being held. The demonstration consisted of one woman, a campus activist, holding a “#MeToo” sign with eight other signs stuck in the ground behind her.

I don't believe the young woman was one of the radical students described by Glazer but instead part of a group that is destined to make the lives of women better and she should be commended for her actions. But there are radical students at the University of Utah who fall into the group that Glazer condemned in 1964.



ROBERT PEMBROKE

Ben Shapiro, a conservative commentator, was scheduled to speak at the University of Utah the night of Sept. 28, 2017, but before he could speak, a raucous demonstration was held in front of the Park Building on campus.

A group of around 400 protesters, made up of members of Black Lives Matter, the LGBT community and others, marched from the Park Building to the Behavioral Science Building, chanting, “It is right, do it now, Ben Shapiro, go to hell,” but these obscene protesters were not successful in stopping the speech and more than a 1,000 vied for the 400 seats available in the Behavioral Science Building. “Humiliation of others” and “the destruction of authority — any authority whether — necessary or not,” was certainly evident at the University of Utah — my alma mater — that day.

Shapiro is the founder and editor-in-chief of the conservative website Daily Wire and has been opposing Pres. Trump since 2016. *The New York Times* labeled

him “the Cool Kids philosopher.”

So, what did Ben Shapiro say that caused such a uproar? “This is America, you are essentially free to do what you want. Freedom is harsh, freedom is unsparring. It means you are free to speak,” was his message.

“This notion that America was created specifically for the benefit of rich white males to preserve their power is absolute and utter hogwash, just complete bull,” Shapiro told the crowd. Now, those words are certainly worthy of bringing out the worst in you, don't you think? Shame on you, Black Lives Matter and LGBT community. Shame on you.

For the second Saturday in a row I asked the following question to my progressive friends at breakfast who are not campus activists: “Why don't the Democrats propose a tax cut for the middle class?” I know that they realize that I am there because they had just agreed with me that Trump is a moral bust. But when I asked the question, they looked at me like I was talking Chinese.

Now I ask you, “Why are the liberal

elites so self-serving and unable — or unwilling — to solve the problems of ordinary people?” My progressive friends are not self-serving, but they are unwilling to discuss and/or debate the idea of a tax cut for the middle class.

“Our country was founded on the principles of individual dignity, limited government and a faith in human progress brought about with debate and reform,” said *The Economist* in a September editorial.

The U.S. has entered into a period of partisanship that I encountered only once before and that was the '60s and '70s because of the Vietnam War. Protests, marches and killings (Kent State) were the norm. In retrospect, I now realize that discussion and debate were absent from American dialogue.

So, do you think that I will be able to get my progressive friends to enter into meaningful debate about a tax cut for the middle-class?

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

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GARFF

from page 1

million donation from the children of the philanthropic Garff family. The Garff children surprised their parents with the dona-

tion and naming at a groundbreaking held last year. This donation marks the support the Garffs have provided over three generations for education at the University of Utah and throughout the community, according to a release from the Eccles School of Business.

USMCA

from page 1

in Mexico or Canada. As demand increases for American and Canadian vehicle components, Utah transportation equipment manufacturers should enjoy increased sales.

UTCUtah thinks increased regulations will drive up prices for automobiles in the U.S., which may result in decreased sales, undermining those gains in the long run. Additionally, increased trade barriers for manufacturers outside of North America could further cause a decline in foreign demand for Utah's automotive components.

The USMCA does create new straightforward and transparent rules, Hansen said. Utah's dairy industry will benefit from new access to Canadian markets for "fluid milk, cream, butter, skim milk powder, cheese and other dairy products," as well as decreased restrictions on mar-

keting certain types of cheese across North America. Utah exported nearly \$2.5 million in dairy products to Canada and another \$700,000 to Mexico throughout 2017. Increased market access and decreased restrictions will help Utah's dairy farmers increase their bottom lines, Hansen said.

Utah's pharmaceutical industry will also enjoy longer-lasting intellectual property protections provided by the USMCA. Utah exported over \$23 million in pharmaceuticals and medicine to Mexico and Canada last year.

Hansen said that while the deal addressed multiple pressing issues, others were ignored for the sake of keeping to the Oct. 1 deadline. "Reaching deals on the issues that are hurting Utah businesses the most," said Hansen, "such as the escalating trade dispute with China and the continuing steel and aluminum tariffs, is essential to reinforce American leadership of the open, rules-based international trade system at the core of our economic success."

"We are proud to recognize the Garff family's legacy of generous contributions on the business campus," said Taylor Randall, dean of the David Eccles School of Business. "The Garff family members are proud graduates of the University of Utah and the David Eccles School of Business and their entrepreneurial spirit and business acumen has forever changed the automotive industry here in Utah and throughout the nation."

Robert H. and Katharine B. Garff also spoke at the recent dedication, touting the beauty of the building and plans for artwork from the best Utah artists to be featured in the building in the coming months. Katharine Garff said the building will serve students holistically, providing an exceptional learning space that also spurs creativity and allows students to generate innovative ideas. "This building is symbolic of the appreciation the Garff family has for education, which has always been our focus in our family," she said. "Our entire philanthropic efforts today center around education. For our educational programs, our tagline is 'We want to change the world the best way we know how, through educating one child at a time.' This building will represent for us the keystone for our love for education. As my husband says of-

ten, education is the great differentiator."

The Garff family has donated to and volunteered at the David Eccles School of Business for more than 40 years, starting with Ken Garff serving on the school's first advisory board. Additionally, the Kendall D. Garff Building supported business education for years. In addition, the Garff family donated \$3 million for a classroom pavilion in the Spencer Fox Eccles Business Building.

"The Garffs' dedication to education, to the University of Utah and to the David Eccles School of Business has made today possible," said University of Utah President Ruth Watkins. "The Garffs' lead gift of \$12 million was essential for this amazing new building that so beautifully enhances the David Eccles School of Business campus and provides much-needed classroom and learning spaces for executive education and our MBA programs and a first-class career services center."

The new building will dramatically expand and enhance the master's-level business programs at the University of Utah, the school said in a release. The newly enhanced Maverik Business Career Services Center will provide students with a multi-year professional development plan designed

to provide year-over-year learning in the areas of professional conduct, appearance, career exploration, personal presentation and job acquisition success.

"The Robert H. and Katharine B. Garff Building is more than a beautiful, well-equipped, state-of-the-art building that houses amenities and community spaces for the executive programs at the U," said current MBA student Lauren Beall. "The Garff Building is a physical promise to continue pursuing excellence and driving national recognition for the executive programs at the David Eccles School of Business. Cohorts of students will pass through these doors, but the true impact will be measured in the years to come and in the effect this commitment will have on past, present and future students."

Founded in 1917 and educating more than 6,000 students annually, the University of Utah David Eccles School of Business offers nine undergraduate majors, four MBAs, eight other graduate programs, a Ph.D. in seven areas and executive education curricula. The school is also home to 12 institutes, centers and initiatives that deliver academic research and support an ecosystem of entrepreneurship and innovation.



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CALENDAR

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Your Own Business.” 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. 31, 8-9:30 a.m.

Employment-Based Immigration Briefing Sessions, an Employers Council event providing participants with a basic understanding of the complex set of employment-based immigration benefits that can provide temporary or permanent work authorization. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$59. Details are at employerscouncil.org.

Nov. 1

Ninth Annual BioUtah Life Sciences Summit, presented by BioUtah. Speakers include Dr. Jeffrey Shuren, director of the Center for Devices and Radiological Health at the FDA; Dr. Marc Harrison, CEO of Intermountain Healthcare; Pat Jones, CEO of the Women’s Leadership Institute; Gary L. Crocker, chairman of Merrimack Pharmaceuticals and president of Crocker Ventures LLC; John Knotwell, president and CEO of the Utah Technology Council; Paul Brooks, executive director of the national Regulatory Affairs Professional Society (RAPS); and Alex Butler, lead PMM for MasterControl Registrations. Location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$275 for BioUtah members, \$325 for nonmembers. Details are at utahlifesciencesummit.com.

Nov. 1, 8 a.m.-5 p.m.

Business Technology Summit 2018, presented by Journey TEAM. Event features keynote presentations and more than 40 breakout sessions on ways to increase business value, integrate systems and further improve technology. Representatives from Microsoft, Okta and dozens of other organizations will be available to answer questions about the latest software releases, product offerings and emerging trends. Location is Megaplex Theatres at Jordan Commons, 9335 S. State St., Sandy. Cost is \$100. Registration can be completed at Eventbrite.com.

Nov. 1, 8 a.m.-3:30 p.m.

“Interviewing and Hiring I,” an Employers Council event teaching a step-by-step approach for planning, conducting and

evaluating a structured, behavioral interview. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at employerscouncil.org.

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

November Lunch Meeting, a Murray Area Chamber of Commerce event. Speaker is Amber Griffiths discussing “Your Brand.” Location is Cottonwood Country Club, 1780 E. Lakewood Drive, Holladay. Cost is \$35. Details are at murraychamber.org.

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

Strictly Networking Luncheon, a West Jordan Chamber of Commerce event. Location to be announced. Free (pay if ordering from the menu). Details are at westjordanchamber.com.

Nov. 1, 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.

Nov. 2, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Craig Burnett, Murray City police chief, discussing “Crime Prevention in Murray City.” Location is Mimi’s Café, 5223 S. State St., Murray. Open to the public. Free unless ordering from the menu. Details are at murraychamber.org.

Nov. 2, 8-9 a.m.

Silicon Slopes Breakfast featuring Andy Stroman, founder of CampSaver.com. Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Free. Details are at siliconslopes.com.

Nov. 2, 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/.

Nov. 2, 8-10 a.m.

Friday Forum, a Utah Valley Chamber event. Location is Zions Bank Building, 180 N. University Ave., Provo. Details are at thechamber.org.

Nov. 2, 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.

Nov. 6, 9 a.m.-noon

“Cash Flow is King: How to

Manage Your Company’s Cash like a Pro,” a Small Business Development Center (SBDC) event. Location is Corporate Partnership Center, MCPC 102, 9690 S. 300 W., Sandy. Details are at https://utahsbdc.org/trainings.

Nov. 6, 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.

Nov. 6, 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 Karl Sun, founder and CEO of Lucid, will discuss “What I Wish I’d Known.” 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.

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

Early B.I.R.D. Business Primer, an Ogden-Weber Chamber of Commerce event. Speaker Slade Opheikens, president and CEO of R&O Construction, will discuss “Lessons Learned: Managing a Business in Good and Bad Times.” Location is the Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com.

Nov. 7, noon-1 p.m.

Cyber Lunch & Learn Series titled “Where Am I?” a Salt Lake Chamber event featuring a baseline inventory assessment and a self-assessment checklist for your own organization. Location is the Salt Lake Chamber, 175 E. 400 S., No. 600, Salt Lake City. Free. Details are at slchamber.com/cyber.

Nov. 7, 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.

Nov. 8

Utah Global Forum, presented by Gov. Gary Herbert. Theme is “Utah – Crossroads of the World,” chosen in anticipation

of three major state projects: the opening of the new Salt Lake City International Airport, the expansion of Utah’s burgeoning tech sector, and the groundbreaking of the Utah Global Trade Port. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Details are at http://business.utah.gov/events/event/governors-9th-annual-utah-economic-summit/.

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

“Legal Issues for Supervisors and Managers,” an Employers Council event reviewing key federal and state laws affecting the employment decisions that managers and supervisors make. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$245. Details are at employerscouncil.org.

Nov. 8, 11 a.m.-1 p.m.

CEO Leadership Exchange, a Utah Technology Council (UTC) event for UTC-member CEOs, owners and founders only. Speaker Jodi Hildebrandt will discuss “Workplace Drama: Understanding the Role of Victim.” Location is Columbus Community Center, 3495 S. West Temple, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Speakers are from Diamonds Direct. Location is The Union, 7176 S. 900 E., Midvale. Cost is \$20 for members, \$30 for guests. Details are at murraychamber.org.

Nov. 8, 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.

Nov. 8, 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.

Nov. 8, 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.

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

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, first floor, 2380 Washington Blvd., Ogden. Free for WIB members.

Details are at ogdenweberchamber.com.

Nov. 9, 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.

Nov. 9, noon-1 p.m.

Silicon Slopes Town Hall, with the theme “Beyond Perks.” Speakers are Joe Staples, chief marketing officer at Motivosity (moderator); Dan Goldsmith, president of Instructure; Natalie Atwood, senior vice president of people at Health Equity; Scott Johnson, CEO/founder of Moivosity and founder/chairman of Workfront; and Elisa Garn, vice president of human resources and talent at Christopherson Business Travel. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

Nov. 11, 7:15-9 a.m.

Breakfast Meeting, an ACG (Association for Corporate Growth) Utah event. Speaker is Felix Morgan, chief financial officer at Cotiviti Inc. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at https://www.acg.org/utah/events.

Nov. 13, 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.

Nov. 13, 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 Rachel Nilsson, founder of Rags to Riches, will discuss “You Don’t Need Millions to Make Millions.” 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.

Nov. 14, 8-9:30 a.m.

“Legal Breakfast Briefing Series: Social Media@Work,” an Employers Council event focusing on the power of social

see **CALENDAR** page 19

CLASSIFIED

CAREERS



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.

ZAKARIA

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years. The Democrats, for their part, have responded by mirroring these Republican tactics. Politicians don't practice unilateral disarmament.

The American democratic system is designed to require compromise. No one controls multiple levers of government, as happens in a parliamentary system. The British prime minister simultaneously leads the executive branch and commands a majority in the legislative branch. But in America, the system is meant to have many different sources of power and legitimacy, all sharing in the functions of government.

For American democracy to work, all the elements — the three branches of government, the political parties, the states and the center — must find a way to work together. And part of what makes this kind of cooperation possible is the sense that there are some institutions, rules and norms that cannot be thrown into the maelstrom of party politics. Some facets of the system must stay focused on the country as a whole, on its long-term viability, on its core values as a constitutional republic. And chief among those institutions is the Supreme Court. Or was.

Fareed Zakaria's email address is comments@fareedzakaria.com.

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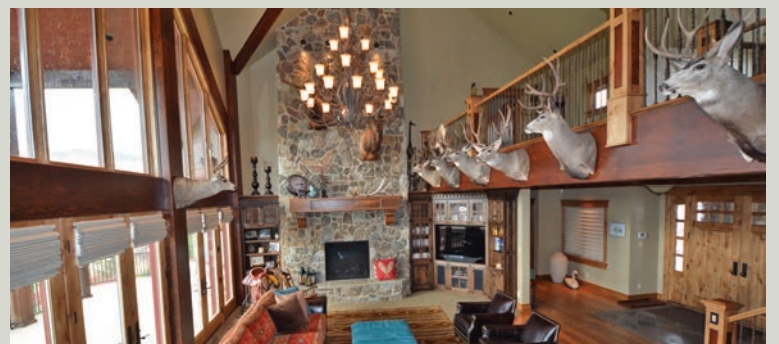


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CALENDAR

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media while minimizing the accompanying legal risk. Location is the Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

Nov. 14, 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 the-chamber.org.

Nov. 14, noon-1 p.m.

"Basic Strategies in Raising Equity," a Silicon Slopes event. Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Free. Details are at siliconslopes.com.

Nov. 14, 3-5 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>.

Nov. 15, 8 a.m.-5 p.m.

"Trends 2019," a ULI Utah (Urban Land Institute) event. Theme is "Get Your

Smart On: Smart Cities, Smart Growth, Smart Buildings, Smart Density." Speakers include Steven Pedigo, director of the New York University Schack Institute of Real Estate Urban Lab and a clinical assistant professor of economic development at NYU; Joseph Minicozzi, principal at Urban3 LLC; and Kenneth Perlman, principal at John Burns Real Estate Consulting. Location is Marriott City Center, 220 S. State St., Salt Lake City. Cost is \$195 for ULI members; \$260 for nonmembers; \$150 for member public agency, under 35, student pricing; \$200 for nonmember public agency, under 35, student pricing. Details are at <https://utah.uli.org/event/uli-utah-2019-trends-conference/>.

Nov. 15, 8-9:30 a.m.

"Technology & Product Series: Scaling Engineering Teams, Session 2: Metric and Standards Deep Dive," a Utah Technology Council CTO series for CTO/CIOs and product executives of UTC-member companies. Speakers Ashley Dreier of Health Equity, David Burggraaf of Instructure and Jesse Dowdle of Rizepoint will dive deeper into the subject of scaling engineering teams. Location to be determined. Free. Registration can be completed at Eventbrite.com.

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

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

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

Nov. 16, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Murray Councilman Jim Brass will provide an update on Murray City happenings and take questions. Speaker from the Utah Humane Society will discuss "Pet Knowledge During the Holidays." Location is Anna's Restaurant, 4770 S. 900 E., Salt Lake City. Free (pay if ordering from the menu). Open to everyone. Details are at murraychamber.org.

Nov. 16, 8:30 a.m.-2 p.m.

42nd Annual Women & Business Conference and Athena Awards Luncheon, a Salt Lake Chamber Women's Business Center event. Theme is "Brave & Bold." In addition to the Athena Award, five other women will receive the Pathfinder Award. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$85 for members, \$100 for nonmembers. Sponsorships are available. Details are at slchamber.com.

Nov. 16, 11 a.m.-8 p.m.

Holiday Gift Market, presented by the Business Incubator at Salt Lake Community College Miller Campus. Location is Salt Lake Community College Miller Campus, Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Free. Details are at

utahholidaygiftmarket.com/.

Nov. 20, 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.

Nov. 21, 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>.

Nov. 21, 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.

Nov. 22, 10 a.m.-noon

"Government Contracting," a U.S. Small Business Administration event. Location is the Wallace Bennett Federal Building, 125 S. State St., Room 2222, Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

Nov. 27, 10-11 a.m.

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

S. Redwood Road, West Jordan. Free. Details are at westjordan-chamber.com.

Nov. 27, 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.

Nov. 27, 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 Sid Krommenhoek, managing partner of Peak Ventures, will discuss "From Startups to VC: Some Things Never Scale." 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.

Nov. 27, 5-7 p.m.

Holiday Open House 2018, hosted by the Salt Lake Chamber, Downtown Alliance, Women's Business Center of Utah and Women's Leadership Institute. Location is Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Free (registration is appreciated). Details are at slchamber.com.



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