

## OF NOTE



### Can't hire 'em, build 'em

In the face of difficulty hiring fast-food employees, California-based CaliBurger has installed Flippy the Robot in several of its 50 locations to handle the gruntwork of turning the burgers and cleaning the hot, greasy grill, freeing human employees to handle customer-facing tasks like taking orders and tidying the dining room. "We're a long way from teaching a robot to walk the restaurant and do those things," said CEO John Miller.

### Industry News Briefs

pages 6-7

### Business Calendar

page 9

### Opinion

page 14-15



*Overstock.com packages await shipment from the company's warehouse in Salt Lake City. In the wake of a U.S. Supreme Court ruling, the Midvale-based company may be compelled by states to collect and remit state sales taxes. The ruling overturned an earlier precedent that the collection occur only in states in which the company had a physical presence.*

## Overstock collecting sales taxes but still wants federal legislation

**Brice Wallace**  
The Enterprise

Overstock.com Inc., a Midvale-based online retailer, says it has begun to comply with a recent U.S. Supreme Court ruling regarding taxation of Internet sales but added that the court action "will have no appreciable impact on our business."

The court ruling essentially allows states to require Internet sales taxes to be collected by online sellers regardless of whether those companies have a physical presence in the state. Overstock, as it has

for years, is calling for federal legislative action on the Internet sales issue.

"Overstock.com Inc. is prepared to comply with today's Supreme Court ruling in *South Dakota v. Wayfair, Inc.*, which overturned long-standing United States Supreme Court precedent in *Quill Corp v. North Dakota*," Overstock said in a news release following the court action. "At the same time, the company calls on Congress to intervene and legislate a fair solution in the wake of today's ruling to lessen possi-

see **OVERSTOCK** page 16

## CAI: All's well for now - a little doubt about the future

Utahns seemed pretty confident in their financial situation in June, but there's a little question mark about the future, according to the Zions Bank Utah Consumer Attitude Index (CAI) released last week. The index increased 1.1 points to 111.9 last month compared to a decrease of 2.4 points in the national Consumer Confidence Index to 126.4.

The Utah Present Situation Index, a sub-index of the CAI, increased 5.1 points to 126.8 while the Utah Expectations Index decreased 1.5 points to 101.9, the lowest level since August 2016. Translated, that means people are OK with where they are now but not so sure about the future. The Present Situation Index rose as 5 percent in Utahns feel local general business conditions are good. Utahns were also more positive about jobs, with 59 percent feeling that jobs are plentiful right now, up 2 percent from May.

The Expectations Index dropped for the third straight month after its record high in March. June's decrease was due mostly to a dip in Utahns' outlook on future business conditions, with 5 percent fewer Utahns feeling future business conditions will be better in six months. Year-over-year the Utah Expectations Index is 5.9 points lower than it was in June of last year.

Utahns' satisfaction with the federal government is at the highest point since Zi-

see **CAI** page 19

## Most tech companies expect more hiring this year

Tech is still king in the Utah job market, according to a just-released report from staffing firm Robert Half Technology. The demand for technology workers is strong and shows no signs of slowing down, the report said.

A majority (61 percent) of technology company hiring managers in the Salt Lake City market said they intend to grow their teams before the end of the year. Almost three in four (74 percent) of the HR manag-

ers surveyed said they are seeing more IT professionals flock to Salt Lake City for job opportunities.

But the growth is not without its challenges. Eighty-seven percent of tech hiring decision makers said they are experiencing recruiting challenges. The positions that managers are trying to fill without total success include cybersecurity, which was named as the toughest skillset to find. Also included in the list of jobs with a shortage

of skilled workers were cloud computing, cloud security, cloud architecture and business intelligence.

"It's still a candidate-driven market in technology," said Justin Rohatinsky, branch manager for Robert Half Technology in Salt Lake City. "Professionals are moving to Salt Lake City for the number of career op-

see **HIRING** page 16



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## Utah's Employers Council publishes regional and state job compensation surveys

Utah Employers Council recently published two job compensation surveys, including the "2018 Utah Benchmark Compensation Survey" and the "Information Technology Compensation Survey." With the intent to help Utah organizations stay current and competitive with employee salaries, these surveys provide an examination of state and regional salary policies, including base salaries, average percent pay increases and hiring rates, the council said in a press statement.

"These two surveys are some of the many resources that Employers Council provides in order to provide employers with accurate and updated information on positions in their industries," said Ryan Nelson, president of Employers Council's Utah office. "In using these materials and data, employers and HR managers are better able to make appropriate decisions when dealing with matters of compensation within their companies and organizations."

The comprehensive benchmark survey provides salary benchmarks for positions of all kinds, ranging from clerks to CEOs. The survey highlights that the average hiring wage for full-time, inexperienced entry-level personnel is \$14.28, up from the

\$13.81 rate recorded in 2017. However, the average salary increase for all Utah regions and organizations surveyed is not projected to change from the 3.1 percent documented in 2017.

The IT compensation survey takes a deeper look into the technology industry in Utah, Colorado, Wyoming and Arizona, providing useful insights for tech company owners. The survey's data reveals an industry average salary increase of 3.28 percent over the past year.

More than 400 positions were surveyed in the benchmark survey, with 16,718 Utah employees participating. The IT survey included 410 job descriptions with 7,233 employees being reported.

"Our priority at Employers Council is to benefit not only employers, but also every individual employee in our community that contributes to the quality of the professional community and job market," added Nelson. "We seek to distribute valuable information that, when absorbed and implemented by employers effectively, aids in supporting the growth and success of companies, and assists in providing more satisfactory compensation packages to the individual employee."

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# Reports: Housing shortage main negative in healthy downtown SLC

**Brice Wallace**  
The Enterprise

A pair of reports released last week indicate that downtown Salt Lake City continues to grow its economic might but faces a need for more housing.

The "State of Downtown Economic Benchmark Report" and the "Attitudes and Perceptions of Downtown Regional Survey Results" were released by

the Downtown Alliance, commercial real estate company CBRE and Salt Lake City.

The benchmark report indicates that 77,850 people work downtown, with about 62,000 in office jobs, 7,700 in restaurant jobs and 3,300 in retail. The total is up from 76,850 a year earlier. In 1990, about 49,150 people worked downtown.

Those downtown workers were paid \$3.6 billion in wages last year, including \$3.3 billion in

office, \$132.5 million in restaurants and \$120.5 million in retail.

Downtown retail sales totaled a record \$865.3 million last year, up from \$837.6 million a year earlier. The lowest figure during the past decade was \$580.5 million in 2011. Of last year's total, \$388.7 million was spent on eating and drinking, followed by \$180.8 million in clothing and shoe sales.

The report indicates that downtown Salt Lake City has 11.9 million total square feet of office

space, 4.4 million square feet of retail space, \$7.2 billion in total property value and 33,000 parking spaces. It has 84.2 vacant or underused acres, and downtown office vacancy is 13.7 percent.

Hotel occupancy is 70.9 percent. A total of 64 citywide conventions attracted 243,000 delegates and produced \$226 million in spending by convention attendees in 2017.

Still, downtown needs continued housing development in

all income brackets, officials said. While still relatively affordable compared to other downtown across the country, downtown Salt Lake City is beginning to feel the growing pains of a rapidly expanding urban center.

The reports also indicate that both startup and expanding tech companies are locating to formerly vacant historic office buildings and underutilized retail spaces, with tech companies choosing downtown to attract a diverse workforce with amenities and cultural experiences that can't be found elsewhere in Utah.

The survey results show that during the past six months, the average person visited downtown Salt Lake City nearly eight times for dining, nearly five times for shopping, more than four times for entertainment and twice for religious activities. The number of dining visits grew from 5.83 in 2015 to 7.9 last year.

Among those who visited at least once in the past six months, the highest percentage was by people making more than \$100,000 a year.

## Young Living named title sponsor at Hale Centre Theatre

Hale Centre Theatre has signed a sponsor for its one-of-a-kind main stage at its recently opened \$100 million facility at the Mountain America Performing Arts Centre in Sandy. The venue will be known as the Young Living Essential Oils Centre Stage. The announcement took place in conjunction with opening night of the theater company's latest production, "Newsies," recently. As part of its sponsorship, Young Living Essential Oils will donate funds and products over the next 10 years to the theater, HCT said in a release. Mary Young, CEO of Young Living Essential Oils, will also serve on HCT's board of directors.

Cast members from "Newsies" ran through the aisles, calling "extra, extra" and distributing newspapers to the audience that announced the Centre Stage's new name. A ribbon-cutting took place prior to the performance with comments by Young and Mark and Sally Dietlein, co-founders of HCT.

The 900-seat state-of-the-art center stage features \$20 million worth of stage automation equipment created by Tait Towers, an international live event entertainment technology company. Tait provided 47 axes of motion using more than 130 motors for hoisting, lifting, sliding and rotating the stage segments and props. The technologically advanced stage features a center column lift, four quad lifts, two large crescent lifts and two slip stages, each independently controlled. Overhead, the technology includes two crane trolleys which can lift or lower up to 16 independent performance pieces, traveling the span of the theater. The theater also features six giant LED screens that wrap the perimeter of the theater to enhance the immersive experience during show time.

"We're grateful for the support Young Living Essential Oils has shown for our theater community and especially for our world-class Centre Stage," said Sally Dietlein. "We've been wait-

ing for the right partner to come along and have been delighted to find that partnership with Young Living. They share a similar goal with us in being a force for good, whether through theater or essential oils, and we couldn't be happier to welcome them into the Hale family."

"We're thrilled to enter into this partnership with Hale Centre Theatre, an organization whose values so closely align with our own. Young Living and HCT have both been pillars of our local community for decades," said Jared Turner, president and COO of Young.

The Mountain America Performing Arts Centre houses a second performance theater in addition to Young Living Centre Stage. The smaller venue is called the Sorenson Legacy Jewel Box Stage.



Mary Young, CEO of Young Living Essential Oils, addresses the crowd at Hale Centre Theatre as her company is named title sponsor of the theater company's main performance arena.

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# WTC Utah awards grants to 23 companies to help develop export business

World Trade Center Utah (WTC Utah) recently awarded funding to 23 Utah companies as part of the Utah Export Acceleration Grant (EAG) program. Created to help small and medium-sized businesses realize their international business goals, the EAG is administered by WTC Utah and funded in part by a contribution from JPMorgan Chase & Co.

“Part of our mission at WTC Utah is to promote prosperity across the state by increasing exports,” said Derek Miller, president and CEO of WTC Utah. “Through the EAG, we are able to help companies add customers, increase revenue and create jobs by selling internationally.”

Recipients of the grant obtain access to knowledge, tools and connections that are otherwise out of their reach, WTC Utah said in a release. Companies also receive reimbursements for education, services and travel activities geared toward advancing their international business plan. Examples include translation and research fees and travel costs associated with trade missions and trade shows. With this grant, businesses gain the opportunity to begin or increase their exporting activities and enter into new markets, WTC said.

Antenna design company Optisys used EAG funds to attend

a recent trade mission to Mexico led by Gov. Gary Herbert. Janos Opra, chief business officer of Optisys, felt his experience on the trade mission helped him better understand the unique aspects of doing business in Mexico. The WTC Utah release quoted Opra as saying, “There are different rules and regulations on how to import and export products compared to Europe. There are also different types of manufacturing locations throughout the country for different products.” Having attended this trade mission, Opra is ready to expand his business to Latin America.

Also attending the trade mission with the financial assistance of the EAG were two representatives from the Intermountain Farmers Association: Dan Lovingier, general manager of south region feed, and Robert Bowles, marketing coordinator for commercial feed at IFA. While in Mexico, Lovingier said he “met with many government officials dealing with agriculture who will be valuable in helping us get our product tags approved in Mexico.” Other arranged networking opportunities included potential end users and possible distributors for their products.

Recipients of the 2018 Utah Export Acceleration Grant are Optisys; Intermountain Farmers Association; Niivatech; Cath-

Tip Inc.; Right Manufacturing Systems Inc.; Applied Composite Technology-Aerospace Inc.; Quantum IR Technologies LLC; Liger Medical LLC; Coalatree, Wagmar Enterprises LLC, doing business as Sno-Go; Mercury Bikes, LLC; and Madsen Cycles.

Also receiving grants were Maxtec, Beartooth Bites LLC, Progenitor Life Sciences, TheraTarget Inc., Q Therapeutics Inc., T3S Technologies Inc., Casino Game Maker Inc., Taste Artisan Chocolate, Epitel, ByAnnie.com LLC and Kaddas Enterprises.

The application period for the next round of EAG grants opened on July 1. The pitch competition will take place on Nov. 8 as a breakout session during WTC Utah’s Annual Global Forum. Applications for the pitch competition will open on Oct. 1.

## Big-D Construction shuffles leadership

Salt Lake City-based Big-D Construction has made changes to its executive leadership team, according to a release from the company.

Cory Moore has been named national president of Big-D’s family of companies. Moore, who most recently served as executive vice president for Big-D, will be responsible for piloting the company’s strategic planning and systems toward fulfilling the company mission of being the most sought-after construction company by customers, employees, subcontractors and industry partners, the company said. Moore has been with Big-D for more than 20 years and the company credits him with being the catalyst to



Cory Moore

much of the growth and success the company has experienced.

Troy Thompson has been named executive vice president and chief operations officer of Big-D. He started his construction career on a large hotel project in downtown Salt Lake City in 1978. Since then he has managed nearly \$3 billion in high profile commercial projects and held numerous executive-level operations roles.



Troy Thompson

“I am excited to help all of our great employees have access to the training they want and need, provide mentorship via direct leaders and create opportunities to advance their careers,” said Thompson. “I am fortunate to have been mentored by great individuals during my 40-year career, having held nearly every position on the operations side of the business.”

Rob Moore will continue as the construction firm’s CEO. Under Moore’s leadership, Big-D has constructed some of the largest and most iconic projects in the country, the release said. This past month, Big-D was ranked No. 61 as part of *Engineering News-Record’s* “Top 400 Contractors in the Nation” rankings.

“These leadership changes allow us to manage, plan and grow with a consistent group of leadership over the next decade or so, and is a major step of our succession plan preparing us for a strong future,” said Rob Moore. “We are an evolving, growing company. These changes ensure our leadership is solid into 2030 and beyond.”

Big-D’s family of companies employs more than 1,100. The firm, founded in 1967, has offices in Salt Lake City, Ogden, Lindsen and Park City as well as Pleasanton, California; Tempe, Arizona; Minneapolis, Minnesota; Bozeman, Montana; and Jackson, Wyoming.

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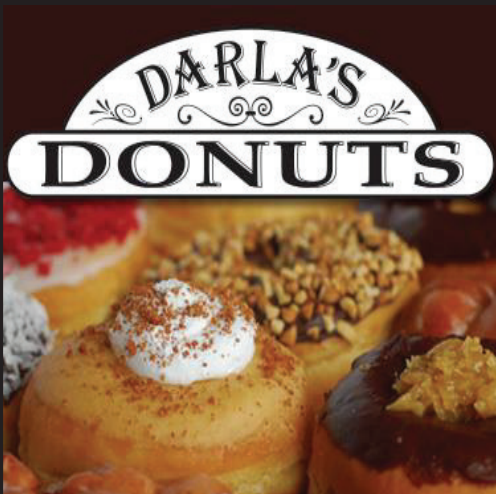
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## DSU receives EDA grant

Dixie State University in St. George has received a major boost for its Innovation Plaza. The U.S. Department of Commerce’s Economic Development Administration (EDA) is awarding a \$875,048 grant to Dixie to purchase equipment and support networking activities for the launch of project. According to the school’s estimates, the project is expected to create 260 jobs.

“Dixie State University has worked to pursue a strategy designed to create new economic opportunity through innovation,” said Dennis Alvord, the EDA’s deputy assistant secretary for regional affairs. “This project will help allow for the expansion of locally based enterprises by providing them with the tools they need to grow and thrive.”

Innovation Plaza will boast a 10,000-square-foot laboratory for biotechnology, medical and environmental training research. It will also house a 6,000-square-foot entrepreneurial makerspace to create a hub for skills training

with a focus on expanding biotechnology innovation in the region.

The Innovation Plaza was made possible by the regional planning efforts led by the Five County Association of Governments. EDA funds the Five County Association of Governments to bring together the public and private sectors to create an economic development roadmap to strengthen the regional economy, support private capital investment and create jobs, EDA said.

The mission of the U.S. Economic Development Administration is to lead the federal economic development agenda by promoting competitiveness and preparing the nation’s regions for growth and success in the worldwide economy. An agency within the U.S. Department of Commerce, EDA makes investments in economically distressed communities in order to create jobs for U.S. workers, promote American innovation and accelerate long-term sustainable economic growth.



## BOX Digital and tZERO sign deal to create token exchange

Overstock.com subsidiary tZERO and BOX Digital Markets LLC have entered into a joint venture which the two companies expect to become the world's first regulated exchange for trading security tokens. Security tokens are electronic tokens defined as "securities" under U.S. law. The joint venture will seek approval from the U.S. Securities and Exchange Commission (SEC) prior to beginning operations.

Focusing on the development and commercialization of financial technology based on cryptographically secured, decentralized ledgers — more commonly known as blockchain technologies — tZERO operates under the name t0.com Inc.

BOX Digital Markets LLC is engaged in creating and developing markets for trading digital assets in a regulated environment and is a wholly owned subsidiary of BOX Holdings Group LLC, which owns and operates BOX Market, an equity options marketplace.

The companies said in a release that tZERO will provide the technology required to create and operate the joint venture. In addition, tZERO will manage the ongoing technology implementation, administration, maintenance and support. BOX Digital will provide executive leadership and regulatory expertise. Upon obtaining SEC approval, the joint venture will operate as a facility of BOX Options Exchange, an existing registered U.S. securities exchange.

Lisa Fall, CEO of BOX Digital, has been appointed as the CEO of the joint venture.

"We will work closely with the SEC to create a framework for the safe and efficient trading of security tokens and our joint venture with tZERO marks a significant step that brings us ever closer to creating the industry's first regulated exchange for security tokens," said Fall. "With BOX's experience in building and operating a sophisticated equity options marketplace and tZERO's industry-leading blockchain technology, we have brought together our organizations' combined expertise to create a more efficient capital market that will benefit traders and issuers."

"There is no doubt that security tokens are the future of capital markets," said Saum Nour-salehi, CEO of tZERO. "tZERO and BOX Digital will create the first fully regulated security token exchange and fundamentally improve the way capital is raised and traded across different asset classes. Teaming up with Box Digital will allow us to complement our alternative trading system, already under development, with a separate, regulated platform, expanding the reach of our technology to security token issuers of all types, from micro-cap issuers to SEC reporting companies."

"I believe the greater investing community does not yet understand the extraordinary changes blockchain is going to bring to global capital markets. It is a great honor to have been selected by BOX as their partner for this historic endeavor," said Patrick Byrne, CEO of Overstock.com and executive chairman of tZERO.

## Alterra Mountain buys Solitude

Denver-based Alterra Mountain Co. has added another Utah ski resort to its portfolio. The company has announced an agreement to purchase Solitude Mountain Resort, following its acquisition of nearby Deer Valley Resort last October.

Solitude is a 1,200-acre ski property with 77 skiing and snowboarding runs, according to its promotional materials. In summertime, it offers visitors lift-served hiking and mountain biking.

"With its close relationship with Deer Valley Resort, Solitude Mountain Resort is a natural fit for Alterra Mountain Co. and a tremendous addition to our family of destinations," said Alterra CEO Rusty Gregory in a news release. "We are especially excited to expand our reach within Utah and offer another ski and snowboard experience in a state known for its

exceptional snow and mountain culture."

The purchase is expected to be completed by late fall, according to the release. Terms of the deal have not been released. Alterra said further information, including whether Solitude will be included in the company's expansive IKON Pass season pass package, will be announced after the purchase is finalized.

By adding Solitude, Alterra, founded in 2017, will grow its family of resorts to 13. Alterra was formed when Denver investment firm KSLCapital Partners partnered with Henry Crown and Co., owner of Aspen Skiing Co. Since then, the group has built a portfolio of resorts in five states and three Canadian provinces that includes Colorado's Steamboat and the operating contract for Winter Park in Colorado.

## SLC joins Utah's C-PACE financing program

Salt Lake City has joined Provo as a member of the C-PACE low-cost financing program for energy efficiency, renewable energy, electric vehicle and water conservation projects. The city's membership will help advance energy improvements in commercial, industrial and qualifying residential buildings, a release from the Governor's Office of Energy Development (OED) said.

C-PACE is a way to finance energy efficiency, renewable energy, water conservation and other building improvement projects on commercial real property. C-PACE financing started in the United States in 2009 and there are currently 46 active C-PACE programs in operation in the U.S. As of December, 988 commercial C-PACE projects have been completed nationwide totaling \$322 million financed.

C-PACE offers many benefits not realized with traditional forms of construction lending, according to a release from the OED. For example, C-PACE allows commercial building owners to finance 100 percent of the project costs (including soft costs) with no money down and fixed interest rates over the term of the assessment, up to 30 years.

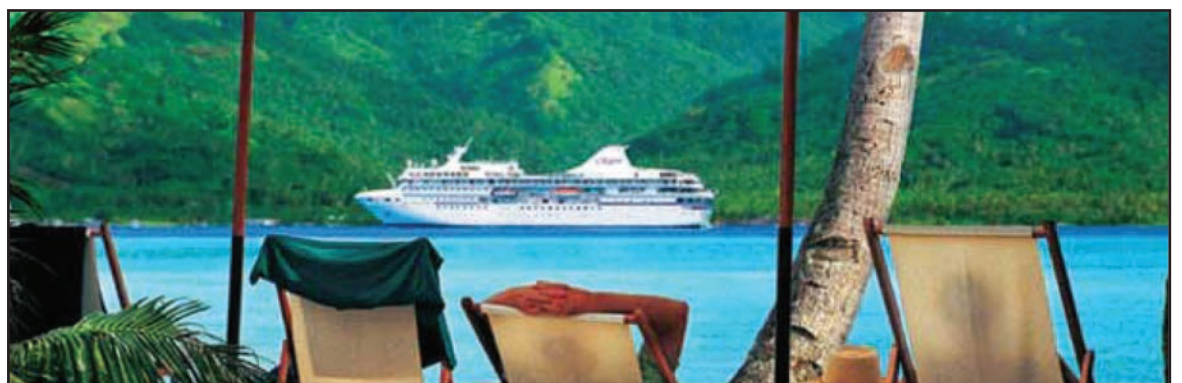
The financing is secured by a voluntary as-

essment placed on the improved real property. This assessment may transfer to any subsequent owners if the property is sold, and the financing is treated like a property tax so it can be treated as off-balance sheet financing.

"C-PACE is a game-changer that helps reduce pollution and provides long-term financial savings," said Jackie Biskupski, mayor of Salt Lake City. "We are thrilled to offer this new tool for the private sector to finance our shared clean energy future. This is a win-win for economic development and a cleaner environment."

Salt Lake City is the second municipality, along with Provo, to opt-in to the statewide Utah C-PACE District since its launch in May. OED and its partner SRS administers Utah's program, including assisting properties with the project evaluation and financing process.

"As our population continues to grow, building efficiency will be key to improving air quality along the Wasatch Front," said Laura Nelson, the governor's energy advisor. "We're pleased that Salt Lake City is making strides to meet this challenge with C-PACE, which will allow them to realize the benefits of economic development while advancing environmental goals."



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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](mailto:brice@slenterprise.com). The submission deadline is one week before publication.

## CONTESTS

• **MountainWest Capital Network (MWCN)** is accepting applications through June 30 for its 24th annual **MWCN Utah** 100 fastest-growing companies in Utah for 2018. The awards event Oct. 30 will recognize the 15 largest revenue-growth companies, 100 fastest-growing companies and Emerging Elite companies. Details are at <https://www.mwcn.org/utah-100/>.

## ECONOMIC INDICATORS

• **Utah** is No. 2 on a list of **"Top 10 States for Homeowners,"** compiled by SmartAsset. Utah trailed only Idaho. SmartAsset used nine criteria to form the rankings. It noted that the median home in Utah has a value of \$205 per square foot — sixth-most in the study. From 2016 to 2017, that figure grew by 9.4 percent. Average closing costs are under \$1,900, the fifth-lowest in the study. It noted that upfront affordability is a concern for Utah homebuyers, with the average home being worth 3.79 times the median annual income, a below-average figure. Details are at <https://smartasset.com/mortgage/best-states-for-homeowners-in-2018>.

## EXPANSIONS

• **LifeVantage Corp.**, Salt Lake City, has expanded by opening for business in Taiwan. It formally kicked off operations in Taiwan in conjunction with a successful market launch event on June 24 in Taipei. In addition to a formal presence in a dozen markets now in North America, Europe, Australia, and Asia, LifeVantage products were also recently made available to customers on a not-for-resale basis in seven additional countries as part of a new Global Customer Program launched in April.

• **TCN Inc.**, a St. George-based provider of cloud-based call center technology, has announced an expansion into India with the opening of its new subsidiary, **ClearTouch**. Headquartered in Chennai, India, ClearTouch offers cloud-based, omnichannel contact center solutions in the healthcare, contact center, automotive and retail industries. TCN has more than 2,000 client accounts worldwide. With the new expansion into India, TCN is expected to triple its employee numbers, increase month-over-month growth by 18

percent and increase its overall revenue five-fold.

## GOVERNMENT

• **Salt Lake City** has formally launched an improved website, [SLC.gov](http://SLC.gov). It replaces [slc.gov](http://slc.gov). The new site allows users to access core municipal functions, including bill pay, business licensing and service requests. The redesign project began more than a year ago and was led by the Salt Lake City Mayor's Office; the city's Information Management Services (IMS) Department; and Utah Interactive, a Salt Lake City-based online services company that focuses on e-government initiatives, including building and maintaining [Utah.gov](http://Utah.gov). The new site has improved accessibility features; a cleaner look; and a prioritization of service-oriented functions like bill pay, service requests, employment opportunities, and permit and licensing information.



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## HEALTHCARE

• **Sera Prognostics Inc.**, Salt Lake City, has hired **Dr. Garrett K. Lam** as chief medical officer.



Garrett Lam

He takes over the new role Sept. 4. He will direct all clinical development activities for the company. Lam currently is a professor of obstetrics and gynecology and chairman of the Department of Obstetrics & Gynecology at the University of Tennessee College of Medicine-Chattanooga. He also serves as associate director of perinatal services for Regional Obstetrical Consultants in Chattanooga.

• **Craig Ulibarri** recently was named executive director at **Life Care Center of Salt Lake City**, a skilled nursing and rehab center. Life Care Center of Salt Lake



Craig Ulibarri

City, located at 1201 E. 4500 S., is one of two skilled nursing and rehabilitation facilities in Utah managed by Life Care Centers of America. Ulibarri has been a senior care administrator for approximately 20 years and owned a running store, Teton Running Co. He earned a bachelor's degree in health science from Brigham Young University.

• **HealthEquity Inc.**, a Draper-based health savings account non-bank custodian, has appointed **Ted Bloomberg** as executive vice president and chief operating officer, a new position. He will start his duties in the third quarter. Bloomberg is currently senior vice president of operations, strategy and support for Financial Engines. He previously was COO of the Mutual Fund Store, a registered investment advisor acquired by Financial Engines in 2016. He also served 10 years in various capacities of leadership at TD Ameritrade, including as managing director of Investools, a TD subsidiary.

## LAW

• **Paul Taylor**, an attorney with Ray Quinney & Nebeker, has been elected chair of the **U.S. Bar's European Patent Office (EPO) Liaison Council**. For



Paul Taylor

over 30 years, the council has met annually with officials of the EPO, representing U.S. users of the EPO's services. Typically, the meetings alternate annually between an EPO office in Europe and a location in the United States, often adjoining a meeting of one of the U.S. national IP groups. The council exists solely for the purpose of these meetings with the EPO, and providing a communications channel between the EPO and U.S. national, regional and local IP groups. It comprises one or two delegates from each of over 30 U.S. IP organizations. In addition to delegates, past chairs of the council and guests invited by the current chair may also participate in council meetings.

• **Holland & Hart** has hired patent and trademark partner **Loren R. Hulse** for its Salt Lake City office. Hulse brings legal expertise in the creation, management and protection of domestic and foreign patent and trademark portfolios to companies disrupt-



Loren Hulse

ing the life sciences, pharmaceutical, biotech, manufacturing and medical device industries. Hulse's experience includes serving as in-house intellectual property counsel for NPS Pharmaceuticals and as patent counsel for Ceramtec Inc. Prior to joining Holland & Hart, Hulse was a partner at Stoel Rives, where he served as the co-leader of the firm's Life Sciences industry group.

## MEDIA/MARKETING

• **Love Communications**, a Salt Lake City-based advertising and marketing firm, has opened an office in Boise, Idaho, at the Zions Bank Idaho Headquarters, 800 Main St.

## PHILANTHROPY

• **Two Maids & A Mop** of Salt Lake City, a residential cleaning franchise, has teamed up with **Cleaning For A Reason**, an international nonprofit serving women with cancer. The company has agreed to help women battling cancer by cleaning two homes per month for two consecutive months throughout the year at no charge. The only requirement is that the homes be within the company's existing service areas of Salt Lake City. Details are at [twomaidsaltslakecity.com](http://twomaidsaltslakecity.com).

• **Salt Lake City**, in partnership with the **National Recreation and Park Association (NRPA)**, has received a \$25,000 grant to support its out-of-school-time healthy food access and nutritional literacy programs. The gift is part of a \$1.5 million grant NRPA received from the **Walmart Foundation** to support out-of-school-time programs in park and recreation agencies across the country. The grant will help YouthCity, Salt Lake City's after-school and summer program, increase access to healthy foods and improve opportunities for

physical activity. YouthCity will receive support for meals provided through USDA after-school and summer feeding programs as well as nutritional literacy materials to help ensure lifelong healthy habits for Salt Lake City's youth.

## REAL ESTATE

• **Toll Brothers Inc.**, based in Pennsylvania, has expanded into the Utah market. The first new-home neighborhood is **Canyon Point** at Traverse Mountain in Lehi. Canyon Point features 204 home sites. Plans call for the sales center to open this fall, with model homes' grand opening in early 2019. **Scott Ilizaliturri**, Toll Brothers division vice president, is based in Utah. The company operates in 22 states and Washington, D.C.

## RECOGNITIONS

• **Visit Salt Lake (VSL)** recently posthumously presented its annual **Tourism Achievement Award** to **Bob Farrington**, who died in April. The award is VSL's highest honor, presented annually to honor



Bob Farrington

members and community organizations for "outstanding efforts in supporting the mission of VSL and the larger tourism community of Salt Lake County." Farrington was the first executive director of the Downtown Alliance of Salt Lake City, a position he held for 15 years and during which he played an integral part of dramatic growth in, and redevelopment of, Utah's capital city. He also served as chairman of the cabinet for the visioning plan "Downtown Rising" and led efforts supporting the TRAX light rail system, as well as numerous small businesses downtown. Farrington later served as Salt Lake City's

see BRIEFS next page



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# Industry Briefs

from previous page

economic development director and was a member of boards of many Salt Lake-based organizations.

• The **Events Industry Council**, in partnership with **IMEX**, has awarded the **IMEX-EIC Innovation in Sustainability Award** to the **Salt Palace Convention Center** and **Mountain America Exposition Center**. The award is designed to recognize event professionals who are driving sustainability forward through innovation, collaboration and idea-sharing. The two **SMG**-managed Salt Lake County facilities were recognized for their significant contributions in improving event business operations with a particular focus on creative approaches to repurposing leftover event materials to support various community organizations. Chance Thompson, senior manager of sustainability and public relations at the Salt Palace and chairperson of the effort's Green Team Committee, has spent the past two years developing partnerships with dozens of organizations that can either recycle or repurpose materials. The concerted effort by the facilities has resulted in over 200,000 pounds of material and food being donated to community organizations. This diversion, plus some energy-saving efforts, is equivalent to eliminating 540 metric tons of carbon pollution.

• Four chief executive officers of Utah companies have been named to the list of **"Top CEOs in 2018,"** compiled by **Glassdoor**. They are: No. 6 **Kurt Avarell**, Canopy Tax; No. 23 **Sam Malouf**, Malouf;

No. 30 **Larry R. Stevens**, Med One Group; and No. 47 **Justin Nielsen**, Onset Financial. Glassdoor's rankings are based on employee surveys.



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## RESTAURANTS

• **Four Foods Group**, an America Fork-based restaurant development, operations, finance and management company, has selected **Valley Grove** in Pleasant Grove as its new headquarters. **St. John Properties** announced the sale of five acres in Valley Grove to **FFG**, which will begin construction on the parcel by fall. It also will be developing a restaurant cluster housing some of the company's fast-growing brands, including **R&R Barbecue**; which is slated to open in July. **FFG** currently owns or manages 158 restaurants in 11 states, employing more than 5,000 workers, including 1,500 of those in Utah. The **FFG** family includes local Utah chains **Kneaders Bakery & Cafe**, **Mo'Bettahs Hawaiian Style**

**Food, Swig and R&R Barbecue**. Outside Utah, restaurants include 74 **Little Caesars** locations across the Deep South.

## RETAIL

• **Ross Dress for Less** will open a store July 21 in the Park Plaza shopping center at 1800 North and 200 West in Clinton. The 22,000-square-foot store will bring the company's store count in Utah to 21 and its overall number to 1,433.

## SERVICES

• A new **Meineke** location has opened at 395 S. State St., Salt Lake City. It is owned by **Nathan Atherley** and sibling duo **Matthew and Lindsey Wood** and offers a line of car care services, from routine oil changes to extensive car repair. **Atherley**, who focuses on finance and sales, is a former Air Force officer and venture capitalist. **Matthew Wood**, who brings technical, legal and product leadership, is a former tech executive and has driven growth for large tech companies such as **Solera Networks**, **Fusion-io**, **Bluecoat** and **Symantec**. **Lindsey Wood** has been in retail management for her entire career. **Meineke** has more than 900 locations nationwide.

• **Valvoline Inc.**, a Kentucky-based supplier of lubricants and automotive services, has announced that franchisee **Superior Lube** has acquired a quick-lube location in the Salt Lake City area that is now operating as a **Valvoline Instant Oil Change (VIOC)** service center. **Superior Lube** operates both **VIOC** quick-lube locations in the Salt Lake area. The newest service center is at 14 W. 200 N., Kaysville.

## SPORTS/RECREATION

• **GGC Member Acquisition Inc.**, doing business as **Glenwild Golf Club and Spa** in Park City, has announced the conversion of the club from a developer-owned business to a member-owned, private club. Scottsdale-based **Glenwild Golf Club LLC**, an affiliate of **DMB Associates**, was the developer of **Glenwild**. The current executive administration and staff across golf, dining, clubhouse facilities, spa, pool, locker room and tennis have all been retained by the new **Glenwild**.

## TECHNOLOGY/LIFE SCIENCES

• **Pluralsight Inc.**, a Farmington-based enterprise technology learning platform company, has appointed **Sean Farrington** as senior vice presi-

dent of sales in Europe, the Middle East, India and Africa (EMEIA). **Farrington** will oversee the strategic direction,



Sean Farrington

expansion and operation of commercial and enterprise sales. He has more than 17 years of international sales experience. He joins **Pluralsight** from customer experience management platform **Medallia**, where he led the European sales expansion. Prior to **Medallia**, **Farrington** served as the regional vice president and managing director of **Northern EMEA** for **Qlik Technologies Inc.** He also previously served as the vice president of U.K. and Ireland at **SAP Business Objects**.

• **ObservePoint**, a Provo-based provider of automated data governance, tag auditing and **GDPR** compliance solutions, has selected **Harold Madsen** as vice president of engineering. **Madsen** has more than 20 years of experience, having previously led the development and engineering teams and



Harold Madsen

projects at **Novell**, **ApexConnex**, **Collabrat** and, most recently, **Ancestry.com**.

• **DSCO**, a Lehi-based inventory visibility software company, has appointed **Angela Matthes** as vice president of finance and strategy. She will help deepen **DSCO's** business intelligence and analytics and implement advanced financial models to help the company continue refining its business strategy. **Matthes** has a decade of financial planning and strategic analysis experience. She joins **DSCO** from the University of Utah's Department of **Biomedical Informatics (DBMI)**, where she was the business director of its **ReImagineEHR** Initiative and provided financial oversight for the department. Prior to that, she was the finance and accounting director for **Neutron Interactive**.

• **Michael Sharp**, co-founder of **Jive Communications**, has joined the board of directors of startup company **vSpatial**, a virtual reality meeting and productivity application company. **Sharp** also served as **Jive's** chief operations officer and chief product officer through its acquisition by **LogMeIn**.



Angela Matthes



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# Leaders have to face the possibility of being occasionally wrong

One of the greatest challenges faced by leaders today is overcoming the notion that they have all the answers. This mindset is a function of an unstated set of values that effectively seal the leader off from the ideas of others.

These unstated values are:

1. I am always right.
2. Never question what I say or do.
3. Don't think, act, feel or believe anything that I would disapprove of.
4. Don't value anything that I don't value.

5. Don't think or learn anything that might threaten my supremacy.

6. Don't make mistakes — and if you do, make sure you take the blame.

7. If in doubt, refer to Value No. 1.

Most recoil from the idea that they might have these values. However, do our behaviors and actions send a different message?

**As you work with others,**

**do you have a tendency to speak first, to offer your ideas before entertaining the ideas of others?**

The fact that you are "the boss" automatically means that your ideas carry more weight than others. By rushing out your ideas, you run the risk that others will "go along to get along," leaving you without other valuable viewpoints.

Often in my consulting work, as I visit a client's operation, I observe things that could be changed immediately to improve productivity. My natural tendency is to blurt these out, prescribing what the client should do.

I have learned, however, that this is precisely the wrong thing to do. Although it would provide immediate value, the greater value for the client is to have them discover better ways to do things. This requires me to ask good questions that will lead the client to their answers. As legendary business guru Peter Drucker put it, "My greatest strength is to be ignorant and ask a few questions."

This approach has several important aspects. First, it engenders deep thought on the part of those whom you question, often revealing new insights. Second, it increases their engagement in solving problems and seeing opportunities. Third — and most importantly — it amplifies their buy-in in implementing solutions.

Beyond these advantages, establishing the practice of asking questions rather than immediately telling others how you see things may literally save your business from failure, or even save lives.

Consider the NASA Challenger and Columbia disasters. Edgar Schein, in his book *Humble Inquiry*, notes that in analyzing these tragedies, it was found "that lower-ranking employees had information that would have prevented or lessened the consequences of those accidents, but either it was not passed up to higher levels, or it was ignored, or it was overridden."

Why didn't these employees raise their concerns? The consequences of their silence were clearly devastating, and it is easy

to point the finger of blame at them. Ultimately, however, NASA's leaders must bear responsibility for creating a culture that discouraged people from speaking up.

**Do you ever ask yourself: "Could I be wrong?"** Or as a client recently suggested to a group of his peers: "Please tell me how my baby is ugly." We all suffer periodically from *confirmation bias*, or the tendency to search for and rely on information that confirms our existing beliefs. A valuable practice to inoculate against this is to invite — even demand — negative feedback. This creates an open atmosphere for employees to express their concerns.

Might this practice have averted the NASA disasters? We don't know, but it's clear that making this a regular practice creates a culture of openness and engagement. The feedback received may be hard to swallow, but it can be the most important information a leader ever receives.

**Do you feel threatened by the talents and skills of others?** Stanford University psychologist

Carol Dweck, in her book *Mindset*, compares former Ford Motors CEO Lee Iacocca with G.E. CEO Jack Welch.

"Iacocca played painful games with his executives to keep them off balance," Dweck notes, making sure they understood that *he* was the real corporate hero. His message: "Do well, but not too well; make sure you validate me!"

Jack Welch, on the other hand, nurtured his people. He would go directly to his front-line employees to figure out what was going on. He led by the code, "True self-confidence is the courage to be open — to welcome change and ideas regardless of their source."

Leadership carries a variety of perks. We must realize that those that reinforce a sense of infallibility are, in fact, destructive for ourselves and our people.

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



**RICH TYSON**

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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](mailto:brice@slenterprise.com). The submission deadline is one week before publication.

## July 5, 11 a.m.-1 p.m.

**RevRoad University Series**, a RevRoad event designed for business leaders, entrepreneurs and startup enthusiasts but it open to the public. Focus will be on marketing video and the value of lean growth strategies. After lunch, RevRoad's Rebecca Palmer will interview Sara Jones about building the Women Tech Council, how the nonprofit started, how they tested and iterated every initiative and how they work with public and private partners. Location is RevRoad, 1555 N. Freedom Blvd., Provo. Free. Details and registration can be completed at [info@revroad.com](mailto:info@revroad.com).

## July 5, 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>.

## July 6, 8-10 a.m.

**Friday Forum**, a Utah Valley Chamber event. Location is Zions Bank Building, eighth floor, 180 N. University Ave., Provo. Details are at [thechamber.org](http://thechamber.org).

## July 6, 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://bit.ly/2ATHGAU>.

## July 6, 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>.

## July 10, 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. Free. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## July 10, 5:30-7:30 p.m.

**Business After Hours**, a Murray Area Chamber of Commerce event. Location is Axe Arena SLC, 6212 S. State St., Murray. Cost is \$15 (pre-registration is required). Details are at [murraychamber.org](http://murraychamber.org).

## July 11, 8-9:30 a.m.

**"Navigating the New Tax Laws: What Small Business Needs to Know,"** a Utah Department of Workforce Services "Better Your Business" breakfast seminar. Presenter is Steve Adams, founding and managing partner of Adams & Petersen CPAs LLC. Location is South County Employment Center, 5735 S. Redwood Road, Room 114, Taylorsville. Free. RSVPs can be completed by emailing Jenny Jones at [jenjones@utah.gov](mailto:jenjones@utah.gov).

## July 11, 9 a.m.-3 p.m.

**Metals Additive Manufacturing Workshop**, developed by the University of Utah Mechanical Engineering Department, in collaboration with the University of Utah Manufacturing Extension Partnership Center. Workshop will focus on 3D printing with metals. Location is University of Utah Continuing Education, 10011 Centennial Parkway, Room 106, Sandy. Free. Details are available at (801) 587-0713 or email [info@mep.utah.edu](mailto:info@mep.utah.edu).

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

**"Let's Do Lunch: World Cup Viewing Party,"** a Sandy Area Chamber of Commerce event. Location is the Zions Bank Real Academy, 14787 Academy Parkway, Herriman. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## July 11, 5-7 p.m.

**Business After Hours**, an Ogden-Weber Chamber of Commerce event. Location is Ogden Pioneer Days Stadium, 668 17th St., Ogden. Free for chamber members and first-time guests, \$10 for nonmember guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## July 12, 8 a.m.-3:30 p.m.

**"Unemployment Insurance: Challenging Claims and Controlling Cost,"** an Employers Council event. Participants will learn who is covered by unemployment insurance, when benefits are awarded, and strategies for lowering unemployment costs. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at [employerscouncil.org](http://employerscouncil.org).

## July 12, 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>.

## July 12, 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>.

## July 12, 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>.

## July 13, 7:45-9 a.m.

**Women in Business Networking**, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## July 13, 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>.

## July 16, 8 a.m.-noon

**"Google: Get Your Business Online,"** a Women's Business Center event. Speaker Corissa Saint Laurent, part of Google's "Get Your Business Online" program, will present three classes: "Succeeding in a Micro Moments World," "Tips for Measuring Online Success" and "Sharing Your Story Through Video." Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://slchamber.com).

## July 17, 8 a.m.-3:30 p.m.

**"Lead Worker Training,"** an Employers Council event. Participants will learn about the changing relationships for leads and group or team leaders, the expectations and limitations of the position, and the communication demands from employees and management. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$205. Details are at [employerscouncil.org](http://employerscouncil.org).

## July 17, 11:30 a.m.-1 p.m.

**Business Women's Forum**. Location is 50 West Club & Café, 50 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

## July 17, 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](http://ogdenweberchamber.com).

## July 17, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## July 18, 8-9:30 a.m.

**"Referral Magic: How to Keep Your Clients Coming Back Again and Again,"** a Salt Lake Chamber event. Speaker is Tony Rubleski, president of Mind Capture Group. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$20. Details are at [slchamber.com](http://slchamber.com).

## July 18, 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>.

## July 18, 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>.

## July 18, 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>.

## July 18, 6-9 p.m.

**"Intent-Based Remarketing and Scripts for the Non-Coders,"** an SLC/SEM event. Speakers are Joe Martinez, director of paid media and community for Granular, and Robert Brady, founder of Righteous Marketing. Location is Club at 50 West, 50 W. Broadway, Salt Lake City. Free for SLC/SEM members, \$40 for the general public. Details are at <http://www.slcasem.org/>.

## July 19, 8 a.m.-3:30 p.m.

**"Legal Issues in Managing Employees for Governments and Special Districts,"** an Employers Council event. Participants will learn about key federal and state laws affecting employment decisions of local government, special districts and quasi-governmental agencies. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at [employerscouncil.org](http://employerscouncil.org).

## July 19, 8:30 a.m.-noon

**NIH SBIR-STTR Workshop**, a discussion of the

National Institutes of Health's Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs. Location is Salt Lake Community College, Miller Campus, Miller Corporate Partnership Center, Building 5, Room 101, 9690 S. 300 W., Sandy. Cost is \$25. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## July 19, 9 a.m.-noon

**2018 UTC Open**, a Utah Technology Council event for UTC-member executives. Location is Topgolf, 920 Jordan River Blvd., Midvale. Sponsorships are available. Details are at [utahtech.org](http://utahtech.org).

## July 19, 11:30 a.m.-1 p.m.

**"Multiplying Lasting Profitable Relationships,"** a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$15 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## July 20, noon-1 p.m.

**Silicon Slopes Live**, a lunch and live recording of a Silicon Slopes podcast featuring Aaron Skonnard, CEO of Pluralsight. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Details are at <https://www.meetup.com/meetup-group-sihsr-wGn/events/250784641/>.

## July 25, 7:30-8:30 a.m.

**Coffee Meet Up**, a Holladay Chamber of Commerce event. Location is 3 Cups Coffee, 4670 S. 2300 E., Holladay. Details are at [holladaychamberofcommerce.org](http://holladaychamberofcommerce.org).

## July 26, 11:30 a.m.-1 p.m.

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Speaker from Thorne & Associates will discuss the latest tax changes related to business. Location to be announced. Cost is \$15 for members, \$20 for guests. Details are at [murraychamber.org](http://murraychamber.org).

## July 26, 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>.

## July 26, 6-7 p.m.

**Accounting Clinic**, a Small

see **CALENDAR** page 10



## CALENDAR

from page 9

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

### July 26, 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>.

### July 27, 3-5 p.m.

**"Pricing Strategies for Small Business,"** a Salt Lake Chamber event. Location is Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Details are at [slchamber.com](http://slchamber.com).

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

**UTC TechLunch,** a Utah Technology Council networking event open to UTC members. Location is 3M Health Information Systems, 575 Murray Blvd., Murray. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

### July 31, 8 a.m.-noon

**"Advanced Human Resource Management Program,"** an Employers Council event consisting of five half-day sessions. The class will teach advanced-level information, guidance and best practice tips on topics that experienced human resources professional should know. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at [employerscouncil.org](http://employerscouncil.org).

### Aug. 1, 7:30-9 a.m.

**Early B.I.R.D. Business Primer,** an Ogden-Weber Chamber of Commerce event. Location is the Weber Center,

2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Aug. 1, 8 a.m.-2:30 p.m.

**"Family and Medical Leave Act: A Guide for Human Resources,"** an Employers Council event featuring information about how to comply with FMLA law, including the definition of "serious health condition," employee notice requirements, and managing intermittent leaves. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at [employerscouncil.org](http://employerscouncil.org).

### Aug. 1, 3-4:30 p.m.

**"Jump Start: Intro to Entrepreneurship,"** a Salt Lake Chamber seminar taught by Deb Bilbao, business consultant at the Women's Business Center (WBC). 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](http://slchamber.com).

### Aug. 2, 8 a.m.-4 p.m.

**"Supervisory Skills Program,"** an Employers Council event over five consecutive Thursdays that provides participants with a foundation of critical skills necessary to become an effective workplace leader. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at [employerscouncil.org](http://employerscouncil.org).

### Aug. 2, 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>.

### Aug. 3, 7:30-8:30 a.m.

**Eggs & Issues,** a Murray Area Chamber of Commerce event. Speaker Craig Burnett, Murray City police chief, will discuss "Crime Prevention in Murray City." Location is Mimi's Café, 5223 S. State St., Murray. Free, and open to the public (no cost unless ordering from the menu). Details are at [murraychamber.org](http://murraychamber.org).

### Aug. 3, 8 a.m.-1 p.m.

**Small Business Nine-Hole Golf Tournament 2018,** a Salt Lake Chamber event. Location is Stonebridge Golf Course, 4415 Links Drive, West Valley City. Cost is \$75, \$30 for nongolfers for brunch. Sponsorships are available. Details are at [slchamber.com](http://slchamber.com).

### Aug. 3, 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://bit.ly/2ATHGAU>.

### Aug. 3, 8-10 a.m.

**Friday Forum,** a Utah Valley Chamber event. Location is Zions Bank Building, eighth floor, 180 N. University Ave., Provo. Details are at [thechamber.org](http://thechamber.org).

### Aug. 3, 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>.

### Aug. 3, 10 a.m.-1 p.m.

**WIB Golf Outing and Luncheon,** a Davis Chamber of Commerce event. Participants can choose from mini-golf, execu-

tive putting green, bucket of balls and batting cages. Buffet begins at 11:30 a.m. Location is Swan Lakes Golf Course, 850 N. 2200 W., Layton. Cost is \$20. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### Aug. 7, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon,** a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### Aug. 9, 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>.

### Aug. 9, 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>.

### Aug. 9, 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>.

### Aug. 10, 7:45-9 a.m.

**Women in Business Networking,** an Ogden-Weber Chamber of Commerce event. Location is Weber Center, bottom-floor atrium, 2380 Washington Blvd., Ogden. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Aug. 10, 8-10 a.m.

**"Utah Compensation Survey Briefing Session,"** an Employers Council event about how organizations can use data excerpted

from the 2018 Utah Benchmark Compensation Survey in planning compensation strategy. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Details are at [employerscouncil.org](http://employerscouncil.org).

### Aug. 10, 8 a.m.

**Silicon Slopes Breakfast.** Speaker is Cory Capoccia, president of Womply. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Details are at <https://www.meetup.com/meetup-group-sihsr-wGn/events/250997425/>.

### Aug. 10, 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>.

### Aug. 15, 7 a.m.-3 p.m.

**2018 Chamber Golf Classic,** an Ogden-Weber Chamber of Commerce event. Breakfast starts at 7 a.m. Shotgun start is at 8 a.m. Lunch and awards are at 1 p.m. Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Sponsorships are available. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Aug. 15, 8 a.m.

**Annual Murray Chamber Youth Scholarship Fund Golf Tournament,** a Murray Area Chamber of Commerce event. Check-in is at 8 a.m. Golf starts at 8:30 a.m. Location is Topgolf, 920 Jordan River Blvd., Midvale. Other details to be announced.

### Aug. 15, 8 a.m.-4 p.m.

**"Generations: Working Together,"** an Employers Council event showing how to recognize the unique needs of different generations in the work-

see CALENDAR page 12

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## CALENDAR

from page 10

force. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Details are at [employerscouncil.org](http://employerscouncil.org).

### Aug. 15, 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. Free. Details are at <https://utahsbdc.org/trainings>.

### Aug. 15, 3-4:30 p.m.

**“Jump Start: Intro to Entrepreneurship,”** a Salt Lake Chamber seminar taught by Deb Bilbao, business consultant at the Women’s Business Center (WBC). 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](http://slchamber.com).

### Aug. 15, 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>.

### Aug. 15, 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>.

### Aug. 16, 11:30 a.m.-1 p.m.

**“Multiplying Lasting Profitable Relationships,”** a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$15 for nonmembers. Details are at [westjordan-chamber.com](http://westjordan-chamber.com).

### Aug. 16, 5:30-8 p.m.

**18th Annual Women in Business Summer Social,** a Women’s Business Center event that will feature recognition of the Women’s Business Center’s Women Entrepreneur of the Year. Location is Ivy House, 550 S. 600 E., Salt Lake City. Cost is \$60 before July 16, \$80 July 16-Aug. 8, \$100 thereafter. Details are at [slchamber.com](http://slchamber.com).

### Aug. 21, 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](http://davischamberofcommerce.com).

### Aug. 22, 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](http://slchamber.com).

### Aug. 23

**2018 ACG Utah Golf Tournament.** Breakfast and registration are at 7:30 p.m. Shotgun start is at 8:30 p.m. Lunch and awards follow play. Location is Eaglewood Golf Course, North Salt Lake. Cost is \$250 for ACG members, \$300 for nonmembers, \$1,000 for foursomes, \$1,500 for hole sponsors. Sponsorships are available. Details are available by contacting Linda Blake at [linda@acgutah.org](mailto:linda@acgutah.org).

### Aug. 23, 9 a.m.-4 p.m.

**Employers Summit,** an Employers Council event focused on going beyond traditional benefits and finding out why employees work at organizations. Location is Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Cost is \$185. Details are at [employerscouncil.org](http://employerscouncil.org).

### Aug. 23, 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>.

### Aug. 23, 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>.

### Aug. 23, 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>.

### Aug. 24, 9 a.m.-5 p.m.

**2018 SLC/SEM Annual Conference.** Speakers include Ian Lurie, Larry Kim, Rand Fishkin and Michelle Robbins. Location is Megaplex Theatres, Jordan Commons, 9335 S. State St., Sandy. Cost is \$349. Details are at [www.slsem.org/dmc-2018](http://www.slsem.org/dmc-2018).

### Aug. 28, 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](http://ogdenweberchamber.com).

### Sept. 4, 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](http://davischamberofcommerce.com).

### Sept. 5, 7:30-9 a.m.

**Early B.I.R.D. Business Primer,** an Ogden-Weber Chamber of Commerce event. Location is the Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Sept. 5, 3-4:30 p.m.

**“Jump Start: Intro to Entrepreneurship,”** a Salt Lake Chamber seminar taught by Deb Bilbao, business consultant at the Women’s Business Center (WBC). 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](http://slchamber.com).

### Sept. 7, 8-10 a.m.

**Friday Forum,** a Utah Valley Chamber event. Location is Zions Bank Building, eighth floor, 180 N. University Ave., Provo. Details are at [thechamber.org](http://thechamber.org).

### Sept. 13, 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, \$15 for nonmembers. Details are at [westjordan-chamber.com](http://westjordan-chamber.com).

### Sept. 14, 7:45-9 a.m.

**Women in Business Networking,** an Ogden-Weber Chamber of Commerce event. Location is Weber Center,

see CALENDAR page 18

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## Opinion

# Despite Musk's tears, Congress must eliminate, not expand, EV tax credit

For manufacturers of electric vehicles, you might expect the accomplishment of moving their 200,000th unit to be met by celebration. However, because the threshold triggers the reduction of a juicy federal hand-out that props up electric vehicle sales, we're getting hand-wringing instead. There's even a push to expand the giveaway and keep taxpayers on the hook in perpetuity.

The \$7,500 tax credit applies to the first 200,000 electric vehicles sold per manufacturer — a threshold both Tesla and General Motors are about to hit — at which point it is then phased out over the course of the subsequent year. The tax credit, along with many other renewable-energy inducements and incentives, unfortunately survived last year's tax reform. But that's not enough for its beneficiaries.

Tesla's chief executive, Elon Musk, has managed to make his company sound like a victim of the whole thing. Amazingly, he said during an earnings conference call that "it drives (him) crazy" for Tesla to be perceived as dependent on government subsidies and that "those fools don't realize" that "Tesla has succeeded in spite of the incentives, not because of them."

He must truly be an impressive leader

for his company to survive under so terrible a burden as benefiting from taxpayer-funded subsidies for those who buy his products. But how are we taxpayers supposed to feel, knowing that we have been subsidizing some of the most expensive cars out there for the sole benefit of the richest Americans (a 2017 Tesla Model S sedan costs between \$69,500 and \$140,000) under a bogus excuse that it would help the technology develop?

Musk further argued, "What matters is whether we have a relative advantage in the market, and in fact, the incentives give us a relative disadvantage." To a degree, he has a point, but he's ignoring the benefits his company has reaped from the tax credit and focusing narrowly on the downsides.

Musk is also right that California's Zero Emission Vehicle program gives an advantage to companies manufacturing both electric vehicles and traditional vehicles, because they can use the California Air Resources Board credits awarded for producing electric vehicles to offset their dirtier products, whereas manufacturers of EVs alone must sell them at reduced value on the market. Such perverse incentives are why governments should be wary

of trying to steer markets in the first place.

Federally, when the credits for Tesla and GM are reduced or eliminated, they'll be at a disadvantage compared with other EV manufacturers. However, that's a problem that only exists because of the benefits received up to this point. For most consumers, Tesla's products are competing against all vehicle types, not just EVs. And the tax credit has afforded the company's products a tremendous advantage over nonelectric vehicles.

In other words, any downside of being among the first to hit the end of the federal tax credit pales in comparison with the benefits of receiving the credit at all. So, for the sake of taxpayers, legislators should resist falling for Musk's crocodile tears if it means prolonging availability of the credit. Eliminating it altogether, on the other hand, would both serve taxpayer interests and address some of Musk's competitive complaints, though it would also mean that electric vehicles would have to compete with non-EV models on flatter ground.

EV manufacturers aren't the only ones pushing for expanding the tax credits. Utility companies hoping to boost demand for electricity also want to keep the handouts flowing.

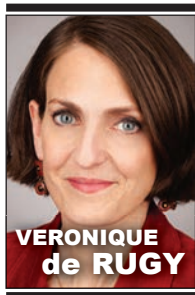
Some argue that utility rates would benefit by better using the underutilized

capacity during off-peak hours that must be generated to meet peak load demands, especially during summer months. Making use of currently underutilized capacity would allow fixed capital costs to be recovered over a larger volume of electricity sales and thus at lower prices. However, that would require EV owners to charge their vehicles when utilities want. If owners instead charged when arriving home after work, as they often do, it could instead exacerbate peak demand issues.

In either case, the entrance of utilities into the debate over EV handouts is a reminder of how quickly special interests can overwhelm the collective voice of taxpayers and mold the tax code to their benefit. Congress failed to fully utilize the opportunity afforded by last year's tax reform to end the electric vehicle tax credit and other programs that force all taxpayers to subsidize the activities of a tiny few. At a minimum, Congress should avoid compounding that error and resist the call of special interests to expand electric vehicle subsidies.

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

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VERONIQUE de RUGY

# Pres. Trump lost the latest battle on immigration, but will he win the war?

Democrats are exultant that Donald Trump had to reverse his policy of separating immigrant families at the border. And there is good reason to celebrate. The policy was mean-spirited and unnecessary. But I do wonder whether this episode will prove to be as damaging to the president as liberals think. With this tussle, Trump sent a clear reminder to his supporters of one simple thing — that he is willing to get tough on immigration.

The president's cruelty made it easy to oppose his policy. But in their delight at the Trump administration's latest misstep, Democrats may be walking into a trap. The larger question is surely: Should the country enforce its immigration laws or, if circumvented, should we just give up?

According to a UN report, last year the U.S. became the world's leading destination for asylum seekers, with a 44 percent increase of Central Americans, who comprised almost half the total at about 140,000. David Frum suggests in *The Atlantic* that most of these people are probably coming to escape poverty rather than violence (which has been declining), and that many hope bringing children will help them avoid punishment. That's why, when asked in 2014 about the tens of thousands of unaccompanied children who had come to the border, Hillary Clinton responded, "We have to send a clear message: Just because your child gets across the border, that doesn't mean the child gets to stay. We

don't want to send a message that's contrary to our laws or will encourage more children to make that dangerous journey."

Immigration has become an issue that motivates a large group of Americans passionately — perhaps like no other. Some of this might be rooted in racism. But it also represents a kind of heightened nationalism. In an era of rampant globalization, people want to believe that they still maintain some sense of stability and control.

Nationalism has been around for centuries, but it is now, in a sense, the last doctrine standing. The great story of the 20th century was the loss of faith. Between the ascendance of science, socialism and secularism, people lost their trust in the dogmas and duties of religion. But this didn't change the reality that they wanted something they could believe in, something with which they could have a deep, emotional bond.

Nationalism has increasingly become that substitute for many on the right, being endowed with a strong and almost mystical attachment. For many on the left, by contrast, nationalism is more of an irrational affinity for a group of people with whom one shares an arbitrary border. Why should, say, a devout Catholic in New Hampshire feel a closer connection to a radical atheist who lives 2,500 miles away in California compared to a fellow Catholic a few hundred miles away in Canada? But such has been the power of nationalism that it continues to

move people to great acts of courage, loyalty, cruelty and hatred.

Immigration has become the litmus test of nationalism, perhaps because other sources have faded or become politically unmentionable. There was a time when nationalism was deeply intertwined in many corners of the globe with religion or ethnicity. And it would be described in those terms openly and proudly. But as Western societies became more diverse, and as minority groups within them asserted their own identities, it became more difficult to define nationalism by those older ingredi-

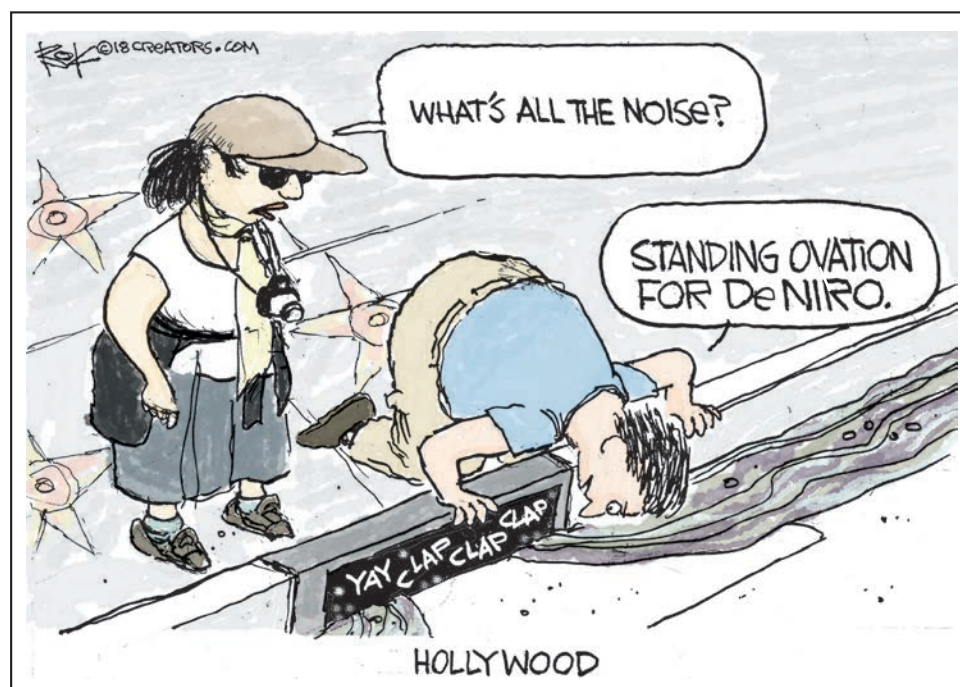
ents. So, what remains? How does one define a nation?

For Americans, political ideas and ideology have always been at the heart. That is why being a communist could be thought of as "un-American." But beyond ideology, there has also been, even in America, a more emotional conception of the nation. And immigration has become a proxy for that gut feeling — the sense that the country must be able to define itself, choose whom

see ZAKARIA page 19



FAREED ZAKARIA





## Opinion

# Utah's loss of Dr. Vivian Lee is Alphabet's - and the healthcare world's - gain

My daughter recently sent me an email that directed me to a website. When I opened the site, it belonged to CNBC, which had published a column by Christina Farr titled "Alphabet's Verily Has Hired Top Execs to Bring its Science Research into Hospitals and Homes." In the article, I finally found out what Vivian Lee is doing after resigning from the leadership of University of Utah Health.

Vivian Lee, you'll recall, was the CEO of the UofU's healthcare system, which includes multiple hospitals, clinics and a medical school, for six years. During her tenure, University of Utah Health earned multiple awards for quality of care and she was also able to keep costs from rising as fast as the rest of the nation.

My daughter and I were both honored to know Dr. Lee. My daughter was hired by Dr. Lee to solicit money for special projects. Her office was located within spitting distance of Dr. Lee's office. I also

had the opportunity to spend time with Dr. Lee while working on a project to lower the cost of healthcare for small businesses.



ROBERT PEMBROKE

According to the article, Lee has accepted a position with Alphabet, the multinational conglomerate that owns Google, as president of its health platform called Verily Life Sciences. There she will lead Verily's effort to improve the world's healthcare. As you may have heard, Alphabet is joining forces with Berkshire Hathaway and JPMorgan Chase to hire their own doctors and build their own hospitals and clinics to provide healthcare to their employees. As near as I can tell, Dr. Lee will not be involved in this venture but will instead lead a global effort to sell Verily's products and services.

Reducing the staggering cost of the American healthcare system is a must for our country. The high healthcare cost reduces the competitiveness of American businesses. The high healthcare cost inflicts financial woes on the pocketbook and

the high healthcare cost causes unneeded deaths in the U.S.

Let's say you are struggling to meet your family's need for food and shelter and one of your children has what looks like a virus. You are going to have to make a choice between food on the table and taking your child to the doctor. You choose food on the table and your child then dies from pneumonia. People should not have to make this choice and by reducing the cost of healthcare, they might not have to.

The cost of our healthcare system falls upon the taxpayer. We are all taxpayers, but many of us are also stockholders in American businesses. Approximately 50 percent of healthcare recipients are covered by employer-sponsored healthcare plans. In our family business, the stockholders paid 80 percent of the employee's premium and 50 percent of the employee's family premium. It was a very worthwhile investment.

In order to change our nation's healthcare system for the better, Americans of all stripes must man the barricades. They

must march on our nation's capital. They must communicate with the political elites and they must put pressure on all healthcare providers.

There is no better place to begin this crusade than in the offices of small businesses. The power of the pen is a mighty weapon in the hands of a well-meaning small-business owner. Sign the paycheck of an employee and include a flyer in the paycheck envelope that says it is up to him or her to reduce healthcare costs. Also provide the contact information for the employee's congressional representatives.

I own a wee bit of stock in Alphabet and with the announcement that they hired Dr. Lee, I am sleeping much better at night. I can keep track of sleeping on my very fancy mobile device and according to the app, I have added three minutes of sleep each night since Dr. Lee joined Alphabet.

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



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## OVERSTOCK

from page 1

ble impacts on innovative Internet startups.”

“Though the impact of the court’s ruling today will be clarified by further proceedings in the lower court, we are prepared to comply with any outcome, and the decision will have no appreciable impact on our business,” Jonathan Johnson, Overstock.com executive and board member, said in the release.

By a 5-4 vote, the court set aside a precedent set 26 years ago that required a retailer to have a physical presence in a state before it could be compelled to collect sales taxes on behalf of that state. That physical presence will no longer be the standard.

“Today the U.S. Supreme Court has re-shaped the interstate commerce landscape in a

move that could impact small-business innovation on the Internet, which has been a driving force behind our nation’s economy for the last 15 years,” Johnson said. “The framers of the Constitution intended Congress to regulate interstate commerce by thoughtful legislation. To lessen the potential impact of today’s ruling on Internet innovation, Congress can, and should, pass sound legislation allowing states to accomplish their aims while still permitting small Internet business to thrive.”

Overstock has long said that Internet retailers would face difficulty trying to collect and remit sales taxes in a patchwork of more than 12,000 state and local taxing districts.

Last week, Overstock said it has started the process to collect sales tax on purchases made by consumers across the nation. It also said it will begin expanding its physical and digital operations — including supply chain,

marketing and recruiting — into states “in which tax nexus concerns previously prevented the company from having a direct presence.”

Overstock had \$1.74 billion in revenue and a net loss of \$109.9 million in 2017. The company’s stock price was as high as \$39.45 on the day of the court ruling June 21 but had slipped to about \$30.50 the middle of last week.

Following the court ruling, Derek B. Miller, president and CEO of the Salt Lake Chamber and Downtown Alliance, issued a statement supporting the ruling.

“This decision levels the playing field between brick-and-mortar and e-commerce businesses, both of which are critically important to Utah’s economy,” Miller said. “Our state’s sales tax base has been declining over the past several decades, leaving millions in uncollected sales tax from online sales that could go

toward essential programs.

“As the voice of Utah’s business community, we now call on our state Legislature to take swift action and pass legislation that allows the state to collect this revenue. The court’s ruling today coupled with action from the Legislature will surely provide a boost to Utah’s economy and ensure our unrivaled business climate continues to thrive.”

State officials have estimated that Utah loses out on about \$200 million annually when online retailers fail to collect state sales taxes.

The Utah Taxpayers Association said that because the uncollected taxes “are already due through the state income tax return filing on the use tax line, the association does not find this decision to be a tax increase for Utahns. Rather, this will assist Utahns to more easily comply with a longstanding state law.”

“We applaud the decision made by the Supreme Court today,” said Billy Hesterman, vice president of the association. “For too long, out-of-state retailers have had the upper hand over our local, in-state stores. This ruling now levels the playing field and allows the market to pick the winners and not an antiquated tax law.”

Hesterman said the association looks forward to working with the Legislature “to see that Utah uses the new revenue from this tax change to lower tax burdens across the state for Utah’s families and businesses.”

The Supreme Court ruling overturned a 1992 court decision giving online retailers what was considered a sales tax advantage. South Dakota two year ago filed a lawsuit against online retailers Wayfair, Overstock and Newegg related to state tax collection.

In the majority opinion written by Justice Anthony Kennedy, the court noted that South Dakota was losing between \$48 million and \$58 million annually in sales taxes not collected by online retailers. That figure balloons to between \$8 billion and \$33 billion annually nationwide, he wrote.

“The physical presence rule has long been criticized as giving out-of-state sellers an advantage. Each year, it becomes further removed from economic reality and results in significant revenue losses to the states,” Kennedy wrote.

E-commerce sales were estimated at \$453.5 billion last year, he wrote. They account for 8.9 percent of total U.S. retail sales, “and it is likely that this percentage will increase. Last year, e-commerce grew at four times the rate of traditional retail, and it shows no sign of any slower pace.”

## HIRING

from page 1

portunities, as well as the quality of life our state offers. And companies are moving here to take advantage of the great talent available. Skilled candidates have plenty of options, especially in the healthcare, technology and education sectors. Additionally, startup growth continues to dominate the Salt Lake market and that’s creating huge demand for IT talent and consultants across many industries.”

When asked to name the top business concerns in the technology sector, decision-makers repeated their concerns over security in their IT systems. They also cited innovation, growing their businesses and upgrading their systems for more efficiency as problems they face.



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## CALENDAR

from page 12

bottom-floor atrium, 2380 Washington Blvd., Ogden. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

**Sept. 18, 11:30 a.m.-1 p.m.**  
**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

**Sept. 18, 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](http://slchamber.com).

**Sept. 19, 3-4:30 p.m.**  
**"Jump Start: Intro to Entrepreneurship,"** a Salt Lake Chamber seminar taught by Deb Bilbao, business consultant at the Women's Business Center (WBC). 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](http://slchamber.com).

**Sept. 25, 7:30 a.m.-2:30 p.m.**  
**"Women Empowered" Conference**, an Ogden-Weber Chamber of Commerce event. Location is Weber State University Davis, 2750 University Park Blvd., Layton. Cost before Aug. 1 is \$55 for Women in Business members, \$65 for nonmembers. Cost after Aug. 1 is \$10 more. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

**Sept. 27, 8 a.m.-3 p.m.**

**Executive Summit 2018**, a Utah Valley Chamber event. Location is Sundance Resort,

Rehearsal Hall, 8841 N. Alpine Loop Road, Sundance. Cost is \$295 for members, \$350 for nonmembers. Details are at [the-chamber.org](http://the-chamber.org).

  
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**CAI**

from page 1

ons Bank began measuring their confidence in 2011 with 30 percent feeling the federal government is doing a good job with economic policy. Perceptions of the state government's economic policy efficacy ticked down two percentage points, with 45 percent of Utahns indicating state government is doing a good job.

Seventy-six percent of Utahns expect housing prices to continue to rise over the next 12 months. At the same time, 61 percent of Utahns reported that housing in their area and within their price range is not readily available. Half of Utahns indicate that rising housing costs negatively impact Utah's economy.

"We know that demand for housing, both to buy and rent, is high in Utah," said Scott Anderson, president and CEO of Zions Bank. "About 60 percent of Utahns feel that housing in their area and price range is not readily available. Yet U.S. Census data shows that Utah's home builders have been building at some of the fastest rates in the nation, increasing the total number of Utah's single-family housing units by 2.1 percent from 2016 to 2017, faster than the second-highest rate in Idaho of 1.7 percent and the third-highest rate in Colorado of 1.6 percent."

"Rising housing costs affect different segments of Utah residents in different ways," said Randy Shumway, chairman and partner at Cicero Group, a Salt Lake City research firm that does data collection and analysis for the CAI. "Lower-income residents who don't own real estate feel an acutely negative impact from rising housing costs because that increase comes straight out of their pocketbooks. Right now, 29 percent of Utahns reported paying 40 percent or more of their income toward housing. On the other hand, those who own real estate benefit from the increased equity value in their homes."

**ZAKARIA**

from page 14

it will allow to come in, and privilege its citizens over foreigners.

The solutions to America's broken immigration system are complicated. But Democrats would do well to remember plain symbolism as well, something Bill Clinton and Barack Obama never forgot, which is why their rhetoric and actions on immigration were often far more centrist than those of many current Democratic leaders.

In politics, people recall a few simple things. To illustrate that point, a pollster in the 1980s once told me a story. A focus group

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asked a man whom he would vote for, Ronald Reagan or his Democratic opponent, Walter Mondale. "Reagan," the man said. "Mondale is a communist." The pollster explained that this wasn't true. The man replied, "Well, maybe. I'll still vote for Reagan. One thing I know, no one's ever

thought he was a communist!"

Donald Trump might have lost this round. But no one will ever think he's soft on illegal immigration.

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

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**International Relief Teams Seeks Skilled Construction Volunteers**

International Relief Teams (IRT) is seeking volunteers with construction skills (handypersons or licensed contractors) for one week deployments to U.S. flood affected areas to help those families who cannot financially recover on their own, get back into their homes. Our construction teams are currently working in Louisiana in the aftermath of last year's record floods, and anticipate we will be needed in Texas in the near future.

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

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

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

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

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



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