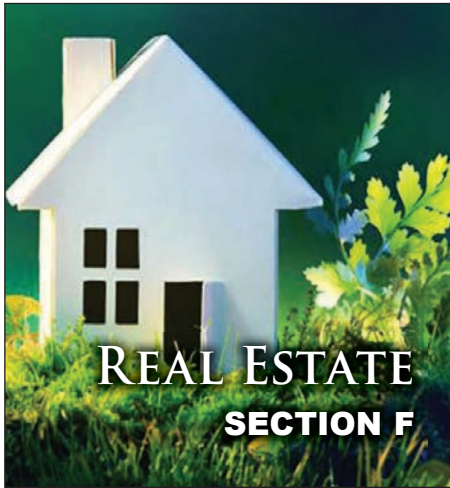


Focus



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U.S. Sen. Orrin Hatch chats with Scott Anderson, chairman of the World Trade Center Utah board of directors, prior to the recent Thought Leader Symposium focused on trade wars. Hatch and a panel of experts discussed the impact of tariffs and how Utah companies can try to avoid being hurt by them.

'Uncertainty' best describes trade wars' impact on Utah

Brice Wallace
The Enterprise

Facing possible huge impacts stemming from the current \$300 billion in U.S. tariffs on imported goods and \$660 billion in threatened tariffs, what are Utah companies to do?

The answers are elusive.

During a recent Thought Leader Symposium focused on trade wars, panelists struggled to find concrete, effective responses to that question.

“One of the biggest frustrations we have in agriculture right now is there is very little we can do to protect our own destiny,” Ron Gibson, a dairy farmer and president of the Utah Farm Bureau, said at the event, presented by the World Trade Center Utah and the Salt Lake Chamber. “We’re just kind of in the boat, riding the waves.”

The U.S. Chamber of Commerce has estimated that the current trade war threat-

see TRADE page 4

Utah leads the nation in total new job creation

Not only is Utah one of the leaders in the nation with its low unemployment rate, new figures from the U.S. Bureau of Labor Statistics (BLS) show Utah is ranked No. 1 for total job growth in the U.S. at 3.9 percent. The state is second in private-sector job growth, tied with Wyoming at 3.9 percent.

Neighboring Nevada is second in the U.S. with a 3.7 percent job growth rate while Idaho comes in third at 3.4 percent. Oregon is tops in private-sector job growth at 4.4 percent.

Utah’s nonfarm payroll employment for July grew by an estimated 3.9 percent, adding 57,100 jobs to the economy since July 2017, according to data released by the Department of Workforce Services. Utah’s current 3.1 percent unemployment rate — up one-tenth of a percentage point from June — means about 48,700 people are seeking employment while 1,510,700 have jobs. Meanwhile, the national unemployment rate decreased one-tenth of a percentage point to 3.9 percent.

“Utah experienced yet another month of significant growth in the job market,” said Carrie Mayne, chief economist at the Department of Workforce Services. “Fueled by robust economic conditions, the state added the highest number of jobs year-

see JOBS page 20

Utah joins Policy Academy to promote manufacturing

Utah has joined two other states and Puerto Rico in forming a new Policy Academy designed to help grow and strengthen manufacturing in their states. The other two states are Kentucky and New Jersey.

State teams began meeting last week in Washington, D.C., with policy experts to develop or further refine strategies to bolster manufacturing. Each team includes representatives from the participants’ governor’s office, state economic development department, Manufacturing Extension Partnership center, manufacturing trade association and other manufacturing centers.

“Manufacturing is a vital component of the economy in each state and the success of the manufacturing sector is imperative for the country’s strength and competitiveness,” said Dan Berglund, president and

CEO of Ohio-based State Science and Technology Institute (SSTI), a nonprofit which is helping to coordinate the academy. “We are looking forward to supporting the states as they strengthen their manufacturing base and build on their success. We expect that each of the participants will develop new initiatives or expand on those already in place to advance their manufacturing agenda.”

The year-long Policy Academy will guide the states through a planning and implementation process to identify relevant manufacturing-related partnerships and policies to move their economic development strategies forward. Each participant will receive customized assistance through access to national experts and collaboration with colleagues in other states. They may choose

to focus on addressing skills gaps, accelerating startup growth, expanding their market, improving their supply chain or other priorities the state teams identify.

The Policy Academy is being coordinated by SSTI and the Center for Regional Economic Competitiveness (CREC) with support from the Hollings Manufacturing Extension Partnership (MEP) based at the National Institute of Standards and Technology (NIST). SSTI works to strengthen initiatives to create a better future through science, technology, innovation and entrepreneurship, the organization said in a release announcing the academy. CREC works to provide policy makers from

see ACADEMY page 20



BHB Consulting Engineers names CEO

Scott Pettit has been named CEO at BHB Consulting Engineers in Salt Lake City. With over 23 years of structural engineering experience, Pettit has been a principal at BHB for 14 years and is instrumental in BHB's growth, according to a company release.



Scott Pettit

"I'm honored to serve as CEO at BHB Consulting Engineers. We are an organization focused on hard work and continual improvement," said Pettit. "As CEO, I want to elevate our customer service experience, develop our employees and take BHB to an even higher level of excellence."

Pettit joins BHB's executive team, which includes Chris Hofheins as president and Jay Miller as chief operating officer.

Pettit replaces BHB co-founder Don Barker, who has stepped down as CEO to dedicate more time to serving his clients and mentoring BHB's engineers, the company said. "Under Don's tenure as CEO, BHB has become one of the largest structural engineering firms in the Intermountain region with offices in Salt Lake City, Utah, and Boise, Idaho. Don has created a culture of responsive, well-coordinated and creative structural engineering on thousands of projects. BHB is appreciative of Don's years of dedication as he transitions to his new role," the statement said.

Bioworld Merchandising acquires Vandor LLC

Vandor LLC, a Salt Lake City company that specializes in sculpted, licensed home products such as drinkware, kitchenware and home décor, has been acquired by Dallas-based Bioworld Merchandising. Bioworld markets licensed apparel and accessories for entertainment brands.

Founded in 1957, Vandor has offices in China and the Philippines and employs 120. The company introduces hundreds of new designs each year.

"We were thrilled when Bioworld approached us," said Vandor CEO Sarah DeVoll. "We have

heard nothing but positive feedback from our mutual customers and licensors about Vandor joining the Bioworld family."

"We were impressed by Vandor's reputation for creating unique and differentiated high-quality products and we're excited about our growth in the housewares and home business," said Raj Malik, Bioworld's CEO. "This strategic acquisition is consistent with our mission to continue to expand our business into new licenses, channels of distribution and international markets while continuing to bring an un-

paralleled consumer experience across all our product categories. I am confident in our teams' shared passion for providing consumers with products that truly embody the brands they love and look forward to the success this union will bring."

The acquisition will increase Bioworld's global distribution and overall share of the licensing industry, the company said in a release. "Vandor's unique design capabilities and manufacturing presence in Asia will continue to build upon Bioworld's strength and leadership within the industry."

Pure signs Jazz broadcast deal

Larry H. Miller Sports and Entertainment has signed a five-year deal with Salt Lake City-based Pure Broadcast Corp. to provide mobile HD sports broadcast services for Miller-owned Utah Jazz games. The long-term agreement calls for Pure Broadcast to provide facilities for the broadcast of all home games and other select Miller events.

Pure said it will dedicate two 53-foot trailers containing multi-format, high-definition broadcast ability to the Jazz contract. The units will feature Sony cameras, Calrec audio mixers, Grass Valley Kayenne switchers and EVS XT3 replay devices in a variety of

formats.

"This is an exciting day for our company. As a group of guys who grew up as die-hard fans of the Jazz, we couldn't be more excited to have them as our first long-term HD broadcast partner," said Daren Wright, CEO of Pure. "We were able to offer the Jazz a boutique, technologically powerful, customized broadcast facilities solution and were rewarded with a long-term commitment."

Pure Broadcast has provided facilities to the live sports broadcasting industry with clients ranging from NBCUniversal's The Golf Channel to ESPN college football.

Provo gets infrastructure funds

Provo City Corp. has received a \$1.8 million grant from the U.S. Commerce Department's Economic Development Administration (EDA), according to a release from the office of U.S. Secretary of Commerce Wilbur Ross. The grant is to be used for roadway and utility infrastructure needed to support business expansion and development. According to Provo officials' estimates, the project is expected to create 450 jobs and spur \$35 million in private investment.

"After years of neglect, the Trump administration has emphasized the crucial need to rebuild and revitalize American infrastructure," said Ross. "The new roads and utilities providing access to the Mountain Vista Business Park will support local businesses' needs and create new job opportunities for the community."

"I am glad to see the Depart-

ment of Commerce make this proactive investment in infrastructure development in Provo," said Gov. Gary Herbert. "This project will make a real difference in one of the fastest-growing counties in our state."

The project will help Provo further develop an emerging tech and manufacturing campus inside the Mountain Vista Business Park. In addition, Medic Life, a healthcare technology company, will house its headquarters there. The project was made possible by the regional planning efforts led by the Mountainland Economic Development District (MEDD). EDA funds will 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, MEDD said in a statement.

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Biskupski looking for public input as city preps to rezone inland port area

Salt Lake City Mayor Jackie Biskupski, a critic of legislation creating the Utah Inland Port Authority since it was passed in the waning days of the 2018 general session, is seeking public input on zoning regulation for the port area.

HB2001 requires the city to update its zoning ordinance to support inland port uses before year-end. Biskupski has warned that the bill usurps tax and land-use authority from the city.

“The city loses its opportunity to regulate inland port uses if it does not adopt updated zoning regulations before the end of 2018; however, based on existing legislation, the Inland Port Authority Board continues to maintain final land-use authority

within the designated inland port area,” the city said in a news release outlining the public input process.

The release said the city’s planning division would begin updating the zoning regulations in the port area “to strongly respect Salt Lake City’s values and community concerns.”

Supporters say the inland port — in an area south and southwest of the Salt Lake City International Airport — is one of the largest economic opportunities, if not the largest, that the state has ever faced. Its exact makeup is yet to be determined but it would be a center for warehousing and truck, train and air distribution. Critics have said the inland port legislation was developed too quickly,

and some have expressed concerns about the port’s environmental impacts and the costs of its infrastructure needs.

As part of a six-week “engagement period,” the public can provide input about zoning at a community open house Sept. 5 at 8 p.m. at the Sorenson Unity Center, a planning commission public hearing Sept. 12 at 5:30 p.m. at the City and County Building, and at a planning commission public hearing and potential recommendation meeting Sept. 26 at 5:30 p.m. at the City and County Building.

“My administration will explore every possible opportunity to protect the city’s interests and our constitutional authority over how land is developed in our ju-

risdiction,” Biskupski said. “While we are being forced to expend tremendous effort and time to meet this arbitrary [Dec. 31] deadline, the troubling fact remains even our updated regulations can be overturned by the Inland Port Authority Board at any time.”

The release indicates that a main focus of the zoning change project will be to evaluate the types of uses that might be associated with an inland port and develop regulations that support the city’s sustainability and master plan goals. Most of the port area is in a light manufacturing, or M-1, zoning district and typical inland port uses are already allowed in the M-1 zone. “However, there are eight other zoning districts and six overlay districts located within the inland port area that may not currently allow uses associated with an inland port,” the release said.

The zoning project will look at improving air quality, minimizing resource use within the area, respecting and maintaining sensitivity to the unique natural environments in proximity to the area, identifying neighborhood impacts and community concerns, and adding inland port uses as permitted and/or conditional to the zoning districts that are located within the area.

“While we continue to explore our legal options, it is important that we update our zoning in the impacted areas to ensure our values are clearly defined prior to any significant action taken by the unelected Inland Port Authority Board,” Biskupski said. “This effort will

also provide a meaningful way for the public to finally have their voices heard.”

The planning division also seeks input on how the city can address the standards that the inland port authority appeal panel is required to use related to impacts from an inland port use. Those standards include:

- The potential environmental impacts inland port uses may have on air quality, surface water and groundwater.

- The extent to which an inland port use will apply the best available technology or systems to mitigate any environmental impacts.

- The potential impact an inland port use may have on abutting property owners and migratory birds.

Details about the project are at <https://www.slcc.gov/planning/2018/08/02/inlandport/>.

Nation's youngest entrepreneurs are in SLC

Salt Lake City has the youngest entrepreneurs among the nation’s 50 largest cities, according to a new study from online lender LendingTree. With an average age at their companies’ origin of 37.81, Salt Lake City joins Buffalo, New York; New Orleans; and Oklahoma City with those who founded their businesses before their 38th birthday.

The study compared ages of business founders on their companies’ dates of origination in the 50 largest U.S. cities using data from business owners seeking funding. Average founders’ ages when starting their business ranged from 37 to 42 years old. “This five-year gap in average ages might seem small, but it can represent many factors that work for — or against

— entrepreneurs in each city,” LendingTree said.

Gen Xers started nearly 42 percent of new businesses founded in the past five years, the study said, followed by millennials who founded almost 38 percent. Louisville, Kentucky, had the highest proportion of millennial founders, at 44.8 percent.

The cities with the youngest entrepreneurs are likely to have some of the lowest barriers to enter entrepreneurship, according to the report. A closer look reveals that booming local economies, along with low local costs and taxes, may be fueling startup growth. These cities also have strong support systems in place to help founders and their startups succeed, from business incubators and accelerators to networking

events.

“The youngest business founders in the country can be found in Salt Lake City, Utah,” the report said. “Entrepreneurs here achieve their dreams of starting a business at just 37.8 years old. The area known as ‘Silicon Slopes’ encompasses the Salt Lake City metropolitan area and nearby cities; it is home to billion-dollar tech companies such as Overstock.com, Pluralsight and Qualtrics.”

“These big players have helped establish a steady, growing economy in Salt Lake City and throughout Utah. The area also has an established (and growing) pool of qualified talent. Combined with the relatively low cost of living, entrepreneurs in Utah have few obstacles — and plenty of opportunities,” LendingTree said.

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TRADE

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ens \$181 million in Utah exports. But questions linger about the Trump administration's existing and planned tariffs.

"If you distill the problem down to one single word, the word in my mind is 'uncertainty,'" said Miles Hansen, president and CEO of World Trade Center Utah. That uncertainty extends to which tariffs have been imposed, the immediate and long-term consequences of those tariffs, which additional tariffs will be put in place and what Utah companies can do "to avoid becoming collateral damage," he said.

"We have these tariffs threatened and imposed and the big question is, what do you do as a small business when you need to either pay the tariff or figure out how to get out of them?" asked Emily Lyons, a regulatory and litigation attorney at Michael Best & Friedrich LLP.

One possible option is to seek exclusions, she said. The Office of the United States Trade Representative and the U.S. Department of Commerce have undertaken an exclusion process regarding steel and aluminum tariffs and China's unfair trade practices.

"This exclusion process is going to go on," Lyons said. "I believe that so far under the steel and aluminum tariffs that no ex-

clusions have been granted at this point in time, but I don't think it's fruitless to continue to file these exclusions. ... It's going to take time, but this exclusion process is the way that small businesses or any business can try to avoid these tariffs."

While Utah has a trade surplus, President Trump is using trade issues — including tariffs — to deal with the nation's trade deficit, she said. "I think right now in the short term, it's going to be tariffs which are a chainsaw when really in trade policy you need a scalpel to be dealing with things. But the exclusion process is really the main way on how to make it through with your business right now until we're able to see some movement in the foreign affairs area from our allies."

In some cases, the impacts of tariffs on Utah companies is indirect. Gibson said that while no soybeans are grown in Utah, when soybean prices fall in the U.S. from tariff effects, farmers plant less soybeans and instead try other crops, which results in depressed prices on those crops.

"The challenge that we have here is the retaliatory tariffs that are placed back on agriculture will affect all of agriculture," Gibson said. "Even though we only export a small percentage of the agricultural products from Utah, every farmer's pricing structure is going to be based on those tariffs that are set."

Preston Perkes, executive director of administration for Lo-

gan-based amusement ride maker S&S Worldwide, said S&S has "luckily dodged the direct bullet" of tariffs, in part because tariffs have not focused on amusement rides and also because the company has diversified suppliers both internationally and domestically.

However, those companies that supply track and structures for S&S rides are affected by any changes to material costs. The impact is that those suppliers pass on their price increases to S&S, which then has to charge amusement parks more for rides, and the parks then increase their admission prices for customers, he said.

One thing that was certain during the symposium was the stance taken by U.S. Sen. Orrin Hatch, who said he "makes no secret of my support for free markets and free trade" while challenging the president on the tariffs issue.

"Free and open trade is good for the national interest," Hatch said. "This seems like common sense, but it requires constant reminding today. We must remake the case for why trade makes the economy great while finding ways to make trade even better than we have seen in the past. The alternative to free trade, including protectionist policies such as tariffs will, over time, cost American jobs, growth and stability."

International trade by Utah companies supports nearly 350,000 jobs in the state, and that

figure grew 2.5 times faster than total employment in Utah from 1992-2016, he said. And cheaper foreign imports keep consumer prices down, he added.

"More trade — not less — profoundly benefits Utahns and the American people. Meanwhile, protectionism not only corrodes our economy but our global and moral standing in the world," Hatch said.

Tariffs threaten many industry sectors, including companies making or using steel and aluminum, agriculture and services, he said. Utah exported \$11.6 billion in goods last year and \$6.3 billion in services the year before that. Utah exports to markets with free trade agreements grew by 75 percent from 2007 to 2017, he said.

"Now, some observers might discount those statistics as nothing more than dry numbers, but these are real jobs being performed by real people, and more and more Utahns' livelihoods are increasingly tied to trade," Hatch said.

The implemented or threatened tariffs on more than \$660 billion in U.S. imports hurts businesses and consumers, threatens to undermine the success of recent tax reform and closes off international markets upon which Utah businesses rely, he said. Tariffs prompt higher costs for manufacturers, for example, which causes them to struggle to compete with international competitors.

Hatch said a 70-year track record proves the benefits of American-led, rules-based free trade. Last year, U.S. companies export-

ed \$2.9 trillion in goods and services, which supported 36 million jobs. What's more, 95 percent of the world's consumers and 80 percent of world's GDP lie outside U.S. borders, he said.

With a low unemployment rate, high job creation and rising wages and GDP, "the economy is powering ahead, but despite having the world's strongest economy, our nation cannot reach its potential without a well-functioning, open trading system," he said. "The interdependence of the modern world is not a policy; it's a reality."

Hatch said he favors President Trump's desire to hold U.S. trading partners accountable, including confronting challenges posed by China. But dealing with China's unfair trading practices requires a "targeted" strategy, he said.

"While those efforts are underway, the administration should not impose further tariffs on our allies and partners, particularly on autos and auto parts," he said.

To continue the discussion about the U.S.-China trade war, World Trade Center Utah, law firm Kirton McConkie and the Utah State Bar will host a luncheon seminar this week focusing on how businesses can mitigate the effects of the tariffs imposed on Chinese imports as well as China's countermeasures. The event is Aug. 28, 11:30 a.m.-1 p.m., at Kirton McConkie offices in the Key Bank Tower, 36 S. State St., Salt Lake City. The cost is \$10. Registration can be completed at Eventbrite.com.



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Lessons learned at Microsoft's 'Inspire' conference in Las Vegas

Microsoft's annual partner conference, Inspire, recently concluded in Las Vegas, combined with the Microsoft Ready internal sales event for the first time. Here are a couple of key take-aways from this year's event:

"Privacy is a fundamental human right. Our fundamental value proposition for our customers, not just as a company, but as a community, is that we will help them better pro-



tect the privacy of their customers." — Brad Smith, president and chief legal officer at Microsoft.

In a keynote address, Smith reiterated Microsoft's commitment to improving privacy and security for customers, while also trying to take a thought leadership role in the ethics of artificial intelligence.

Microsoft Teams is the future of collaboration

Teams has been available from Microsoft for over a year but it is

much more than a place to Instant Message with groups of people. The way meetings are conducted is changing. The way information is shared is changing.

Teams gives employees a better overall experience by empowering them to do more. Teams can be used to create spaces where key information can be shared for projects or accounts. With Teams, everyone involved on a project can be on the same page — keeping customers, sales, technicians and remote employees in the loop through the whole process.

At the 2018 Microsoft Inspire, Teams had the main stage. CEO Satya Nadella brought the wow factor by having a demonstration of a Teams meeting. In the meeting were three people live and one person who attended virtually via augmented reality.

Each person was identified and welcomed by the room system, utilizing facial recognition and Cortana transcribed the meeting in its entirety — accurately identifying who each speaker was. Cortana even pulls action items from the meeting to the side. This wasn't a

demo of features that are years out; these features are live and available now.

Simply utilizing email and one-on-one Instant Messaging isn't the most effective solution for optimized collaborations. Microsoft Teams offers much more to help make your company more efficient.

Modernizing the Desktop

Ron Markezich, vice president of Microsoft 365 marketing, stated that 81 percent of business leaders are going to increase their investments in the modern workplace over the next two years — a significant change, he said, noting that having relevant tools is critical to staying competitive and retaining the best talent.

AI is Everywhere

Artificial intelligence (AI) has grown to be more than just a buzzword, and specifically Microsoft has infused AI into every application it creates. Microsoft has created a large footprint with its global computing platform, which encompasses Microsoft Azure, Azure Sphere and Azure Stack. Azure has 52 regions worldwide and is now available in over 140 countries.

"The amount of interconnect cable we have across Azure data centers is enough to go to the moon and back three times over. It's crazy." — Satya Nadella, CEO of Microsoft.

AI helps you and your business every day, even though you might not realize it. If you use Skype, Office 365 or Cortana, you have benefited from artificial intelligence. AI is used in spam filtering, sorting your email before it reaches your inbox and when Cortana provides suggestions for follow-ups after your meetings, AI is to thank for it.

AI has become a necessity in business today, working alongside humans — and Microsoft has taken the lead in the effort to optimize how we conduct business.

Nadella spoke about the 2-year-old AI Chatbot in Asia named Xiaoice, which has more than 500 million threads of knowledge. This bot can be called 24 hours a day, seven days a week and 365 days a year and spoken to in a way that makes it feel like a real interaction with a human. Xiaoice has even written a book of poetry.

There is a change looming that intends to disrupt how companies that rely on call centers and heavy phone transactional processes conduct business.

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

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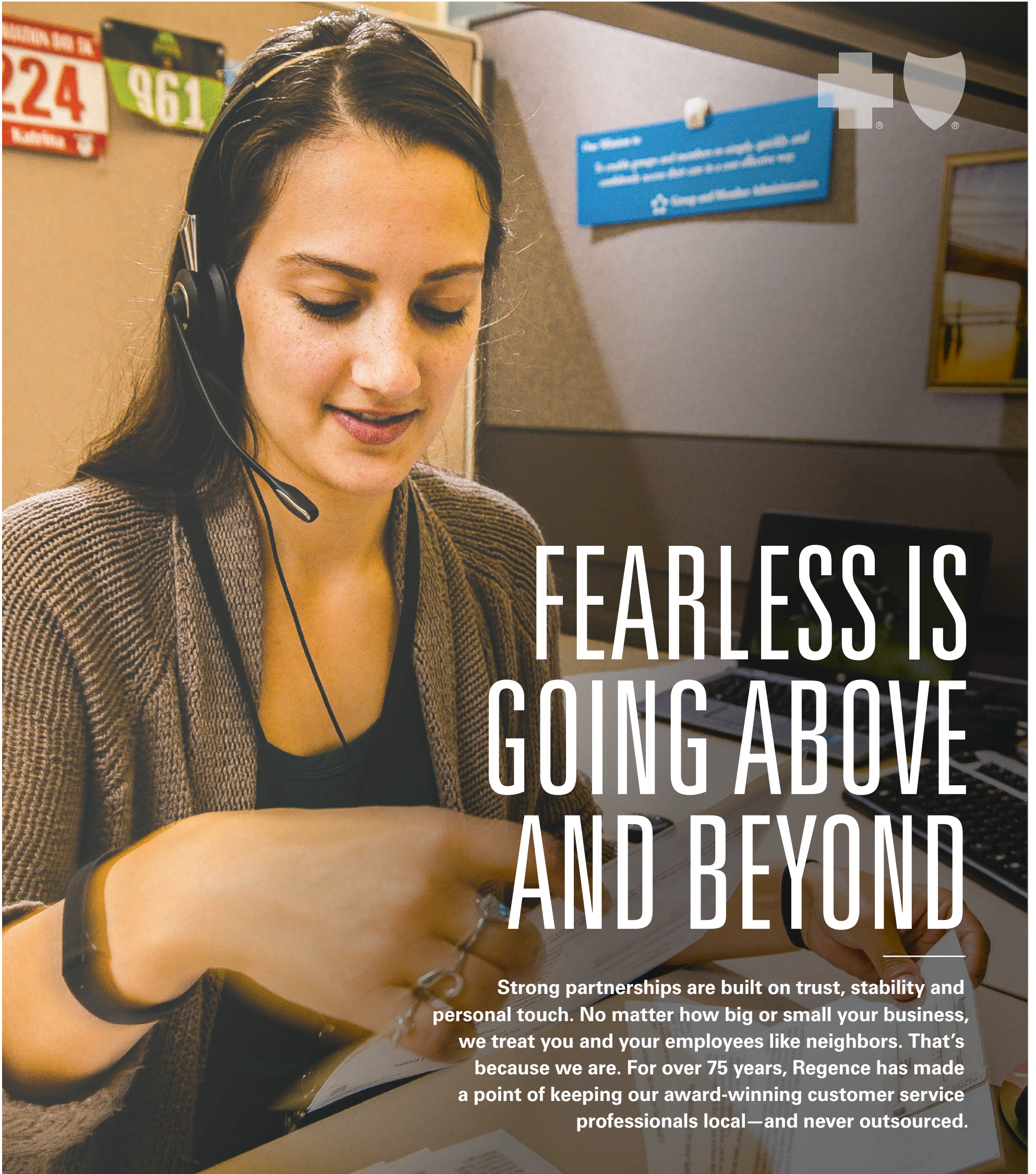
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BANKING

• **Zions Bancorporation**, Salt Lake City, has promoted **Kenneth Collins** and **Randy Stewart** to serve as executive vice presidents and members of the Executive Management Committee. Collins is director of business technology, with responsibility for engineering, support and quality assurance of deposit, lending, payments and digital services systems. He joined Zions in 2002 as the ACH operations manager and has served in numerous roles in the Enterprise Technology and Operations division. He received a bachelor's degree in accounting from Utah State University. Stewart is managing director and president of Zions Bancorporation's Enterprise Mortgage Division, where he oversees all mortgage sales production, operations and first-line compliance/risk functions. Stewart's career at Zions began in 2011 as an executive vice president of subsidiary Amegy Mortgage in Texas.

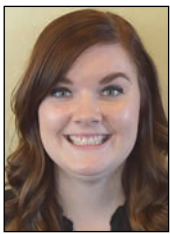


Kenneth Collins



Randy Stewart

• **America First Credit Union**, Riverdale, has selected **Rachel Draper** as the new service center manager of the Washington Fields Lin's branch, 2928 E. Mall Drive, St. George. Draper began her career at America First in March 2013, and she served at the Salem branch for more than five years.



Rachel Draper

In February 2015, she was promoted to the service center lead teller. Draper has experience in accounts, consumer loans, home equities, business accounts and more.



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CONTESTS

• Nominations are being accepted until Sept. 14 for the first-ever **"Win the 'W'" awards**, sponsored by the **Weber State University John B. Goddard School of Business & Economics**. The award program will recognize local businesses for excellence in a number of areas: supply chain management, best marketing campaign, new business (entrepreneurship) and management (company culture). Nominations can be made at winthew.org. Students from the Goddard School will develop judging criteria and will select finalists and winners. One winner will be selected from each category. Finalists will be recognized and winners announced at a Jan. 25 award ceremony.

EDUCATION/TRAINING

• The **Northern Utah Academy for Math, Engineering & Science** (NUAMES) will expand to educate 200 additional students in grades 10-12 on **Weber State University's** Ogden campus. The expansion begins

with the fall semester. NUAMES has partnered with Weber State for more than 10 years to provide early college education to 750 students on the WSU Davis campus in Layton. NUAMES North, as the Ogden location will be known, will make its home primarily in WSU's Lind Lecture Hall. Eventually, the charter school will be housed in the Noorda Engineering & Technology building, which will be built to replace the Technical Education Building. NUAMES will contribute \$7.5 million toward construction. More than half of NUAMES' students go on to attend Weber State, and more than half of the seniors earn a WSU associate's degree upon high school graduation.

• The **Miller Business Resource Center** at Salt Lake Community College has hired **Deb Bilbao** as the coordinator of the Global Business Center and outreach manager for the Goldman Sachs "10,000 Small Businesses" program at SLCC. She will recruit for and



Deb Bilbao

manage the Executive Certificate for Global Business Management program, recruit and perform outreach for Goldman Sachs "10,000 Small Businesses," and manage the Refugee Youth and Adult Leadership programs. Bilbao most recently served as the business consultant at the Women's Business Center of Utah. She also was a math teacher and math department head for five years at Monticello Academy in West Valley City.

EXPANSIONS

• **Go Solar Group**, a Salt Lake City-based solar panels provider, has expanded into the residential solar market in San Antonio, Texas. Founded in 2009, the company initially provided solar power to orphanages in Africa. It since has scaled its efforts statewide in Salt Lake City; Reno, Nevada; and now San Antonio.

GOVERNMENT

• The **Utah State Tax Commission** has designated **Scott W. Smith** as its interim executive director. The executive director position had been held by Barry C. Conover, who retired after 45 years at the agency. Smith is a 32-year veteran of the agency and has served as the deputy executive director since 2011.



Scott Smith

Prior to that, Smith worked as the deputy director of the Tax Commission Auditing Division. A Certified Public Accountant, Smith is an accounting graduate of Brigham Young University.



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NONPROFITS

• The **National Ability Center** (NAC), Park City, has announced that **Gail Barille**, chief executive director, has transitioned out of that role to pursue new opportunities. She had been in the position for eight years. **Kevin Stickelman** has been appointed by the organization board as interim CEO.



Kevin Stickelman

Stickelman joined the organization two years ago and is its former chief operating officer. He has more than 20 years of ski industry and outdoor recreation management experience. He majored in engineering at two universities, before transitioning into mountain resort management. The NAC provides adaptive recreation and outdoor adventures for individuals and families of differing abili-

ties facing physical, cognitive and developmental challenges and supports competitive athletes.

REAL ESTATE

• The **Automobile Association building** at 888 S. University Park Blvd., Clearfield, has been sold by **888 Associates LLC** to **Clearfield 888**. Financial terms were not disclosed. The 129,949-square-foot Class A office building is on 11.32 acres. It has a two-story north wing and three-story south wing. It was built during 1999-2001 and was fully renovated from 2014-2016. **Vectra Management Group** (VMG) and **CBRE** represented 888 Associates, a VMG-sponsored company that acquired the property in November 2015. VMG also represented Clearfield 888, a real estate holding company owned by Philadelphia attorney and real estate investor Victor F. Keen. VMG also secured the financing for the transaction from **Key Bank's** Salt Lake City commercial banking division. Clearfield 888 retained VMG for property and asset management services.

• **Maxx Properties**, based in New York, has completed its acquisition of **Cobble Creek Apartments**, a 361-unit apartment community in Holladay. The company said it plans to modernize Cobble Creek, which was developed in 1974. Plans call for improvements to the clubhouse, all common areas and full-unit renovations. The property sits on 18 acres.

SERVICES

• **Century Park Associates** has named **Rick Roedel** as executive director of **Highland Grove**, an assisted living and indepen-

see BRIEFS next page



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Industry Briefs

from previous page



Rick Roedel

dent living campus at 3750 Highland Drive, Salt Lake City. Roedel has eight years of experience in senior living, serving as an administrator and regional associate in the Pacific Northwest and Colorado. He previously was involved in home building.

SPORTS

• **Alpine Country Club**, Highland, has begun an enhancement project that includes renovation and modernization of golf course bunkers, new cart paths, and enlarging and improving the existing practice range and putting green. **John Fought Design** is overseeing the project, while **Duininck Golf** is the primary contractor responsible for

the construction of the project. Course enhancements began in mid-July and are expected to be completed this fall.

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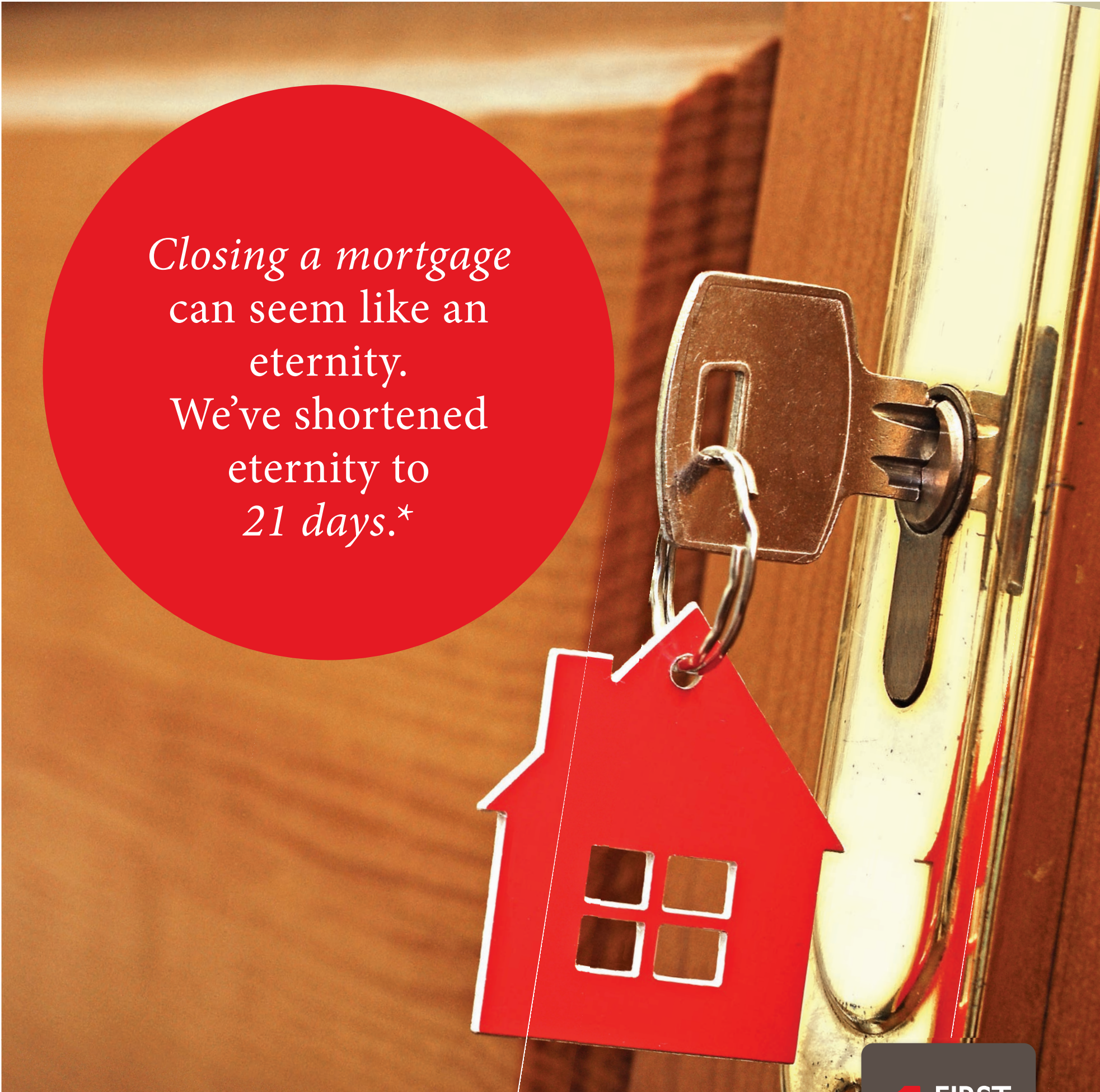


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Calendar

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

Aug. 27, 10:30 a.m.-noon
“Applying For Grants” Seminar, a World Trade Center Utah event that will focus on writing and applying for grants and will include information on trade services, governor-led trade missions and the U.S. Commercial Service. Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Free. Details are at wtcutah.com.

Aug. 28-29, 8 a.m.-3 p.m.
“Ladies Who Lead: 2018 Women’s Leadership Conference,” presented by the Cottonwood Heights Business Association and the University of Utah Professional Education Department. Event is designed for established or emerging leaders to help develop, strengthen and discover skills that will take them to the next level of influence and leadership. Keynote speakers are Tiffany Peterson, founder of The Lighthouse Principles, and Celeste Gleave, founder of Sheroes United. Location is Cottonwood Heights City Hall, 2277 Bengal Blvd., Cottonwood Heights. Details are at LadiesWhoLead2018.eventbrite.com or by contacting pkinder@ch.utah.gov.

Aug. 28, 9 a.m.-3:15 p.m.
“In What Language Experience Talks: Engage & Learn,” presented by InWhatLanguage. Event is a peer-to-peer forum to engage and learn localization and translation tips, trends and insights. Panel discussion topics include “The Art of Multimedia Localization,” “Challenges and Best Practices in Scaling Loc Programs,” “Setting Targets for Language QA and Quality,” and “What I Know Now That I Wish I Knew.” Location is Noah’s Event Venue, 322 W. 11000 S., South Jordan. Free. Details are at <https://www.inwhatlanguage.com/events/2018-experience-talks/>.

Aug. 28, 10-11 a.m.
“The Art of Negotiation,” a West Jordan Chamber of Commerce event. Presenter is Marty Gale. Location is West Jordan Chamber Office, 8000 S. Redwood Road, West Jordan. Free. Details are at westjordan-chamber.com.

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 ogdenweber-chamber.com.

Aug. 28, 11:30 a.m.-1 p.m.
“Strategies for Surviving the U.S.-China Trade War,” a World Trade Center Utah, Kirton McConkie and Utah State Bar event. Location is Key Bank Tower, 20th floor, 36 S. State S., Salt Lake City. Cost is \$10. Details are at wtcutah.com.

Aug. 28, noon-12:50 p.m.
Fall 2018 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute 14-week event open to students and community members interested in learning from experienced entrepreneurs. Activities take place at noon on Tuesdays. Speaker Noel Vallejo, president and CEO of TestOut, will discuss “Developing Your Strategy.” Location is UVU, 800 W. University Parkway, Science Building, Room 134, Orem. Free. Details are available by contacting Meagan Sanders at msanders@uvu.edu or (801) 863-5354.

Aug. 28, 4:30-6 p.m.
Women in Business Summer Social, a Sandy Area Chamber of Commerce event. Location is Embassy Suites by Hilton, 10333 South Jordan Gateway, South Jordan. Cost is \$20 for members, \$25 for nonmembers. Registration can be completed at Eventbrite.com.

Aug. 29, 8 a.m.-noon
USDA SBIR Grant Writing Workshop titled “Prepare a Winning Proposal,” presented by the Utah State University Extension office in conjunction with the USTAR SBIR (Small Business Innovation Research) Center. The interactive workshop will provide writing and formatting tips, best practices to give a submission the greatest opportunity to win in this highly competitive process, and guidance on the submission process. Location is Salt Lake Community College’s Miller Campus, Building No. 5, Miller Free Enterprise Center, Room 101, 9750 S. 300 W., Sandy. Cost is \$10. Registration can be completed at Eventbrite.com.

Aug. 29, 11 a.m.-1 p.m.
CEO Leadership Exchange, a Utah Technology Council event for CEOs of UTC-member companies only. Location is MasterControl, 6350 S. 3000 E., Cottonwood Heights. Free. Details are at utahtech.org.

Aug. 29, 11:30 a.m.
Inovashare Workshop, a West Jordan Chamber of Commerce event. Location is the chamber office, 8000 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

Aug. 29, 11:30 a.m.-1 p.m.
South Salt Lake Chamber Luncheon. Speaker is Steve Starks, president of the Utah Jazz. Location is Columbus Center, 2531 S. 400 E., South Salt Lake. \$20 members, \$30 nonmembers. Register at www.sslchamber.com.

Aug. 30, 8:30-11 a.m.
The Digital Marketing Hacks Series: “Secrets to Winning with Pinterest.” Presenter is Annette Barney of Pin Concierge. Location is Salt Lake Community College, Miller Campus, Miller Corporate Partnership Center, Room 333, 9690 S. 300 W., Sandy. Cost is \$20. Registration can be completed at <https://www.regonline.com/registration/Checkin.aspx?EventID=2499935>.

Aug. 30, 9-10:30 a.m.
“How to Grow Your Business by Working with the Government,” a Women’s Business Center event. Location is the Women’s Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

Aug. 31, 7:30-8:30 a.m.
Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker Elizabeth Payne, Murray School District candidate (District 4), will discuss the Murray School District. Location is Mimi’s Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to everyone. Details are at murraychamber.org.

Aug. 31, 8-9:30 a.m.
“In the Know Series: Real Estate,” a Sandy Area Chamber of Commerce event. Speakers Brandon Fugal, chairman of Colliers International, and Adam Kirkham, board president of the Salt Lake Board of Realtors, will provide an update on the current state of residential and commercial real estate. Location is Scheels, 11282 S. State St., Sandy. Free. Registration can be completed at Eventbrite.com.

Aug. 31, noon-1:30 p.m.
Startup Conversation, a Silicon Slopes event featuring Dan Burton, CEO of Health Catalyst, and Chris Klomp, CEO of Collective Medical. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Free.

Registration can be completed at Eventbrite.com.

Aug. 31, noon-1:15 p.m.
“Quantum Leadership Training to Catalyze Radical Innovation,” a Silicon Slopes event. Speaker is Sunnie Giles, president of the Quantum Leadership Group. Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Free. Registration can be completed at Eventbrite.com.

Sept. 4-6
Utah Outdoor Recreation Summit, featuring keynote speakers, workshops and outdoor activities. Location is Zermatt Resort, 784 W. Resort Drive, Midway. Details are at <https://utahoutdoor-summit.com/>.

Sept. 4, 11 a.m.-1 p.m.
Salt Lake Hospitality & Tourism Network Luncheon and Site Tour. Location is Embassy Suites by Hilton South Jordan Salt Lake City, 10333 South Jordan Gateway, South Jordan. Registration can be completed at Eventbrite.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.

Sept. 4, noon-1:30 p.m.
Annual Meeting 2018, a Salt Lake Chamber event. Theme is “Swinging for the Fences.” Event will feature tributes to the board chair, Chamber Champions and outstanding corporate and community partners. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$65 for members, \$75 for nonmembers. Details are at slchamber.com

Sept. 4, noon-12:50 p.m.
Fall 2018 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute 14-week event open to students and community members interested in learning from experienced entrepreneurs. Activities take place at noon on Tuesdays. Speaker Sara Jones, COO of the Women’s Tech Council and CEO of Burpley, will discuss “Inclusive Leadership: How the Best Leaders Build Diverse and Winning Teams.” Location is UVU, 800 W. University Parkway, Science Building, Room 134, Orem. Free. Details are available by contacting Meagan Sanders at msanders@uvu.edu or (801) 863-5354.

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.

Sept. 5, 8 a.m.-noon
“Basic I-9 Compliance,” an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$130. Details are at employerscouncil.org.

Sept. 5, 11 a.m.-12:30 p.m.
“Hours with an Expert,” a West Jordan Chamber of Commerce event. Speaker is Greg Cassat, director of the Business Resource Center at Zions Bank. Location is the West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

Sept. 5, 11:30 a.m.-1 p.m.
“Building Relationships,” part of the three-part Sales Academy Speaker Series, a Sandy Area Chamber of Commerce event. Speaker is Peggy Larsen, senior vice president of marketing at WCF Insurance. Location is Hale Centre Theatre, 9900 S. Monroe St., Sandy. Other series events are Sept. 19 and Sept. 26. Cost is \$50 for members, \$100 for nonmembers. Registration can be completed at Eventbrite.com.

Sept. 6, 8-9:30 a.m.
CFO Alliance, a Utah Technology Council event for UTC-member financial executives only. Event will feature a panel discussion on “Treasury Management: Angel Funding, Adventure Capital, Banks and Private Equity.” Location to be determined. Free. Details are at utahtech.org.

Sept. 6, 8 a.m.-4 p.m.
“Supervisory Skills: Taking It to the Next Level,” an Employers Council event taking place on two consecutive Thursdays. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$310. Details are at employerscouncil.org.

Sept. 6, 11:30 a.m.-1 p.m.
September Luncheon, a Murray Area Chamber of Commerce event. Speaker is Shawn Newell. Location is Cottonwood Country Club, 1780



Herm Hughes & Sons incorporates and adopts its company mascot: Howdy.

Glenn Hughes takes over after the premature death of Herm Hughes



First education project: Addition to Central Davis Junior High School in Layton, Utah



Non-Hughes additions pictured

First tilt-up project: Aerotech Manufacturing in Bountiful, Utah (Now a gym and store front)



First St. George project, Woodward Middle School (later known as Dixie Junior High School)



Artists rendition

Hughes forms a sister company: Lakeview Rock Products



Hughes General Contractors, Inc., is more than just one generation, evolving from Herm Hughes & Sons. Following Herm's passing, his son Glenn led the company for 20 years. Glenn's sons, Todd and Scott, now lead the firm. Hughes General Contractors is recognized as a premier educational constructor, a pioneer in environmental building, a world-class construction manager, and a recognized expert in high-tech construction.

Hughes builds the Aircraft Repair Facility at Hill Air Force Base



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- PRODUCTIVITY
- TRAINING
- LIFESTYLE

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1988



Hughes forms Lakeview Asphalt Products

The first use of MagicSlab™ technology in Hillcrest Junior High School in Murray, Utah



Glenn Hughes retires after 50 years as president



Historical restoration of Ogden High School in Ogden Utah is completed



Scott and Todd Hughes take over as CEO and President



100th education project: Trailside Elementary School in Park City

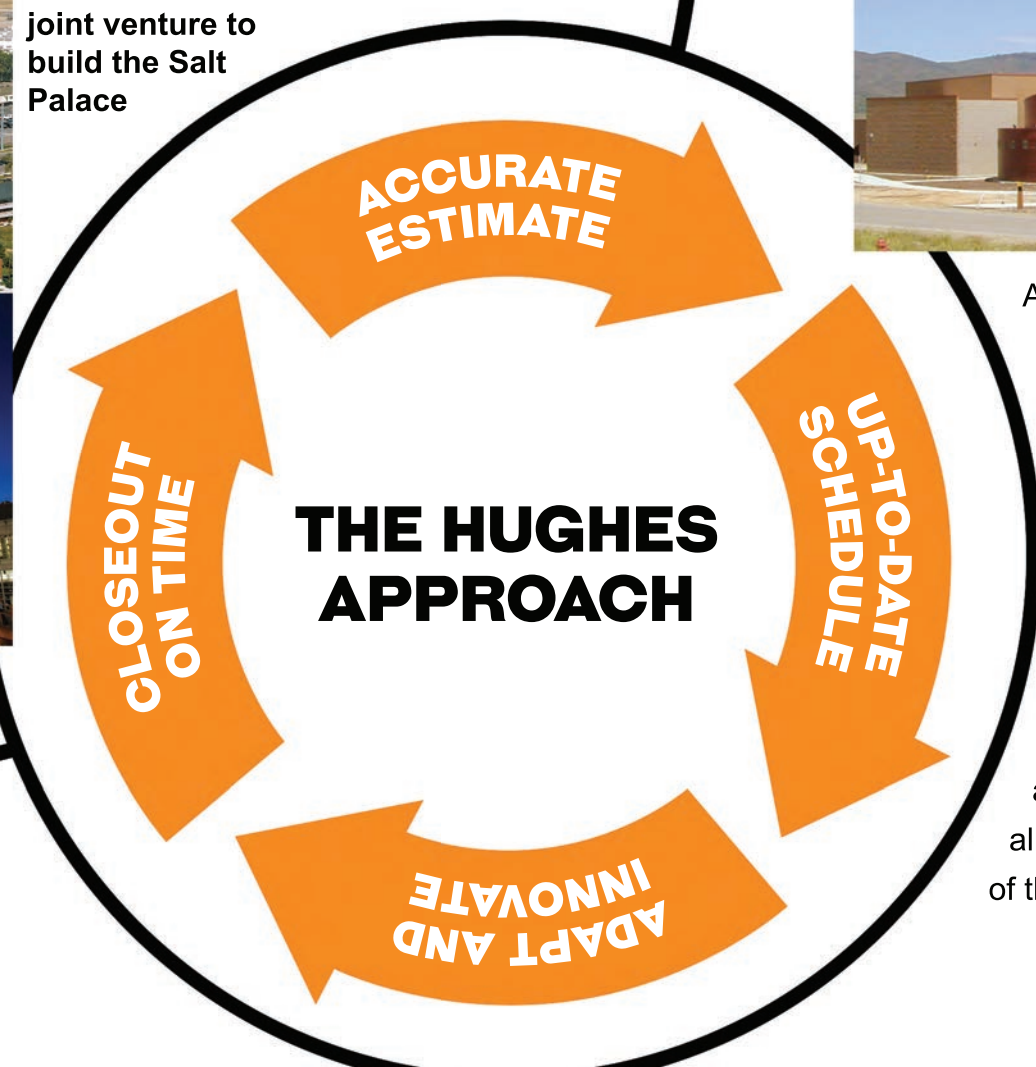
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CALENDAR

from page 11

E. Lakewood Drive, Holladay. Cost is \$25 prepaid, \$35 at the door. Details are at murraychamber.org.

Sept. 6, 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>.

Sept. 7, 7:30 a.m.-3 p.m.

Inaugural Fall Business Conference, a ChamberWest event with the theme "Strength of the West: Creating Business Success." Event will feature keynote speakers Thurl Bailey, retired NBA player, broadcast analyst for the Utah Jazz and University of Utah and singer/songwriter, and Kristen Cox, executive director of the Utah Governor's Office of Management and Budget; 12 breakout sessions; vendor tables and information speed rounds. Breakout session topics include "How to Obtain Financing," "Recruiting, Retaining and Motivating Employees in a Competitive Market," "Securing Wealth by Mitigating Risk with Captive Insurance" and "10 Key Utah Employment Rules." Location is the Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$125. Details are at www.chamberwest.com.

Sept. 7, 7:30-8:30 a.m.

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

Sept. 7, 7:30 a.m.-1 p.m.

"Step Away & Recharge: Business Owner's Half-Day Retreat," a Salt Lake Chamber event featuring a brief guided yoga session and will continue with a series of workshops, a nature walk and lunch. Location is Camp Kostopulos, 4180 E. Emigration Canyon Road, Salt Lake City. Cost is \$40. Details are at slchamber.com.

Sept. 7, 8-10 a.m.

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

Sept. 7, 8-10 a.m.

Friday Forum, a Utah Valley Chamber event. Speaker Win Jeanfreau, director of the Business Resource Center at Utah Valley University, will discuss the university's Executive Education. Location is Utah Valley University Business Resource Center, 815 W. 1250 S., Orem. Details are at thechamber.org.

Sept. 7, 8 a.m.-noon

"Introduction to Human Resource Management Program," an Employers Council event taking place on five consecutive Fridays. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

Sept. 7, 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>.

Sept. 7, noon-1 p.m.

Tech Ridge Development, a Silicon Slopes event. Isaac Barlow, CEO of Busy Busy, will discuss plans for the Tech Ridge development in St. George. Location is Dixie Tech, 610 S. Tech Ridge Drive, St. George. Free. Details are at siliconslopes.com.

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

"Blockchain Saturday," a Silicon Slopes event featuring speakers sharing insights and experiences on blockchain security and identity, blockchain in the enterprise, entrepreneurial opportunities and ICOs, and more. Location is Salt Lake Community College's Miller Campus, 9750 S. 300 W., Sandy. Free. Details are at <https://www.azureblockchainsaturday.com/>.

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

ACG Utah Breakfast Meeting. Networking begins at 7:15 a.m., with breakfast and speaker at 7:45 a.m. Speaker is Crystal Maggelet, CEO of FJ Management Inc. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at <https://www.acg.org/utah/events/september-11-breakfast-meeting-crystal-maggelet> or by contacting Linda Blake at linda@acgutah.org or (801) 359-8613.

Sept. 11, 9 a.m.-2 p.m.

Employer Workshop, focusing on hiring and retaining people with disabilities, network with specialists and get resources. Location is Division of Services for the Blind and Visually Impaired, Conference Room, 250 N. 1950 W., Salt Lake City. Registration deadline is Sept. 4. Details are available by contacting

Thomas Smith at (801) 887-0282 or thomasmith@utah.gov.

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

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

Sept. 11, noon-12:50 p.m.

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

Sept. 11, 5:30-7:30 p.m.

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

Sept. 12, 8-9:30 a.m.

"Unemployment Insurance: Understanding your Rights and Responsibilities as an Employer," a Utah Department of Workforce Services "Better Your Business" breakfast seminar. Presenter is Wade Nielsen, UI program specialist for the Department of Workforce Services. Location is South County Employment Center, 5735 S. Redwood Road, Room 114, Taylorsville. Free. RSPVs can be completed by emailing Jenny Jones at jenjones@utah.gov.

Sept. 12, 8 a.m.-5 p.m.

"Effective Interpersonal Communication for Business Professionals," part of the Frontline Leader Workshop Series for new and emerging leaders, presented by Salt Lake Community College Workforce. Location is Salt Lake Community College's Miller Campus, Miller Corporate Partnership Center, Building 5, 9750 S. 300 W., Sandy. Another course in the series is Oct. 10. Cost is \$250 per course. Details are at <http://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

Sept. 12, 8:30 a.m.

"Legal Breakfast Briefing Series: Top 10 Mistakes Employers Make When Terminating Employees," an Employers Council event. Location is Radisson Hotel Salt Lake City Downtown, 215 W.

South Temple, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

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

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

Sept. 12, noon-1 p.m.

SBIR-STTR 101 In-Person Workshop, presented by USTAR's SBIR Center. Location is Salt Lake Community College's Miller Campus, Corporate Partnership Center, Building 5, Room 330, 9690 S. 300 W., Sandy. Free. Registration can be completed at Eventbrite.com.

Sept. 12, 1-2:30 p.m.

"The State of Startups and Tech in Cache Valley," a Silicon Slopes event. Speakers are Mel Torrie, CEO and founder of Autonomous Solutions Inc.; Nathan Millecam, CEO and founder of Electric Power Systems; Tyler Tolson, CEO and founder of Denik; and Nathan Ruben, CEO and co-founder of SmartBeat. Location is Vivint Smarhome, 1400 N. 635 E., Logan. Free. Details are at siliconslopes.com.

Sept. 12, 3-5 p.m.

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

Sept. 12, 4-6 p.m.

"SSL Brews Up a New Downtown," a ULI (Urban Land Institute) Utah event featuring a walking tour of downtown South Salt Lake. Sharen Hauri, urban design director for South Salt Lake, will discuss the vision for the city. Derek Dyer, director of the Utah Arts Alliance and manager of the Art Factory, will discuss his involvement in the Creative Industry Zone Plan. Event begins at Sugar House Distillery, 2212 S. West Temple, Salt Lake City, and ends at Shades of Pale Brewery, 154 W. Utopia Ave., Salt Lake City. Cost is \$35 for ULI members, \$50 for nonmembers. Details are at <https://utah.uli.org/events/>.

Sept. 12, 5-7 p.m.

Business After Hours, a Ogden-Weber Chamber of Commerce networking event. Location is Wing Wah Restaurant, 465 12th St., Ogden. Free for chamber members and first-time guests, \$10 for nonmember guests. Details are at ogdenweberchamber.com.

Sept. 13, 11:30 a.m.-1 p.m.

Lunch and Learn, a Murray Area Chamber of Commerce event. Location is Dixon Security Cameras, 3767 S. Second St., Suite A, Salt Lake City. Cost is \$10 (RSVP required). Details are at murraychamber.org.

Sept. 13, 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>.

Sept. 13, 5:30-7:30 p.m.

Multi-Chamber Business After Hours, presented by the Sandy Area, Murray Area and West Jordan chambers of commerce and ChamberWest. Location is the Cliff Lodge, 9320 Cliff Lodge Drive, Snowbird. Registration can be completed at Eventbrite.com.

Sept. 13, 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>.

Sept. 13, 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>.

Sept. 14, 7:30-8:30 a.m.

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

Sept. 14, 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.

Sept. 14, 8-11:30 a.m.

2018 Utah Angel Workx, a VentureCapital.org event. The Angel Workx report is comprised of all the investment activity by Utah's angel groups and early-stage venture firms. Speakers to be announced. Location is Zions Bank Founders Room, 1 S. Main St., Salt Lake City. Cost is \$45. Registration can be completed at Eventbrite.com.

Presentation to follow-up: Getting the message across to your client

To put the importance of proposals in proper perspective, they are far more than a vehicle for conveying your message. They *are* your message. Sadly, proposals that could be winners are often rejected. They may be filled with information, but the message gets lost and they fail to capture the recipient's imagination.

To make sure your proposals get the attention they deserve, it helps to view them in three phases: before, during and after the presentation. Each one plays a part in moving your proposal closer to winning the business.

Preparing your proposal

Proposals should be easy to follow. But watch out. What's clear to you, can be a mystery to others. Stay away from jargon, too. The ability to explain something simply earns you points.

How you structure your proposal makes a difference. Whether someone is reading or listening to it, organize it so the main points stand out. Of all proposal outlines, "problem-solution" works well because it keeps the focus where it belongs: on the customer.

The problem expresses your understanding of what the customer wants to correct, implement or improve. It's your grasp of the situation, so it's critical to get it right because your credibility is at stake. If you fail to read the problem correctly, you're done! So, take it seriously and present a clear, thoughtful and complete understanding of what the customer wants to accomplish. The way you handle the problem lets the customer know if you want to solve it or just sell them something.

If you've described the problem accurately, the customer will pay close attention to your solu-

tion. You want it to be viewed as thoughtful, efficient and cost effective. A good way to do this is by proposing options — preferably three. This way you avoid putting all your eggs in one basket, which makes it easy to get your proposal turned down. With options, you can argue the benefits and limitations of each one in terms of good, better and best or low-, medium- and high-cost, for example.



JOHN GRAHAM

Offering options has another plus. It opens the door for involving the customer in a helpful give-and-take, rather than putting you in the position of defending just one solution. That's not all. Options can also help uncover issues the customer may not have considered.

Presenting your proposal

For presenters, their proposals can be more important than how they present it. This is a huge mistake. They're a whole package. In the customer's mind, you and your proposal are one. If one is weaker than the other, the proposal suffers. It's your show so do everything possible to position it to your advantage. Here's how to do it:

- **Set the stage.** Don't allow your customer to guess where you're going. Make it clear you understand the customer's problem and lay it out clearly. Then, indicate that you and your solution reflects your company's competence for solving it.

- **Maintain eye contact with your customer.** You want to make your presentation an engaging experience for you and the customer. This is why handing out hard copy is a mistake; do it at the end. You want the customer to listen carefully and not be distracted by flipping back-and-forth through the proposal looking for the cost information.

When you lose eye contact, you lose control. If you use PowerPoint, don't replicate your proposal; maintain eye contact by using only a few key words on each slide.

- **Communicate confidence.** Your proposal is designed to be persuasive. You've built your case as your presentation moves from understanding the problem to an on-target solution and then to the climax of asking for the order. At no point in the presentation is confidence more critical than it is here. This is where the last impression is the lasting one.

If the customer perceives your presentation as the expression of who and what you are,

you're well on your way to winning.

Following-up after presenting your proposal

Follow-up is often a presentation's forgotten phase. Yet, it's the most important. The show's over. You worked to maintain control and now you've lost it. Your presentation's fate is now in the customer's hands.

Sure, you'll find a way to thank your customer for the opportunity to make a presentation. Even though you should do it because it's only polite, it seems rather weak and ineffective. Some way or other, you want to do more, but not something inappropriate. But now is not the time

for a sales pitch. *Stay on message.* Since it's likely your customer is considering several proposals, the task is making yours stand out. Simply and clearly in a few sentences (keep it short) reaffirm the accuracy of your problem analysis, along with the benefits of your solution. No waffling. You believe in your proposal, so stand by it.

From start to finish, from preparation to presentation to follow-up, is a seamless process that can make your proposal a winner.

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

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CALENDAR

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Sept. 14, 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>.

Sept. 17-21

Official State Trade Mission to Taiwan and South Korea, a World Trade Center Utah event, in partnership with the Governor’s Office of Economic Development, and led by Gov. Gary Herbert. Details are at <http://wtcutah.com/trade-missions/taiwan-south-korea-2018/>.

Sept. 18, 9 a.m.-5 p.m.

“Construction in the 21st Century: Gearing Up

for Disruption,” organized by Utah’s Net Zero Consortium with the Great Basin Collaborative. Speaker Sam Rashkin, chief architect for the U.S. Department of Energy, and other industry leaders will discuss net-zero strategies and tools that offer a competitive advantage for all stakeholders in commercial & residential construction. Location is Salt Lake City Public Library, 210 E. 400 S., Salt Lake City. Details are at www.utahnetzero.com.

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

Multi-Chamber Luncheon, presented by the South Jordan, West Jordan, Southwest Valley, Murray Area and South Salt Lake chambers of commerce and ChamberWest. Speaker is U.S. Rep. Mia Love discussing the latest developments in Congress, including trade, immigration and tax reform. Location is Conservation Garden Park, 8275 S. 1300 W., West Jordan. Cost is \$20. Registration can be completed at Eventbrite.com.

Entrepreneurship Institute 14-week event open to students and community members interested in learning from experienced entrepreneurs. Activities take place at noon on Tuesdays. Speaker Mark Sunday, chief information officer and senior vice president for Oracle, will discuss “Entrepreneurs and Intrapreneurs: It’s About the ‘How,’ Not the ‘Where’ You Work.” Location is UVU, 800 W. University Parkway, Science Building, Room 134, Orem. Free. Details are available by contacting Meagan Sanders at msanders@uvu.edu or (801) 863-5354.

Sept. 18, 9 a.m.-noon

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

Sept. 18, noon-1 p.m.

“The Digitization of Our Lives is Imminent: So Now What?” presented by the Utah Technology Council and Silicon Slopes. Speakers are Eric Barnhart, FBI special agent in charge, and Steve Bernard, former Sony Pictures SCO/CISO. Location is Silicon Slopes, 2600 W. Executive Parkway, No. 140, Lehi. Free. Details are at utahtech.org.

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.

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 non-members. Details are at slchamber.com.

Sept. 18, noon-12:50 p.m.

Fall 2018 Silicon Slopes Lecture Series at Utah Valley University, a UVU

Sept. 19-Oct. 17

Small Business Development Seminars, presented on five consecutive Wednesdays by the city of West Jordan, in conjunction Salt Lake Community College and the West Jordan Chamber of Commerce, for businesses located in the city of West Jordan. Topics are “Business Planning Tools” on Sept. 19, “Operations and Taxes” on Sept. 26, “Marketing and Branding” on Oct. 3, “Revenue and Cash Flow” on Sept. 10, and “Planning for Growth” on Sept. 17. Location is 8000 S. Redwood Road, West Jordan. Free, but registration is required. Details are at westjordanchamber.com.

Sept. 19, 8 a.m.-4 p.m.

“Project Management 101,” a Salt Lake Community College event focused on the basic concepts of project management. Location is Salt Lake Community College’s Miller Campus, 9750 S. 300 W., Sandy. Cost is \$300 (\$150 per person for qualified companies). Details are available by contacting Mireya Castillo at (801) 957-5262 or mireya.castillo@slcc.edu.

Sept. 19, 8-10 a.m.

“Harassment Prevention Training for Employees (Spanish),” an Employers Council event focusing on the laws prohibiting sexual harassment and other types of harassment, what constitutes illegal harassment, what is appropriate conduct in the work environment, and what



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Opinion

With Trump, Sanders & Ocasio-Cortez, will there be a home for free traders?

Despite several interviews revealing a profound lack of basic knowledge about public policy and government, 28-year-old, self-described democratic socialist Alexandria Ocasio-Cortez is a darling of the media and the left. Her surprise primary victory in a heavily Democratic district all but guarantees she will win a seat in the 116th Congress and have many pundits pronouncing her the future of the Democratic Party. The prospect of an emergent far-left faction in the United States raises many grave concerns, but one area that's getting little attention is what it could mean for the future of trade.



VERONIQUE de RUGY

By now, President Trump's attitudes toward trade are well-known. While he occasionally makes superficially free trade-oriented declarations — such as his call for the G7 to eliminate all tariffs and subsidies — it's always premised on the erroneous belief that foreign-government interference is behind the U.S. trade deficit, which he also wrongly considers evidence that America is being cheated.

Trump has a flawed understanding of both the causes and significance of trade deficits. Briefly put, trade deficits reflect the fact that Americans can afford to buy a lot of goods from other countries

and that the United States is an attractive destination for foreign investment, which promotes American economic growth. The dynamics that have led to sustained trade deficits aren't going to be significantly affected by his protectionism, unless his tariffs become so onerous as to make Americans significantly poorer and unable to afford as many imports.

Trump's misunderstanding of trade deficits matters because it means he may still push for tariffs even if other nations drop theirs. If the United States continues to run trade deficits, even in the absence of tariffs abroad, Trump may conclude that a world with zero tariffs isn't good for America after all.

In this sense, Trump isn't all that different from the wing of the Democratic Party represented by Ocasio-Cortez or her former boss Sen. Bernie Sanders. Consider her discussion of trade during an interview with *The Intercept*: "We have the destabilization of countries around the world due to wealth inequality that has been historically powered by global trade deals that concentrate the gains of trade into multinational corporations as opposed to the workers who create that wealth."

Swap a few words around and a passage like that could pass for something

uttered by Pres. Trump. He blames foreigners instead of multinationals, but both politicians are highly critical of existing deals. And both treat trade as zero-sum — where someone is gaining and someone else, inevitably America, is losing.

The truth is that even under less-than-perfect conditions, the voluntary exchange of goods is mutually beneficial. It took a long time and numerous costly wars before a global system was established that permitted individuals to buy and sell across political borders without significant interference. And once that happened, a sharp rise in global prosperity followed. What barriers now remain should ideally be removed, but that's best achieved by working within the system, not tearing it apart.

During the campaign, Trump said of Sanders, "He and I are similar on trade." Trump was correct. Despite seemingly falling on different ends of the political spectrum, both men are populists who apparently believe that governments are better than markets at managing economic activity.

Such bipartisan protectionism isn't new. Support for free trade has never fallen strictly along partisan lines. NAFTA cleared the Senate by a narrow margin, with similar levels of support from Republicans and Democrats, and was signed into law by Democratic then-President Bill Clinton.

And while Republicans typically claim the mantle of free markets — despite being justifiably confident in the superiority of the American system during the Cold War — on trade, they inexplicably tolerate the notion that foreign governments with centrally planned economies may succeed so spectacularly as to bury the U.S. economy.

While Sanders lost his bid to take charge of the Democratic Party, his acolyte is on the rise, and many seem eager to anoint her as their standard-bearer. Unfortunately, that means Democrats are less likely to provide meaningful opposition to Trump's trade agenda should they capture either chamber of Congress.

Trump now directs both the GOP and the nation, and Republican members' attitudes toward trade have so far been muted to not clash with the president's agenda.

Yet, recent polls reveal that a vast majority of Americans still support trade. Perhaps these results can provide congressional Republicans with the backbone they need to reassert institutional power over trade policy. If not, where will free traders find a political home?

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

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Markets know a lot better than bureaucrats what society's needs are

Governments, seemingly eager to supply their critics with ammunition, constantly validate historian Robert Conquest: "The behavior of any bureaucratic organization can best be understood by assuming that it is controlled by a secret cabal of its enemies." Consider North Carolina's intervention in the medical-devices market:

Born in India, Dr. Gajendra Singh is an American citizen and a surgeon in Winston-Salem who wants to supply something useful for which there is a strong demand. North Carolina's government is, however, an almost insuperable impediment to his doing so.

Singh runs a medical diagnostic imaging center where patients can get X-rays, echo-cardiograms, ultrasounds and CT (computed tomography) scans. It cannot, however, be a full-service center without an MRI (magnetic resonance imaging) machine, and local hospitals offering MRIs are averse to competition.

Americans with high-deductible insurance plans, which are increasingly prevalent, especially need low-cost diagnostic services. The median Winston-Salem household income is about \$40,000. The average MRI scan at a North Carolina hospital costs \$2,000. Singh charges \$500-\$700 for the MRIs he does using rental machines that the state's harassing law requires to be moved once a week.

Singh wants to buy an MRI machine. North Carolina, however, has a "certifi-

cate of need" (CON) law, requiring Singh to prove to the Soviet-style central planners in the state government that Singh's area needs another machine.



GEORGE WILL

Such state and local CON laws proliferated in the 1970s as the federal government began pouring money into healthcare and government-funded hospitals tried to protect their revenue streams. Just for the privilege of submitting an application to buy an MRI, Singh would have to pay a nonrefundable \$5,000 fee and be prepared to spend \$400,000 (lawyers, consultants, economists) to surmount the opposition of determined competitors.

The only two providers of fixed (not mobile rental) MRIs in Singh's county are at two multibillion-dollar hospitals.

Fortunately, Singh has the support of the Institute for Justice's litigators who are wielding on his behalf four provisions of North Carolina's constitution: First, "Perpetuities and monopolies are contrary to the genius of a free state and shall not be allowed." Second, "No person ... is entitled to exclusive or separate emoluments or privileges." Third, "No person shall be denied the equal protection of the laws." Fourth, Singh has a due-process right to participate in the healthcare market without arbitrary, irrational impediments.

There are states where aspiring entrepreneurs must pay (application fees, lawyers) just to try to surmount the opposition of established businesses in order to get a

CON entitling them to open a car dealership, operate a moving company, run a food truck or enter other areas of enterprise. And the audacity of economic interests clamoring for government protection from domestic competition seems to be increasing as the Trump administration, with tariffs and import quotas, practices crony capitalism to protect favored industries and companies from foreign competition.

For example, this month a federal court, following the example of other courts that have swatted aside cases from Boston, Chicago, Philadelphia and Georgia, unani-

mously rejected this preposterous argument from Miami-Dade County (Florida) taxi owners: The U.S. Constitution says private property shall not be taken for "public use" without just compensation, so they should be compensated because the government has permitted ride-sharing services (e.g., Uber and Lyft) that have substantially reduced the value of the owners' taxi medallions. Governments sell medallions and keep them scarce in order to keep prices high for the benefit of the government

see WILL page 22



Opinion

A welcome relief from current politics: The world's funniest bumper sticker

The political debate had reached epic proportions and I decided to take a break. Excusing myself from the table at the dinner, I went outside to take a break and have a smoke. While lighting up, I spied a white SUV with a big, red bumper sticker in the parking lot. The sticker read "I MISS NIXON."

When I returned to the table, I did not have any desire to engage in heated political debate and, as a matter of fact, I really just wanted to sit, drink coffee and chuckle. After a few minutes of silence and not engaging

in political debate, my friends asked me if something was wrong. I replied, "No, nothing is wrong and I am happy as can be." I then told them about the bumper sticker.

As president, Richard Nixon accomplished two very important things. The first, and in my opinion the most important, was extracting the United States from the Vietnam War, and the second was opening up communication channels with China. America has benefited greatly from the

excellent trade from which both sides have profited. Trump could follow in Nixon's footsteps and get us out of the war in Afghanistan and communicate with China's President Xi and solve our mutual trade problems.



ROBERT PEMBROKE

Trump has two excellent points on his side. The first is China's stealing of our intellectual property. Second is his limiting the ability of our industries to penetrate the China marketplace. I wish Trump well in trying to right these wrongs, but I also hope that he understands the consequences that could be wreaked on America's citizens.

sequences that could be wreaked on America's citizens.

Pres. Trump, with all due respect, I have been in a lot more negotiations than you have and I have also closed a lot more deals. A street salesperson — like I was — spends upwards of six hours a day in negotiations with clients in order to close deals and in order to put food on the table. I had to close at least five deals a month to feed my family.

I constantly use the phrase "the old is forever new" — not only in my columns but also in conversations with my family and friends. With this in mind, I researched trade wars of the past.

In the 1980s, Japan was clobbering its American competitors, who then demanded that American politicians take action to ease their pain. Enter a string of devastating tariffs that were imposed on Japanese industries. The result of that trade war was disastrous to the American populace. In 1980, the U.S. trade deficit was \$36 billion, or 1.3 percent of gross domestic product. But by the end of 1989, the trade deficit was \$170 billion, or 3.7 percent of GDP. Plus, the tragedy of the trade war was that Americans were paying higher prices for the TVs and the automobiles that they bought.

On Tuesday, Oct. 29, 1928, the U.S. stock market crashed and the Great Depression began. Family fortunes were lost, people committed suicide, many Americans lost their jobs and the phrase "Brother, can you spare a dime," was coined. The

calamity was not caused by a trade war, but instead was caused by over-expansion of industry and the resulting increase of debt. But Pres. Herbert Hoover began a trade war with the whole wide world in hopes of mitigating the economic calamity. It failed.

Hoover's trade war had disastrous consequences for the whole world. Hostilities began between countries, with everyone enacting tariffs. Europe put tariffs on American goods, which made it harder for us to climb out of the depression. This faux pas continued until World War II.

Wise people started the World Trade Organization in 1995, which by all rights would be an alternative to tariffs by legally regulating trade disputes. Guess what? Donald Trump is in an all-out war with the WTO and if he has his way, the WTO would end up as a small blip in the world's economic history. This is wrong and the rule of law should prevail.

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

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CALENDAR

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steps to take when inappropriate conduct occurs. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

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

“Lead Generation,” part of the three-part Sales Academy Speaker Series, a Sandy Area Chamber of Commerce event. Speaker is Rebekah Brewer, founder of Utah Women in Sales and strategic inside sales specialist at Adobe. Location is Hale Centre Theatre, 9900 S. Monroe St., Sandy. Other series events are Sept. 5 and Sept. 26. Cost is \$50 for members, \$100 for nonmembers. Registration can be completed at Eventbrite.com.

Sept. 19, 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>.

Sept. 19, 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>.

Sept. 19, 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>.

Sept. 19, 6-9 p.m.

“The Only Metric That Matters: Lifetime Value,” a Utah Digital Marketing Collective event. Speaker is Luciano Pesci, CEO of Emperitas. Location is

Adobe Technology Campus, 3900 Adobe Way, Lehi. Free for Utah DMC members, \$20 for nonmembers. Registration can be completed at Eventbrite.com.

Sept. 20-21

Product PowerUp and Outdoor Product Showcase.

Event will feature keynote speakers, panel discussions, a showcase of innovative products, and a product pitch competition where entrepreneurs can win funding for their product ideas. Discussion topics include “Product Design & Development,” “Sourcing & Manufacturing,” “Sales Strategies & Retail Trends,” “Brand Building & Marketing,” “Logistics & Distribution,” “Licensing & IP Protection” and “Funding & How To Get It.” Location is Mountain America Expo Center, 9575 S. State St., Sandy. Cost is \$100. Details are at www.productpowerup.com.

Sept. 20-21

Ninth Annual Utah Business

Sustainability Conference, presented by P3 Utah. Location is University of Utah Guest House, 10 Fort Douglas Blvd., Salt Lake City. Cost is \$95 for P3 members and affiliates, \$135 for nonmembers. Details are at p3Utah.org.

Sept. 20-22

14th Annual Tri-State Seminar, a Utah Chapter of the Federal Bar Association event. Location is The Lodges at Deer Valley, 2900 Deer Valley Drive East, Park City. Registration can be completed at Eventbrite.com.

Sept. 20, 8-11:30 a.m.

Second Annual Southwest Salt Lake Valley Economic Summit, a Jordan Education Foundation event. Speakers include Lt. Gov. Spencer J. Cox and Robert Spendlove, senior vice president and economic and public policy officer at Zions Bank. Mayor panel includes Derk Timothy of Bluffdale, David Watts of Herriman, Trent Staggs of Riverton, Dawn Ramsey of South Jordan, and Jim Riding of West Jordan. Location is the Jordan Academy for Technology and Careers (JATC) South Campus, 12723 S. Park Ave. (2080 W.), Riverton. Free. Registration can be completed at Eventbrite.com.

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

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

Sept. 20, noon-1:30 p.m.

Silicon Slopes Community Awards. Recipients are Alan and Karen Ashton, founders of Thanksgiving Point, Lifetime Achievement Award; Stephenie Larsen, CEO and founder of Encircle, Community Hero Award; Amy Wylie, executive director of Education, One Refugee, Community Hero Award; Lori Kun, head of social impact, 5 for the Fight, Community Hero Award; and Mary Crafts, CEO of Culinary Crafts, Community Hero Award. Location is The Barn at Thanksgiving Point, 2975 N. Thanksgiving Way, Lehi. Details are at <https://www.siliconslopesawards.com/>.

Sept. 20, noon-1 p.m.

Cyber Lunch & Learn Series titled “FBI: Know Your Enemy,” a Salt Lake Chamber event. Speaker is Jeffery Collins, supervisory special agent, FBI Salt Lake City’s Cyber Task Force. Location is the Salt Lake Chamber, 175 E. 400 S., No. 600,

Salt Lake City. Free. Details are at slchamber.com/cyber.

Sept. 21, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Jenny Wilson, candidate for U.S. Senate. Location is Mimi’s Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to everyone. Details are at murraychamber.org.

Sept. 25, 8-9:30 a.m.

“NLRB’s Updated Legal Standard for Handbook Policies,” an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

ACADEMY

from page 1

around the world with the information and technical assistance they need to formulate and execute innovative, regional, job-creating economic strategies. NIST MEP’s mission is to enhance the productivity and technological performance of U.S. manufacturing, which it does through 51 MEP centers located in all 50 states and Puerto Rico and more than 1,300 manufacturing experts at over 400 service locations, providing any U.S. manufacturer with access to resources they need to succeed.

The four states were selected after a competitive application process. A second cohort for the academy is expected to be selected in 2019.

JOBS

from page 1

over for 2018 while maintaining a notably low unemployment rate.”

Utah’s private sector employment grew by 3.9 percent year-over with the addition of 48,500 positions. Nine of the 10 private sector industry groups measured in the establishment survey posted net job increases in July, while natural resources and mining lost 400 jobs year-over-year. The largest private sector employment increases were in trade, transportation and utilities (14,100 jobs); education and health services (7,700 jobs); and leisure and hospitality (7,400 jobs). The fastest employment growth occurred in trade, transportation and utilities (5.1 percent); leisure and hospitality (5.0 percent); and education and health services (4.0 percent).



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CAREERS



International Relief Teams Seeks Skilled Construction Volunteers

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

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

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

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

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

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

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

WILL

from page 18

and past buyers.

Displaying heroic patience in the presence of meretriciousness, the court explained that the government had not given the medallion owners an entitlement to protection from competition. As a federal judge said in a similar case, "A license to operate a coffee shop doesn't authorize the licensee to enjoin a tea shop from opening."

There are three important lessons from North Carolina's CON mischief. First, domestic protectionism that burdens consumers for the benefit of entrenched economic interests (e.g., occupational licensing that restricts entry to professions for no reason

related to public health and safety) is even more prevalent and costly than are tariffs and import quotas that interfere with international trade. Second, the sprawling, intrusive, interventionist, administrative state — aka modern government — that recognizes no limits to its competence or jurisdiction is inevitably a defender of the entrenched and hence a mechanism for transferring wealth upward. Third, only courts can arrest the marauding of the political class when, with unseemly motives, it pretends to know more than markets do about society's needs.

George Will's email address is georgewill@washpost.com.

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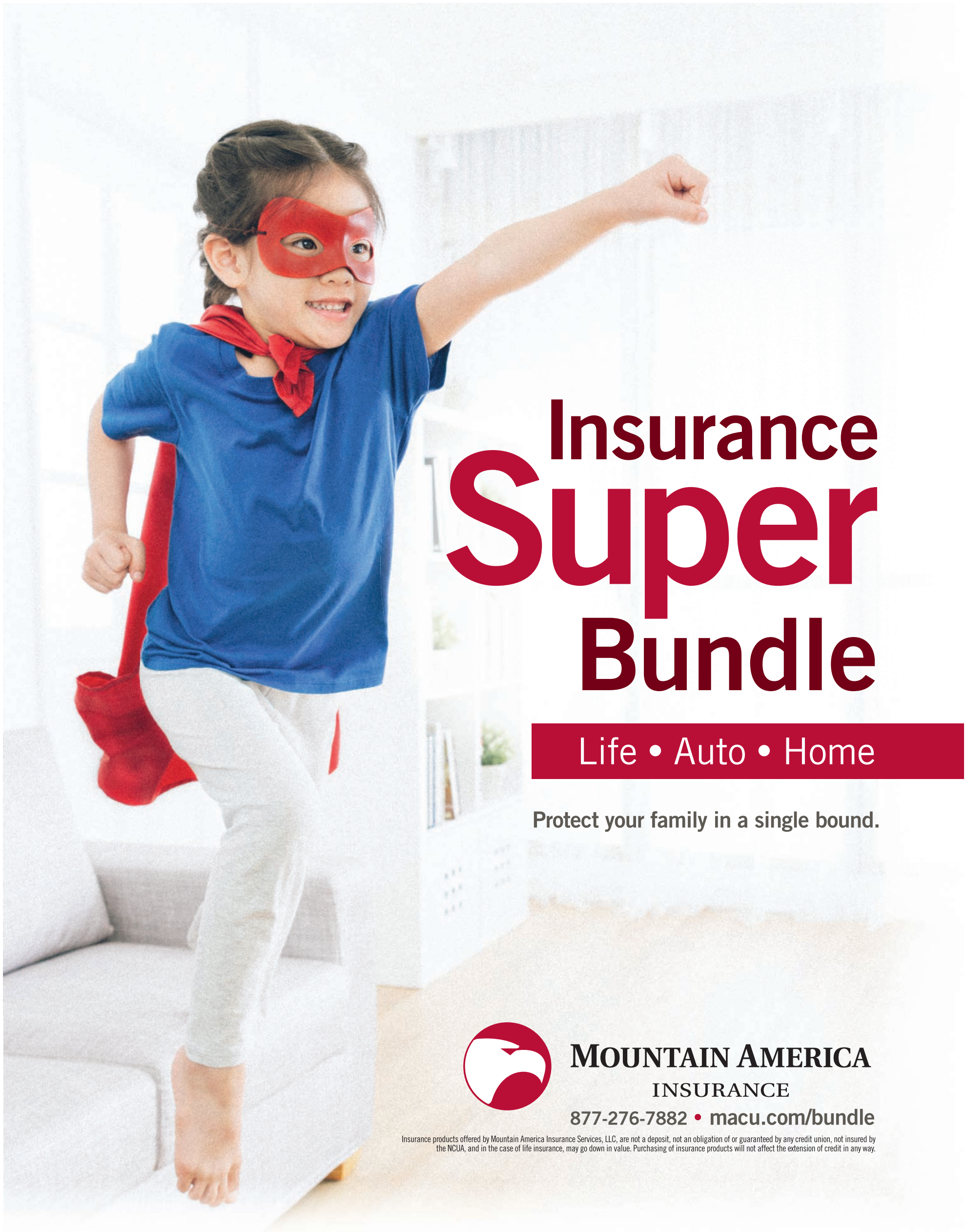


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