

OF NOTE



Got their wires crossed?

Toyota Motor Corp. said last week it is recalling around 1.03 million vehicles, including its gasoline-hybrid Prius model, due to an issue with the engine wire harness which can pose a fire risk. The issue affects vehicles produced between June 2015 and May 2018. Toyota said the harness which connects to the power control unit can come into contact with a covering and the insulation on the wires could wear down over time due to vehicle vibrations.

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Steve Starks, incoming chairman of the Salt Lake Chamber's Board of Governors, addresses the crowd during last week's 131st annual meeting of the chamber. Presentations during the meeting focused on issues including pay inequality, housing affordability and meeting workforce challenges.

Chamber priorities: Close gaps in gender, housing, jobs needs

Brice Wallace
The Enterprise

Much of the Salt Lake Chamber's priorities in the near future will be focused on closing gaps.

As its leadership explained during the organization's 131st annual meeting last week, Utah faces gaps in the levels of pay according to gender, in housing affordability, and between urban areas with workforce needs and rural areas needing jobs for its people.

Utah leads the U.S. in the spread between pay levels for men and those for

women, according to an American Association of University Women study released this spring. On average, for each dollar a man earns in Utah, a woman earns 70 cents, it said.

"Out of all of Utah's top, stellar rankings, gender wage disparity is a top ranking we should not be proud of," Derek Miller, president and CEO of the chamber since May, told the crowd. "That is bad news for Utah. The bad news is that Utah is one of the worst in the nation when it comes to the gap in pay between men and women."

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Meeting brings MAs from across nation to SLC

Medical assistants from across the country will meet this weekend in Salt Lake City to discuss trends that affect one of the nation's fastest-growing careers. Sessions at the 62nd Annual Conference of the American Association of Medical Assistants (AAMA), scheduled for Sept. 14-17, will cover the latest in patient care, featuring administrative and clinical topics on healthcare fraud, occupational therapy, depositions, Medicare health assessments, workers' compensation fraud, pharmacology and more, the association said in a release.

The conference will be held at Hilton Salt Lake City Center and medical assistants who have not registered for the conference may register at the door.

With more than 50 continuing education units (CEU) offered, attendees who are certified medical assistants will be able to select from a variety of educational offerings and earn up to 22 CEUs that will count toward recertification of their credential, according to the statement from the AAMA.

In addition, AAMA leaders will meet and make decisions that will help guide the future of the association and exhibitors will display the latest in medical assisting products and services.

Medical assisting is one of the nation's careers growing much faster than the average for all occupations, according to the United States Bureau of Labor Statistics. Medical assistants work predominantly in outpatient healthcare settings.

Wells Fargo: Utah leading economic boom in West

The West's economy continues to outpace the rest of the country and few states have performed as solidly and consistently as the Utah over the past five years. So says a report from the Wells Fargo Economist Team released last week.

Real GDP growth in Utah remained one of the fastest-growing in the nation in the first quarter of 2018, expanding 3.7 percent on a year-over-year basis. The state's burgeoning tech sector is driving much of the growth, helped by its deep talent pool and relative affordability compared with other growing tech hubs. Production out of the mining sector, backed by higher commodity prices, has also been supportive of growth. A sharp decline in the price of cop-

per leading into the summer, however, may stymie production in coming quarters, the report said.

Utah payrolls grew 3.4 percent in July on a year-over-year basis. With the exception of natural resources and mining, most major industries added jobs over the past year, according to data in the report. The state's service sectors are especially healthy, driven by professional and technical services. The construction sector has also been leading in terms of job growth, a consequence of several years of robust new residential building activity. Utah's lack of physical land constraints is an ongoing competitive advantage.

The report confirmed what most econ-

omists have been saying about the Beehive State. Utah's growing population and highly educated workforce remain valuable assets. Utah has the third-fastest-growing population in the country, driven by both a rapid in-migration and a high birth rate. The young and rapidly growing workforce is a durable competitive advantage over less demographically robust areas and is helping attract new employers.

The tech sector continues to propel the West — especially Utah — adding jobs and attracting new residents. Deteriorating affordability in several traditional tech

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CHAMBER

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“That’s the bad news. The good news is, we can change that. We have the power to change that. As a business community, we should not have to be forced or mandated to fix this. We should, we can and we must do it ourselves.”

Miller said the chamber has partnered with the Women’s Leadership Institute to create a toolkit of best practices to address the pay disparity. It will provide the business community, individual business owners, and individual companies and leaders with “the know-how, the resources and the tools that they need to correct this problem.”

Likewise, the chamber has formed the Housing Gap Coalition to address issues in housing affordability, which Miller described as “a challenge that is quickly becoming a crisis.”

“For the first time in 40 years, Utah has more households than housing units,” he said.

A chamber-commissioned study undertaken by the Kem C. Gardner Institute at the University of Utah this year noted that several factors — a shortage of available housing, construction and labor costs, local zoning ordinances, the NIMBY (not in my back yard) mentality, land costs and topography, and demographic and economic growth — are contributing to housing costs rising more quickly than Utahns’ incomes.

The chamber formed the

Housing Gap Coalition “because we want our employees, our children and our grandchildren to enjoy a reasonable cost of living, a high quality of life and strong economic prosperity that we all in this room have enjoyed,” Miller said. “To do this, we must tackle Utah’s housing affordability crisis today, not tomorrow.”

Miller also called upon chamber members to get involved in rural economic development by reviewing the job openings they have at their companies and identifying which ones “don’t need to be located along the Wasatch Front.” The chamber will help them find rural communities that “have the workforce that match your needs,” he said.

Many companies along the Wasatch Front say their biggest challenge is finding workers, while in rural Utah, the biggest challenge is finding jobs for its people, he said.

“Despite all of the great things that are happening in our state, the truth is that not all communities are enjoying the fruits of economic success the same way,” he said. “While Utah as a whole has the highest job growth and one of the nation’s lowest unemployment rates, in many parts of our state, the story is much different, with high unemployment and job growth so low that that population is dwindling.”

Steve Starks, chairman of the chamber board for 2018-19, called upon chamber members to understand that “our community is changing” and to welcome “new ways of thinking, ideas and people to the table. Our responsi-

bility as business leaders is to be open to new thinking, new approaches and new voices.”

He encouraged members to make transplants to the Utah feel welcome, hire them, listen to them and engage them, as well as share with them “all that is good about Utah.” By helping them navigate their challenges, “they will be equally invested in our great state,” he said.

As part of that effort, the chamber has started “The Hive” as a way of aiding the next generation of leaders.

“This group will focus on building our community’s bench of capable and impactful leaders,” Starks said. “Additionally, we will ask them for their input and guidance on significant state and community issues such as air quality, diversity in the workplace, the inland port development and the Point of the Mountain process, to name just a few.”

During the meeting, the chamber presented its annual awards. The Community Partner of the Year is Intermountain Healthcare. The Corporate Partner of the Year is Goldman Sachs & Co. Parr Brown Gee & Loveless received the President’s Award for Excellence. The Chamber Champions are Vance Checketts, DSCO; Janet Healy, Catholic Community Services of Utah; Ray Pickup, WCF Insurance; Sally Steed, Utah Media Group; and Brittany Westover, JP Morgan Chase.

The chamber is Utah’s largest business association. It includes more than 63,000 employers with more than 1.4 million workers. It

UTC Hall inductees named

The Utah Technology Council has announced its 2018 Hall of Fame inductees. Named



Ryan Smith



Gail Miller

by the council are Ryan Smith, founder and CEO of Qualtrics; Gail Miller, philanthropist and chairman of Larry H. Miller Group of Companies; and Jeremy Andrus, CEO of Traeger Grills.

The awards will be presented Oct. 12 at the UTC’s 20th Annual Hall of Fame Gala at the Salt Palace Convention Center.



Jeremy Andrus

UTC said that candidates for its Hall of Fame are heavily vetted by a committee of leading industry professionals. Nominees are judged based on their contributions to the innovation community through disruption, innovation and philanthropy.

Netflix CEO Reed Hastings will keynote the awards event. Hastings, a technology veteran and entrepreneur, was inspired to create Netflix after paying a hefty late fee on a rented movie. His speech will center on innovation, collaboration and all that inspires him to continue to build Netflix, UTC said.

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centers, including Southern California, the San Francisco Bay Area, Seattle and Denver, however, has caused firms to seek out more affordable locations. Utah is one beneficiary, as proximity to Silicon Valley, an educated talent pool and lower real estate costs have spurred development of the “Silicon Slopes” cloud-computing cluster around Salt Lake City.

In the Western region, Real GDP in grew 3.6 percent on a


year-to-year basis in the first quarter, well ahead of the nation as a whole, which saw a 2.6 percent increase. Strong economic growth has become a familiar story and current economic conditions continue to be favorable for most Western states. On a year-to-year basis, real GDP growth in all but three of the 13 states outpaced the national rate. Further, economic growth accelerated during the first quarter in the vast majority of Western states, and employment data for the more recent months suggest that growth has remained strong throughout the summer.



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CORPORATE FINANCIAL REPORTS

The following are recent financial reports as posted by selected Utah corporations:

HealthEquity

HealthEquity Inc., based in Draper, reported net income of \$22.5 million, or 36 cents per share, for the second quarter ended July 31. That compares with \$16.9 million, or 27 cents, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$71.1 million, up from \$56.9 million in the year-earlier quarter.

HealthEquity is the nation's largest health savings account (HSA) non-bank custodian.

"HealthEquity recorded another strong quarter financially and operationally as we added over 121,000 new HSAs and \$170 million to our members' custodial assets, resulting in record quarterly revenue and earnings," Jon Kessler, president and CEO, said in announcing the results.

"As we continue to deliver on our commitment to connecting health and wealth for our members, we are well positioned to outpace the market by providing comprehensive retirement solutions to our members and being the market's purple standard for remarkable service."

Vista Outdoor

Vista Outdoor Inc., based in Farmington, reported a net loss of \$52.3 million, or 91 cents per share, for the fiscal first quarter ended July 1. That compares with net income of \$16.7 million, or

29 cents per share, for the same quarter a year earlier.

Sales in the most recent quarter totaled \$528.8 million, down from \$568.7 million in the year-earlier quarter.

Vista Outdoor designs, manufactures and markets consumer products in the outdoor sports and recreation markets. The company operates in two segments: outdoor products and shooting sports. It has manufacturing operations and facilities in 13 states, Canada, Mexico and Puerto Rico, along with international sales and sourcing operations overseas.

"Vista Outdoor's first quarter results exceeded expectations despite continuing headwinds and market challenges," Chris Metz, CEO, said in announcing the results. "The company generated strong free cash flow, primarily driven by improved working capital management, which we used to pay down \$33 million of long-term debt.

"Our focus on improved profitability is delivering results, we are driving operational excellence through cost-savings initiatives and procurement strategies, and we continue to introduce innovative new products into the market."

The company's transformation plan, announced in May, "is also tracking well," he said. "The transformation will allow the company to drive shareholder

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Lee named president of NewBridge Global

NewBridge Global Ventures Inc., an Orem-based company engaged consulting and acquisitions in the cannabis industry, has appointed Todd Lee as president of the company. As part of the shuffle of senior management, Scott Cox, president of the company since October 2017, has been named senior vice president of corporate development. Both management appointments are effective immediately, the company said.

The Newbridge release said Cox's change in management position will allow him to best leverage his experience and focus his attention on merger and acquisition activities and raising NewBridge's visibility in the investment community as the company

pursues its strategy for international expansion in the cannabis industry.

Mark Mersman, CEO of NewBridge, said, "Todd Lee is a seasoned executive with a diverse background in both public and private corporations, and importantly for NewBridge, regulated industries as well. He has a strong background in operations and accounting and his experience and skill set is extremely relevant to NewBridge's current operations and growth strategy and we welcome Todd to NewBridge."

Lee is a seasoned executive with 38 years of experience in several regulated industries including the food, meat, consumer products, biotech, and food and beverage industries. His experience spans accounting, finance,

manufacturing, retail, wholesale and restaurants. He was president and owner/operator of The Atlas Tap Room in San Francisco. From 2012 to 2016, he was corporate controller for Fluidigm Corp., where notably he was responsible for the accounting and finance integration of the \$200 million acquisition of DVS Corp. Lee earned his CPA while at PwC, where he was a senior auditor.

Cox has over 20 years of experience in the management and operations of public and private companies. He is a Principal in Basin Capital Inc., a private family office focused on the acquisition and divestiture of oil and gas properties. He was vice president of land for Breitling Energy Corp. and director of operations for Frontier Oilfield Services.

SEO Werkz buys Be Locally SEO

SEO Werkz, an Internet marketing company based in Draper, has acquired Be Locally SEO of South Jordan. The companies are previous competitors in the search engine optimization industry. Terms of the buyout were not disclosed.

"Maintaining a consistent A-plus rating with the Better Business Bureau, Be Locally SEO has established itself as a top entity in the SEO industry," said SEO Werks CEO Paul Staten. "Be Locally SEO brings veterans of the industry that have been working in the Internet marketing space

for many years as well as a solid customer base. We look forward to coming together and continuing to grow as a company."

Founded in Utah in 2009, Be Locally works with clients across the United States, the company said. It employs about 20 in its Draper location.

Created by Staten and CTO Nicholas Dutson in 2012, SEO Werkz also has clients nationwide and was ranked on the Inc. 500 list of fastest-growing companies in America for 2017 and the Inc. 5,000 list in 2018. SEO Werkz has 15 employees.



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USPS # 891-300

Published weekly by:

Enterprise Newspaper Group

825 North 300 West Ste. NE220
Salt Lake City, Utah 84103
801-533-0556 FAX 801-533-0684
www.slenterprise.com

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

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

Picture this: A camera that takes pictures with no lens

University of Utah engineers are working on a computerized camera that has no optics

In the future, your car windshield could become a giant camera, sensing objects on the road. Or each window in a home could be turned into a security camera.

University of Utah electrical and computer engineers have discovered a way to create an optics-less camera in which a regular pane of glass or any see-through window can become the lens.

Their innovation was detailed in a research paper, "Computational Imaging Enables a 'See-Through' Lensless Camera," published in a recent issue of *Optics Express*, a peer-reviewed, scientific journal published by the Optical Society of America.

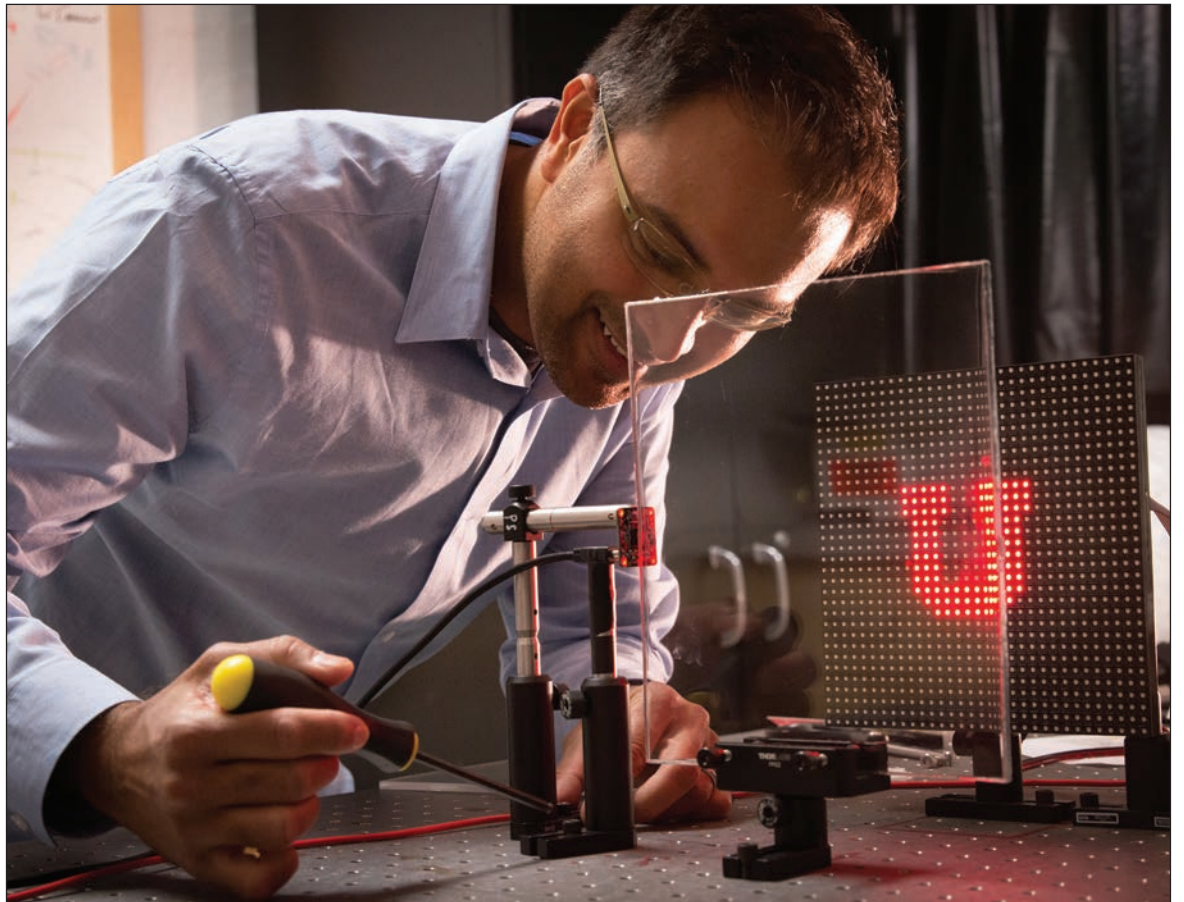
University of Utah electrical and computer engineering associate professor Rajesh Menon argues that all cameras were developed with the idea that humans look at and decipher the pictures. But what if, he asked, you could develop a

camera that can be interpreted by a computer running an algorithm?

"Why don't we think from the ground up to design cameras that are optimized for machines and not humans? That's my philosophical point," Menon said.

If a normal digital camera sensor, such as one for a mobile phone or an SLR camera, is pointed at an object without a lens, it results in an image that looks like a pixelated blob. But within that blob is still enough digital information to detect the object if a computer program is properly trained to identify it. You simply create an algorithm to decode the image.

Through a series of experiments, Menon and his team of researchers took a picture of the University of Utah's "U" logo as well as video of an animated stick figure, both displayed on an LED light board. An inexpensive, off-the-shelf camera sensor was connected to the side of a Plexiglas window, but pointed into the window while the light board was positioned in front of the pane at a 90-degree angle from the front of the sensor. The resulting image from the camera sensor, with help from a computer processor running the algorithm, is a low-resolution picture but definitely recogniz-



University of Utah electrical and computer engineering associate professor Rajesh Menon has discovered a way to create an optics-less camera in which a regular pane of glass or any see-through window can become the lens. Photo: Dan Hixson, University of Utah College of Engineering.

able. The method also can produce full-motion video as well as color images, Menon said.

The process involves wrapping reflective tape around the edge of the window. Most of the light coming from the object in the picture passes through the glass, but just enough — about 1 percent —

scatters through the window and into the camera sensor for the computer algorithm to decode the image.

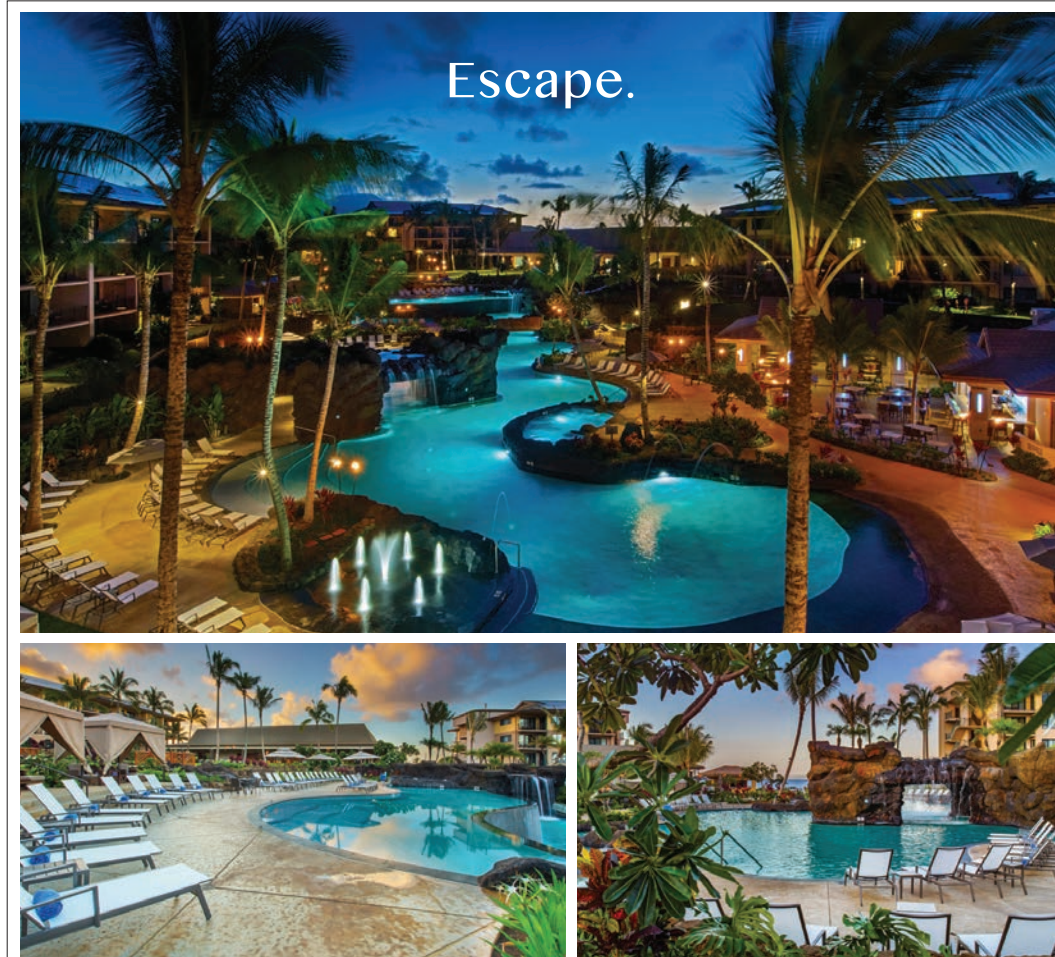
While the resulting photo is not enough to win a Pulitzer Prize, it would be good enough for applications such as obstacle-avoidance sensors for autonomous cars. But Menon

says more powerful camera sensors can produce higher-resolution images.

Applications for a lensless camera can be almost unlimited. Security cameras could be built into a home during construction by using the windows as lenses. It could be used in augmented-reality goggles to reduce their bulk. With current AR glasses, cameras have to be pointed at the user's eyes in order to track their positions, but with this technology they could be positioned on the sides of the lens to reduce size. A car windshield could have multiple cameras along the edges to capture more information. And the technology also could be used in retina or other biometric scanners, which typically have cameras pointed at the eye.

"It's not a one-size-fits-all solution, but it opens up an interesting way to think about imaging systems," Menon said.

From here, Menon and his team will further develop the system, including 3D images, higher color resolution and photographing objects in regular household light. His current experiments involve taking pictures of self-illuminated images from the light board.



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Real Estate Matters

Important to be focused on the future of sustainable property management

Property management in the commercial real estate space is a specialized industry. It requires cutting-edge knowledge on numerous subjects such as construction, accounting, project management, landscaping, economic trends, HR and several other disciplines. That said, one of the most pressing areas that both building owners and property managers need to be on top of is sustainability. This topic requires people to think urgently now about the long game.

Salt Lake City has some new ordinances that are creating some immediate urgency in this area. Last year, the city council approved a benchmarking ordinance that requires all commercial buildings larger than 25,000 square feet to track and report their energy usage to the city. Building owners/managers are mandated to track energy consumption annually using the U.S. EPA's Energy Star Portfolio Manager software. This



MOLLY WESTBROOK

ordinance was supported by US-GBC Utah, which is the regional arm of the U.S. Green Building Council, the organization behind the celebrated LEED certification.

Initially, this was met with resistance by some because if the building is not energy-efficient, tenants and potential tenants will see the information and it might result in them being deterred from becoming

future tenants. That said, owners and institutional owners in Utah and around the nation are becoming more savvy in their understanding that building, maintaining and managing sustainable buildings is not a fad and it is not going away. They are waking up to the need to employ green materials and implement best practices in an effort to become at the very least LEED certified, if not silver, gold or even platinum. More owners than ever before are asking their property managers to integrate a hefty budget for sustain-

ability efforts.

Transforming large buildings to a greener state can be a daunting thought, but it doesn't have to happen overnight and it doesn't have to be a financial burden. Property owners should be aware that there are several resources that property managers can employ that are free or low-cost. For instance, Rocky Mountain Power has programs that help owners and managers understand the process of benchmarking, provide assessments and submit incentive applications. These efforts are designed to result in increased energy efficiency and electricity cost savings.

The truth is, it can start small. A review of the building's lighting is an easy place to start that can have a big impact. An assessment with Rocky Mountain Power can help owners and managers understand where efficiencies in the lighting system exist and how swapping to LED lighting and energy-efficient platforms can save money. Additionally, many rebates exist for LED lighting, car charging stations and others. And what

may be surprising is that many of them are free.

Utah is Attracting Savvy Tenants

Utah is growing in leaps and bounds and as such it is attracting companies that never would have considered relocating or building satellite offices in Utah before. A natural outgrowth of this trend is that tenants coming from places like California have not only become used to living and working in a green environment, but they are demanding it of building owners and managers. They are asking to see the certifications and requesting the Energy Star scores — they are and will continue to be incredibly savvy. Consequently, developers and property managers have to be ahead of the trends as opposed to following the trends when it comes to sustainability. Some top trends to be on top of are as follows:

1. Implement a recycling program. According to the most recent data from the EPA, 262.4 million tons of trash was generated in the United States in the past year. This waste consists items

people use and discard such as plastics, product packaging, grass clippings, furniture, clothing, bottles, food scraps, newspapers, appliances, paint and batteries. It comes from homes, schools, universities, hospitals and businesses. What company leaders and building owners need to know is that in the average workplace, the EPA estimates that about 80 percent to 90 percent of solid waste is recyclable.

Many savvy employers want recycling programs to help with employee engagement. Many, including those coming in from states such as California, recycle at home and their previous workplaces and they want that to continue so they can feel like good stewards. Recycling programs are a way building owners can become more attractive to prospective tenants.

2. Monitor mechanical systems. To optimize longevity, and ensure buildings are running as

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Industry Briefs

Industry Briefs are provided as a free service to our readers. Company news information may be sent to brice@slenterprise.com. The submission deadline is one week before publication.

COMMUNICATIONS

• **CallTower**, with main offices in South Jordan and Boston, has named **Jason Ulm** as vice president of product and customer success. Ulm has more than 20 years of telecommunications experience and more than 10 years in executive leadership. Most recently, he was vice president of sales at Appia Communications, which was acquired by CallTower earlier this year. CallTower, founded in 2002, provides cloud-based, enterprise-class unified communications solutions for organizations.



Jason Ulm

DIRECT SALES

• **Nutraceutical Corp.**, Park City, has announced that **Dr. Raphael Kellman** will be advising the company in the development and promotion of its Solaray Mycrobio Probiotic line of products. Kellman is a best-selling author and physician of integrative and functional medicine.



Raphael Kellman

ECONOMIC INDICATORS

• The **Utah average travel time to work** is 21.6 minutes, up 1.7 percent, based on the latest

Census Bureau data of cities with population of 60,000 or more. In Utah, the fastest commute time was in **Orem**, at 18.3 minutes. It was followed by **Provo**, 18.4 minutes; **Salt Lake City**, 20.1; **West Valley City**, 22.8; **Sandy**, 24.2; and **South Jordan**, 25.4. Sandy saw the biggest increase in average travel time to work, at 9.2 percent. Salt Lake City saw the largest percentage decrease, at 3.6 percent.



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EDUCATION/TRAINING

• **College savings plan my529** has named **Bryn Ramjoue** as its marketing director. Ramjoue's most recent was director of communications at Red Butte Garden since 2009. Her education includes a bachelor of arts in mass communications from the University of Utah. My529 formerly was known as the Utah Educational Savings Plan.



Bryn Ramjoue

• **FIRST Utah Robotics** has named **Chelsey Short** as regional director. FIRST Utah Robotics organizes an annual high school robotics competition at the Maverik Center. She will work with the FIRST program directors and staff in the development, growth and support of the FIRST programs, including FIRST Robotics Competition, the FIRST Tech Challenge, the FIRST Lego League and the FIRST Lego League Junior, at the local and regional levels. As regional director, she is responsible for the FRC Regional Competition, held each spring in conjunction with the University of Utah College of Engineering. Short has experience with many public education programs, including performing arts for youth, public safety and University Extension programming. For the past six years, she's been with the College of Engineering at the University of Utah, managing STEM programs funded by the National Science Foundation.



Chelsey Short

EXPANSIONS

• **Superior Drilling Products Inc.**, a Vernal-based designer and manufacturer of drilling tool technologies, has expanded operations to Abilene, Texas. The company has entered into a commercial lease related to property there to support the manufacture and repair of the company's product lines and enhance its ability to efficiently service customers.

GOVERNMENT

• The **Governor's Office of Economic Development (GOED)** has named **Kimberlee Carlile** as the first director of the **Talent Ready Utah Center**. Carlile will oversee the center's efforts to develop solutions that align education and industry needs. The center will convene partnerships that help Utah stu-



Kimberlee Carlile

dents become career-ready, while ensuring businesses in the state have a qualified workforce. Carlile assisted with the creation of the Utah Aerospace Pathways program, and has helped replicate the program for diesel technology, medical innovations and technology education. Carlile previously was the director of industry and talent initiatives for GOED and managed communications at Avenue H. She received her bachelor's degree from Utah Valley University in communications.

• **Salt Lake County** government officials and **Kearns** business owners have celebrated the completion of a \$1.9 million road project designed to boost economic growth. About 40 businesses operate in the industrial area known as Camp Kearns, a former World War II Army air base. The road paving project broke ground in December 2017. Prior to its completion, the unpaved roads at Camp Kearns were prone to flooding, making it difficult for delivery trucks and customers to access businesses in the area. The Salt Lake County Council approved the project in November 2017. A total of 1.5 miles of roads were paved.

PHILANTHROPY

• **Discovery Gateway Children's Museum** and community partners recently unveiled the **Mark Miller Subaru Express Service** exhibit, sponsored by **Mark Miller Subaru**. The exhibit features a child-sized 2019 Subaru Ascent. Children will have the opportunity to work under the hood on the engine, change the oil, tighten lug nuts on all four tires and fill the gas tank as they learn about the science the vehicle uses.

REAL ESTATE

• The sale of **Canyon Center**, a 47,866-square-foot shopping

center in Sandy, has been completed. The sale price was not disclosed. Built in 1998, Canyon Center is located on 6.79 acres at the intersection of 9400 South and Highland Drive in Sandy. The sale included a Smith's gas station, Wells Fargo and Wendy's, as well as 38,000 square feet of active lifestyle and daily needs shop tenants. **Hanley Investment Group Real Estate Advisors** executive vice presidents Bill Asher and Kevin Fryman, along with President Edward Hanley, represented the seller, **Pacific Canyon Center LLC**, based in Irvine, California. The buyer was a local investor and was represented by Greg Swedelson and Jon-Eric Greene with **SSG Realty Partners**.

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RECOGNITIONS

• **Big O Tires**, a North American retail tire franchisor, has recognized three multi-store owners as 2017 **Franchisees of the Year**, including **Kent and Kory Coleman**, multi-store owners in Utah. The company has nearly 450 stores in 23 states. The top 40 stores, based on numerical results, were eligible. Candidates submitted information on their community involvement and an executive committee considered that material, along with feedback from other franchisees, to make a final decision. Recipients were recognized at the annual convention in San Antonio alongside fellow franchisees, managers, corporate associates and supplier partners.

SCHOLARSHIPS

• **Western Governors University**, Salt Lake City, will award \$750,000 in scholarships to aspiring students who apply to WGU by Sept. 30. The Back to School Scholarship is valued at up to \$2,000 per student (\$500 per six-month term, renewable for up to four terms). The university will

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see BRIEFS next page

Industry Briefs

from previous page

award 375 scholarships, which will be granted based on a candidate's academic record, financial need, readiness for online study and current competency, as well as other considerations.

SERVICES

• Technology repair brand **uBreakiFix** has opened a location at 11426 S. Parkway Plaza Drive, Suite 200, South Jordan. It is the brand's second location in the Salt Lake City area, joining a store in Sandy. Both are owned by **Stacey, Scott and Dalton Wells**, who plan to open additional locations in the area. UBreakiFix has more than 425 locations in the U.S. and Canada.

SPORTS

• **ArbiterSports**, a Sandy-based athletic management software company, has hired **Karen Mogridge** as vice president of product management. Mogridge



Karen Mogridge

is a product manager, software engineer and business analyst with two decades of experience overseeing the development of new products.

Before joining ArbiterSports, Mogridge served in several positions at CoreLogic, including senior professional product manager, director of quality assurance, director of special projects and senior business analyst. She also worked as a software engineer with F-22 Lockheed Martin.

TRANSPORTATION

• **Penske Truck Leasing**, based in Pennsylvania, has

opened a new facility at 925 W. 12th St., Ogden. It is the fourth new facility announcement in the company's western region this summer and is the eighth new facility announcement this

year. The Ogden facility offers full-service truck leasing, consumer and commercial truck rental, contract truck fleet maintenance and connected fleet solutions. The

7,629-square-foot building sits on 2.5 acres and has six truck bays. Penske currently has 10 employees in Ogden and intends to hire as business continues to grow in

the area. Penske operates more than 270,000 vehicles and serves customers from more than 1,000 locations in North America, South America, Europe, Australia and Asia.

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Some pointers if you decide to take your 'side hustle' full time

From selling designed products online to supplementing income with photography or driving for a ride-share service, the gig economy is changing the way people work and earn a living in Salt Lake City. Proof of this is shown in a recent study from Intuit that said that 40 percent of U.S. workers will be freelancers in some capacity by 2020.

With the growing popularity of the "side hustle" in Utah, many people are considering how to take these gigs from supplemental income to the main stage. But making this transition means several considerations, including what the local market (and demand for your intended service) looks like, how to finance the growth of your venture and what you want out of your business.

When I look at successful Utah small-business owners I've worked with over the years, from the ones who started in their garage to those continuing a family tradition, a few key trends have emerged which can help those looking to transition their side hustle. The first (and sometimes most challenging) is to objectively determine the scalability of your business and what transitioning it to full time might look like. Doing this early is critical to make the road to a full-time career smoother.

Once you've determined what the path forward might look like, here are some other key considerations as you transition your side hustle:

Know your options for saving (and how to use them). While funneling all income toward growing your business might seem paramount to success for some business owners, saving is also critical for tackling issues that may arise, reaching long-term goals and improving your financial health. What do you do when you need to replace a broken piece of equipment or a vendor disruption is preventing you from filling orders? Having savings set aside for emergencies can make these scenarios more manageable. From understanding what types of tools might help you save money to best practices for tracking savings, knowing your options is a key part of your business' financial success.

Mind your cash flow. Managing your cash flow is critical to growth. The proof? A review

of 101 failed startups in a recent CB Insights poll showed that 29 percent failed due to lack of cash. Achieving success in cash flow management means utilizing tools that can help you accurately forecast, properly plan and consistently be prepared for challenges, which are all an important part of

maintaining the growth of your burgeoning business.

Know who you're serving (and potential competitors). Before you establish a business, you need to know your service area and our local Salt Lake City market. Knowledge of who your competitors are, what need you will be filling in the local area and proper market analysis are all pieces of competitive intelligence

that will improve your ability to successfully transition your side hustle to a full-time career.

Remember the "why." What might be the most important thing to consider in taking your side hustle full time boils down to a simple question: Why are you doing it? Beyond any strategies or logistics, it's key to remember what your motivation is to take your side hustle to the

next level and make it your full-time career. From flexibility with hours, to being your own boss, to filling a market need, maintaining your focus on the "why" makes turning "what I do on the side" into "what I do" a much more rewarding experience.

Lester Romero is the small business leader for Wells Fargo in Utah.



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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.

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

Business Success Workshop, presented by Peppershock Media. Speakers are Brad Bertoch, president of VentureCapital.org, discussing "Where Can You Find Funding for Your Company?"; Brian Nixon, vice president of sales at Bitext, discussing "How to Be Mining Your Investments"; Steve Mac, co-founder of Code Greene, discussing "The Power of Your Online Presence"; Sheli Gartman, CEO of Women Ignite International, discussing "Unlock Your Superpowers"; and Rhea Allen, president and CEO of Peppershock Media, discussing "Happy Employees + Happy Customers = Better Brand." Proceeds from the workshop will benefit Advocate Monster Truck, a nonprofit organization dedicated to empowering and strengthening victims subjected to abuse and violence. Workshop takes place 8 a.m.-4 p.m., followed by networking from 4-6 p.m. Location is Church & State, 370 S. 300 E., Salt Lake City. Cost is \$66. Registration can be completed at www.peppershock.com/events.

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

Employer Workshop, focusing on hiring and retaining people with disabilities, networking with specialists and getting resources. Location is Division of Services for the Blind and Visually Impaired, Conference Room, 250 N. 1950 W., Salt Lake City. 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. 12, 11:30 a.m.-1 p.m.

Investor Panel on Fundraising, a Silicon Slopes event. Speakers are Jack Boren, director, Epic Ventures; Peter Harris, partner, University Growth Fund; and Robb Kunz, founder and CEO, BoomStartup. Location is Church & State, 370 S. 300 E., Salt Lake City. Free. Details are at siliconslopes.com.

Sept. 11, noon-1:30 p.m.

Northern Utah Safety Committee Roundtable, presented by the Utah Manufacturers Association (UMA). The topic is "Promoting a Safety Workplace Culture." Speaker is Flint Belk, safety and health specialist, Workers Compensation Mutual Insurance. Location is Associated Food Stores, 1850 W. 2530 N., Farr West. Free for UMA members, \$35 for nonmembers. Details are available by contacting Teresa at 801-664-4304.

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, noon-1:30 p.m.

Salt Lake Safety Committee Roundtable, a Utah Manufacturers Association event. Speaker Justin Donald Sr., health and safety specialist at Workers Compensation Mutual Insurance, will discuss "Helping Employees Make Safe Choices." Location is the Utah Manufacturers Association, 428 E. Winchester St., Suite 135, Murray. Free for UMA members, \$35 for nonmembers. Registration can be completed by emailing annette@umaweb.org.

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 Smarthome, 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. Secord St., Suite A, Salt Lake City. Cost is \$10 (RSVP required). Details are at murraychamber.org.

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

"Bring Your Boss to Lunch/WIB Luncheon," a Davis Chamber of Commerce event. Speaker Abby Osborne, vice president of public policy and government relations at the Salt Lake Chamber, will discuss "Utah's Housing Gap Crisis and How It Affects You." Location is the Davis Technical College Business Resource Center, 450 S. Simmons Way, Kaysville. Cost is \$20. Details are at davischamberofcommerce.com.

Sept. 13, 5 p.m.

Business After Hours, a South Salt Lake Chamber of Commerce event. Location is SLICE (Salt Lake Institute of Culinary Education), 1484 S. State St., Salt Lake City. Other details to be announced.

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, 8-10 a.m.

Foreign Corrupt Practices Act Workshop, presented by Holland & Hart and co-sponsored by the U.S. Commercial Service's Utah office, World Trade Center Utah and the Utah Manufacturers Association. Speakers are Mike Koehler, known as "The FCPA Professor," and Jason Prince, partner at Holland & Hart. Location is Holland & Hart, 222 S. Main St., Salt Lake City. Free. Details are at wtcutah.com.

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

2018 Utah Angel Workx, a VentureCapital.org event. The Angel Workx report comprises of all the investment activity by

CALENDAR

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Utah's angel groups and early-stage venture firms. Speakers are Richard Swart of CrowdSmart and Juana Arango of Keiretsu Forum NW Region. Location is Zions Bank Founders Room, 1 S. Main St., Salt Lake City. Cost is \$45. Registration can be completed at Eventbrite.com.

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

Fourth Annual Moral & Ethical Leadership Conference, hosted by the Salt Lake Chapter of the BYU Management Society. Conference theme is "In the Cause of Liberty." Keynote speaker is U.S. Jeff Flake, R-Arizona. Other presentations will be from leaders in business, education, government and non-profits. Speakers include Tim Ballard, Dr. Eva Witesman, Eric Dowdle, Lt. Gov. Spencer Cox and Abby Cox, McKay Coppins and Sheri Dew. Location is the Joseph Smith Memorial Building, 15 E. South Temple, Salt Lake City. Registration can be completed at saltlake.byu.org.

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. 14, noon

Silicon Slopes Town Hall, featuring Paul Allen, CEO of Soar.com. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

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, 8-9 a.m.

Small Business Forum, a first-ever Salt Lake Chamber event. Theme is "Family-Owned Small Business: Challenges and Opportunities." Panelists are Liz Butcher, Butcher's Bunches; Matt Caputo, Caputo's Deli; Steve Hatch, Hatch Family Chocolates; Natalie Kaddas, Kaddas Enterprises Inc.; and Ingolf De Jong, GENCOMM (moderator). Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slcham-ber.com.

Sept. 18, 8 a.m.-4:30 p.m.

Utah Food Innovation Summit, hosted by IFIC and focusing on emerging food production techniques that could affect the food supply chain. Speakers include Lt. Gov. Spencer Cox discussing the food industry and how it can change life in Utah for the better; Bob Garrison, editorial director of *Prepared Foods Magazine*, who will provide recent examples of "How Innovative Brands are Reshaping the Food Business"; Ethan Brown, CEO of Beyond Meat, discussing "The Future of Protein"; Dean Peterson, CEO of Harmons, discussing "Innovation from a Retail Grocery Perspective"; Andrew Smith, CEO of Four Foods Group, discussing the foodservice business and "Innovation on the Menu"; and a panel representing three Utah food brands sharing how they approach innovation and discuss what role it could play in the future of all Utah food businesses. Location is Utah Farm Bureau, 9865 S. State St., Sandy. Details are at wtcutah.com.

Sept. 18, 8:30-9:30 a.m.

"Cloud Computing for Manufacturing Firms" Forum, a Utah Manufacturers Association event. Location is OWTC Business

Depot Ogden Camp, 918 W. 2nd St., Building 10A, Ogden. Details are available by emailing annette@umaweb.org.

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 and residential construction. Location is Salt Lake City Public Library, 210 E. 400 S., Salt Lake City. Details are at www.utahnetzero.com.

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, 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.

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. Speaker Sherry Weaver, conference sales manager at Park City Mountain Resort, will discuss "Give Feedback That Builds Trust On Your Team." Location is 50 West Club & Café, 50 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

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

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

see CALENDAR next page

You're Invited...

CIGNA UTAH BEHAVIORAL HEALTH FORUM

2018

WHEN: Friday, September 28

TIME: 7:30 a.m. Registration
8:00 a.m. Program
12:00 p.m. Closing

WHERE: St. Mark's Hospital, Lamb Auditorium
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Breakfast will be provided.

Join us September 28th for the Cigna Utah Behavioral Health Forum presented in conjunction with **MountainStar Healthcare** and **The Enterprise**.

At this year's Behavioral Health Forum, we will discuss the affect mental health and addiction has on Utah businesses and their employees.

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Featured Topics:

- Government Initiatives on Mental Health
- Mental Health Trends—both National and Local
- Addressing Mental Health and Substance Use Disorder Stigma in the Workplace
- Anxiety and Depression in the Workplace
- Panel Discussion: Integration, Innovations, Personal Stories

CALENDAR

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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, 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 CSO/CISO. Location is Silicon Slopes, 2600 W. Executive Parkway, No. 140, Lehi. Free. Details are at utahtech.org.

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 Oct. 10, and "Planning for Growth" on Oct. 17. Location is 8000 S. Redwood Road, West Jordan. Free, but registration is required. Details are at westjorchamber.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, 8-9:30 a.m.

CFO Alliance, a Utah Technology Council event for UTC-member financial executives only. Speaker Stacey Roberts will discuss "Savvy Sales Tax Practices for Remote Sellers." Location is Eide Bailly LLP, 2901 N. Ashton Blvd, Suite 200, Lehi. Free. Details are at utahtech.org.

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 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. Remaining series event is 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, 8 a.m.-1 p.m.

OSHA 10-Hour Certification Training, a Utah Manufacturers Association event. Location is Nephi. Free for UMA members. Details are available by emailing annette@umaweb.org. Also offered Sept. 25-26, 8 a.m.-1 p.m., at the Utah Manufacturers

see CALENDAR page 19



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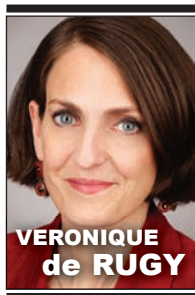
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Opinion

NAFTA has been good for America, despite Trump's 'bad connotation'

A couple of Mondays ago, the American people were treated to a televised Oval Office phone call between Pres. Trump and Enrique Peña Nieto, the president of Mexico, during which they congratulated each other on reaching a bilateral trade agreement. The new deal is meant to replace the North American Free Trade Agreement, yet we now have more questions than answers. Only one thing is clear: If the agreement ever sees the light of day, it will likely be called the United States-Mexico Trade Agreement.



VERONIQUE
de RUGY

As the president explained: "(T)hey used to call it NAFTA. We're going to call it the United States-Mexico Trade Agreement, and we'll get rid of the name NAFTA. It has a bad connotation because the United States was hurt very badly by NAFTA." But if you know anything about NAFTA, you may be left wondering what was so bad about it. After all, according to World Trade Organization data, all U.S. exports to Mexico face zero percent tariffs. We have NAFTA to thank for that.

The WTO reports that all non-agricultural U.S. exports to Canada also enter that country duty-free. And for all the talk about that pesky 270 percent Canadian tariff on U.S. dairy, 97 percent of U.S. agricultural

exports to Canada are duty-free.

Other countries aren't as lucky when exporting to Canada and Mexico. The weighted tariff that non-U.S. foreign exporters face on their agricultural products sold to Canada is 12.4 percent, and on their non-agricultural products it's 2.3 percent. When non-Americans export to Mexico, agricultural tariffs average 20.1 percent, and non-agricultural ones average 3.5 percent. Other countries would love to get some of the NAFTA treatment.

NAFTA had a positive impact on the U.S. economy. Writing about the risk of withdrawing from the 1994 agreement in *The Wall Street Journal* a few months ago, Matthew Slaughter, dean of the Tuck School of Business at Dartmouth College, wrote, "In a new report canvassing dozens of academic and policy studies, I find that the U.S. gross domestic product is now 0.2 percent to 0.3 percent larger than it would be without NAFTA, a yearly boost of about \$50 billion."

And while NAFTA did boost Canadian and Mexican imports into our country, it also boosted U.S. exports and increased foreign investments on our shores.

You see, when U.S. consumers buy imports from other countries, they send dol-

lars abroad. However, these dollars *always* come back to us because foreign holders use them to purchase U.S. exports or invest here (for example, Toyota builds a factory in Ohio or Canadians buy U.S. government bonds). In other words, more imports result in more exports, faster economic growth and lower interest rates paid on our gigantic government debt. This reality explains why the Business Roundtable predicts that a withdrawal from NAFTA would, in the initial post-exit years, shrink the U.S. economy by \$120 billion and reduce American exports by more than 2 percent.

American consumers enjoy many benefits from NAFTA-induced imports from Canada and Mexico. From low-priced clothing to lower-priced avocados, "American consumers have saved \$10.5 billion a year from lower tariffs under NAFTA," Slaughter writes, "with most of the benefits going to households with annual incomes below \$70,000."

It's true that more imports from Canada and Mexico have destroyed some U.S. jobs in particular industries, yet this shake-up in employment is no different than shake-ups resulting from domestic competition (think about Expedia's impact on the travel-agent industry). For each job destroyed in given sectors, another job is created in other sectors because foreigners return dollars to the

United States in the form of job-creating demand for U.S. exports and job-creating investments.

This is why economists, who disagree among themselves on many matters, all agree that trade doesn't create or destroy jobs on net. However, trade does make jobs more productive.

With all that goodness, I'm not sure what bad connotations the president believes the name NAFTA has. That said, the new deal between Mexico and Trump that is supposed to replace NAFTA does suffer from truly bad connotations. According to experts, it's an assortment of bad labor and environmental regulations, and tougher, yet insane — and potentially impossible to implement — domestic-content rules for auto manufacturers.

Either way, we lose. If these new rules are implemented, Americans will pay much more for their cars and jobs will be lost in the automobile and auto-parts industries. And even if not implemented, the chaos and uncertainty of the past year will continue.

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

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Contrary to media coverage, most Americans just aren't that into politics

Scott Rasmussen is filling in for Fareed Zakaria who has the week off.

For many obsessed with politics, the upcoming midterm elections are perceived as a fight between good and evil that will determine the fate of the nation. In the narrative framed by true believers and much media coverage, it's a fight between those who are convinced that Pres. Donald Trump can make America great and those who dream of a socialist future.

Fifty-four percent of Americans don't fit into that narrative. Just 27 percent strongly disapprove of the president and believe things would have been better if Hillary Clinton had been elected. On the other side, 19 percent strongly approve of the president and believe things would be worse if Hillary Clinton were living in the White House today. The rest have more mixed views.

This eight-point advantage among committed voters is the reason that Democrats are expected to do well in the midterm elections this November. In the House of Representatives, likely outcomes range from Democrats falling just short of winning control to a big blue wave earning a significant majority.

The final outcome may be determined by a group of voters that neither political team can begin to comprehend. Rather than seeing the 2016 election as a watershed event that changed the direction of the country, 26 percent of registered voters don't believe life in America would have been all that different if Clinton had won. With Election Day just a couple of months away, most of these voters aren't committed to voting for either side.

Like most Americans, these voters overwhelmingly recognize that Steve Jobs and Bill Gates have had a bigger impact on the world than presidents of the United States. Perhaps their ambivalence about who is president simply reflects confidence in the belief that culture and technology lead while politicians lag behind.

Or perhaps it's just a lack of faith in the political process. Only about 11 percent of them trust the federal government to do the right thing most of the time. Seventy-two percent believe that government agencies use their power to influence elections.

Another possibility stems from the fact that 61 percent of these voters are ideologically moderate. They may be turned off by the shrill tones of activists from both teams.

These voters aren't fans of the president; just 29 percent approve of the job he's doing, and only 19 percent believe he is a good role model. But 45 percent believe he is at least as ethical as most politicians.

Their top concerns revolve around economic issues (32 percent), healthcare (22 percent), social issues (18 percent) and security issues (10 percent). Whatever their top concern is, however, 53 percent don't have confidence in one major party or the other to address it. And they're not connecting the concerns to the political process. Seventy-three percent talk about politics with family and friends less than once a week.

Much of the discord in the political process today stems from the inability of the politically obsessed to understand the majority

of Americans who don't fit the dominant political narrative. Often, it seems as if the politically engaged don't even want to understand the rest of the country.

At scottrasmussen.com, we believe this disconnect is a serious problem and with our partners at HarrisX, we will provide ongoing research and analysis with a particular focus on those who hold more nuanced views of the 21st-century political environment. The results will often be baffling to those who live and breathe politics, but they will be invaluable for all who are sincerely interested in reconnecting our political world with the nation it is

supposed to serve.

Note: Data in this column are from 15 separate surveys of 1,000 registered voters. Each was conducted between Aug. 6 and Aug. 24 by HarrisX, a research company that specializes in online surveys and looks at Americans' opinions on technology, society, the economy and public policy.

Scott Rasmussen is the publisher of ScottRasmussen.com. He is the author of *The Sun Is Still Rising: Politics Has Failed but America Will Not*.

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Opinion

I have an idea how to fund the quest to fill America's vacant jobs

Donald and Ivanka Trump are touting their new initiative, an executive order and the Perkins Career and Technical Education bill, that will help America's industry fill its need for skilled workers.

Neither Mr. nor Ms. Trump are even coming close to filling employers' unfilled job needs. As I will detail below, America's industry will handle the skills requirements and a better solution to our unfilled jobs is not new bills, new agencies or new money given to educators. What America needs now is a lot more immigrants.

In a number of my columns, I have suggested that our educational system needs fixing. Pres. Trump's executive order and the proposed law are not going to do the trick. What America needs is a Clayton Christensen disruptive action. Christensen is the father of disruptive innovation, a professor at Harvard who will speak to your group if you pony up \$50,000 to

\$100,000.

I spent a day with professor Christensen while a group of us were trying to fix healthcare. He is an amazing man and proposed a number of disruptive ways to solve the healthcare dilemma. A few of the ideas we discussed were bundled pricing for procedures like hip replacement, competitive bidding for people's pharmaceutical needs and eliminating the need for insurance companies for employer-sponsored healthcare programs.

Let's see if we can come up with a disruptive innovation when it comes to training employees — especially for those 6 million open positions that employers can't fill due to a lack of employee skills.

According to *Training* magazine, employers spent \$90.6 billion on training while the U.S. spent \$620 billion on K-12 education in 2017. I was surprised to find out that there are 40 different federal

government programs that train people for work. I remember selling a copier to the Job Corps years ago and I was impressed with its operation. But could I have been hoodwinked and, just maybe, these bureaucratic agencies are not a good use of taxpayers' money?

The number of people claiming unemployment insurance is at its lowest level in the past 50 years, which means, hypothetically, that workers' wages will rise. This is a good thing, but it doesn't answer the question of how we can fill those jobs that require critical skills. How about giving employers incentives in the form of refundable tax credits if they begin training a new worker?

This is a partial solution because there are more job openings than there are people to fill them. According to *The Fiscal Times*, two-thirds of these jobs do not require a college degree. Our politicians and educators want to pour money into trade and technical schools but if they are honest

with themselves, they need to take pity on the taxpayers — the kids and parents who are amassing terrific debt.

I have been trying to figure out what we can do on a local level. Utah's unemployment rate is below the national level. I have no idea what our Utah employers need in skilled workers or how many jobs there are unfilled. But I think I have a simple solution.

Trump is on a crusade to stop immigrants, legal or illegal, from entering the U.S., so that's not a solution. What Utah could do is to stop giving away tax incentives to attract new businesses to the state and spend this state money recruiting workers from around America. Employers with urgent needs could submit a job opening request to a new state agency, which would then would go out and recruit people to fill the job. It just might work.

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



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EARNINGS

from page 3

er value by reducing leverage, improving financial flexibility and the efficiency of our capital structure, and providing additional resources to reinvest in our core product categories: ammunition, hunting and shooting accessories, hydration solutions and outdoor cooking.”

Control4

Control4, based in Salt Lake City, reported net income of \$6.6 million, or 24 cents per share, for the second quarter ended June 30. That compares with \$3.7 million, or 14 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$69.2 million, up from \$61.3 million in the year-earlier quarter.

“We are pleased with this quarter’s performance and we are well positioned for the second half of the year,” Martin Plaehn, chairman and CEO, said in announcing the results. “We continue to strengthen our product offerings via new capabilities, including Intercom Anywhere and enhanced ‘When>>Then Personalization’ — both part of our growing 4Sight consumer cloud service.

“Additionally, our recently introduced Certified Showroom Program and Production Builder Program are gaining visibility and operational momentum which we expect to contribute positively to our market presence and future revenue growth.”

Mark Novakovich, chief financial officer, said the company “delivered solid revenue growth and strong profitability and we intend to continue driving growth, investing in innovative products and programs, as well as continuing to improve our operations to collectively enhance long-term shareholder value.”

Varex Imaging

Varex Imaging Corp., based in Salt Lake City, reported net income of \$3.9 million, or 10 cents per share, for the third fiscal quarter ended June 29. That compares with \$10.7 million, or 28 cents per share, for the same quarter a year earlier.

Revenues in the most recent quarter totaled \$191 million, up from \$170 million in the year-earlier quarter.

Varex Imaging designs and manufactures X-ray imaging components, which include X-ray tubes, digital detectors and other image processing solutions that are key components of X-ray imaging systems. The company employs approximately 2,000 people at manufacturing and service center sites in North

America, Europe and Asia.

“Our third quarter revenues increased more than \$20 million from the prior year, due primarily to increased sales of high-end radiographic digital detectors and products for the security and oncology markets,” Sunny Sanyal, CEO, said in announcing the results.

“Despite this increase, revenues were lower than expected due to normal fluctuations in the timing of customer shipments, as well as late-in-the-quarter softness that appears to be tied to tariff uncertainty. While the ramp-

up of CT tube shipments to our Chinese OEM customers has been slower than planned, shipments have begun and we continue to believe in our long-term growth prospects.”

ZAGG

ZAGG Inc., based in Salt Lake City, reported net income of \$3.2 million, or 11 cents per share, for the second quarter ended June 30. That compares with \$3.4 million, or 12 cents per share, for the same quarter a year earlier.

Sales totaled \$118.6 million, up from \$115.2 million in the

year-earlier quarter.

ZAGG produces screen protection, mobile keyboards, power management solutions, social tech and personal audio sold under the ZAGG, mophie, InvisibleShield and IFROGZ brands.

“Our solid second quarter performance contributed to a very strong first half of 2018,” Chris Ahern, CEO, said in announcing the results. “We continue to execute the product, distribution and brand-building strategies that have produced market-leading positions for our InvisibleShield and mophie businesses.

“With our focus on driving operational excellence throughout our organization, combined with current industry trends, we believe there is a long runway for global growth within the mobile lifestyle market. This includes our more-established categories such as screen protection and power cases, as well as power management, where I believe we are just starting to scratch the surface of our potential in wireless charging. Looking ahead, I am excited about our prospects for continued growth for the remainder of this year and beyond.”

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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.

REAL ESTATE

from page 5

efficiently as possible, owners and managers should monitor mechanical systems.

A building's electrical, lighting and HVAC systems all consume energy; therefore, a clear understanding of these current system conditions is integral to any energy management strategy. The basics of optimizing start-and-stop times of an HVAC system and minimizing run-times can save hundreds of operating hours per year, leading to significant energy savings.

Balancing the effective conditioning of spaces without overcooling and initiating simultaneous heating and cooling conserves energy. Property teams must also understand a building's sequence of operations, including occupant HVAC system adjustability and system set points. The sequence of operations and operating protocols should be reviewed as the building loads and use change.

An important infrastructure detail to analyze is the level of automation. What is automated? How is it automated? Is more automation required? Careful consideration must be given to selecting and

implementing an energy management system (EMS) that is engineered to control and optimize various system components to produce overall system efficiencies.

3. Start tracking utilities. Utility tracking is important so the team understands where, when and how energy is consumed. Utility tracking programs can be purchased and some real estate companies offer these programs as a service to their teams. Energy Star Portfolio Manager is another tool that tracks utility consumption.

4. Always communicate with tenants about new and ongoing initiatives. Communication is key to understanding and success. When tenants know about the sustainability efforts being engaged in, they are more willing to participate and make it a part of their corporate culture. Once that happens, real change can begin to take place and building owners and tenants can begin to reap the benefits of supporting sustainable buildings and practices.

Molly Westbrook is a managing director of Cushman & Wakefield in Salt Lake City. She leads all property management activities in the company's Salt Lake City market, overseeing responsibility of property management staff and operations.



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CALENDAR

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Association, 428 E. Winchester St., Suite 135, Murray.

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, 10 a.m.-noon

UMASafety Training, a Utah Manufacturers Association event featuring two classes: "Drug-Free Workplace: Promoting a Drug-Free Environment" and "Fitness for Duty and Fatigue Management." Location is Dixie Technical College, Room A223, 610 S. Tech Ridge Drive, St. George. Free. Details are available by emailing annette@umaweb.org.

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.siliconslope-sawards.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. 21, noon-1 p.m.

Silicon Slopes Live, a lunch and live recording of the Silicon Slopes Podcast featuring Dave Grow, president and chief operating officer at Lucid, and Ben Dilts, Lucid chief technology officer. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

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