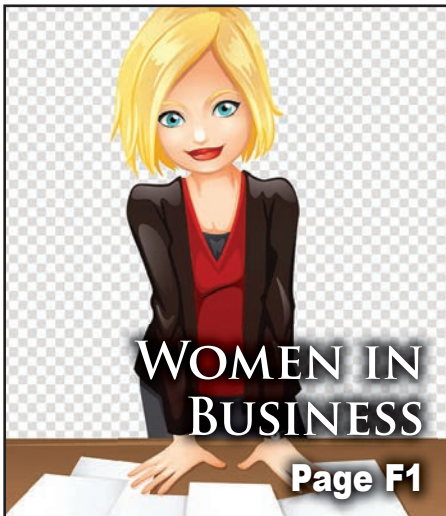


Focus



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The Salt Lake Tribune has received IRS approval to become a nonprofit entity, enabling the newspaper to add philanthropy to existing revenue streams of circulation and advertising. It becomes the first "legacy" newspaper to use the nonprofit model.

Editor: Nonprofit status means new *Tribune* business model

Brice Wallace
The Enterprise

If *The Salt Lake Tribune's* move to becoming a nonprofit organization works, readers will likely see a larger reporting staff, an editorial page that "will change slightly" and a newspaper that "will remain the independent voice," according to the newspaper's editor.

Speaking in Salt Lake City last week, Jennifer Napier-Pearce also said the switch to a nonprofit model also will mean Paul Huntsman, who acquired the newspaper in 2016, will no longer be the newspaper's sole owner as he turns it over to the community.

The *Tribune* recently received approval from the IRS to become a nonprofit, making it the first "legacy" newspaper in the U.S. to do so. While newspapers in Philadelphia and the Tampa Bay area are owned by nonprofits, those still-struggling newspapers remain for-profit entities. The *Tribune's* action stemmed from Huntsman's realization that newspaper was in dire straits and needed to change.

"Paul and I were just like, we've got to figure out something that will work in the long term," Napier-Pearce said at a Salt Lake Rotary luncheon last week. "You

see TRIBUNE page 4

Small-business owners are still up on economy

Small-business owners showed continued optimism for their businesses and the U.S. economy in the latest Wells Fargo/Gallup Small Business Index. Respondents also signaled which issues are most important to them in next year's elections.

Conducted Sept. 30 through Oct. 4, the survey showed a six-point increase in overall optimism. The majority of owners said their issues are not being discussed on the campaign trail.

Optimism from business owners about their present and future financial situations saw slight increases, with scores of 67 and 75 respectively. More than 80 percent of owners said their current financial situation was somewhat or very good, while 85 percent said the same would be the case 12 months from now.

When asked about the current state of the U.S. economy, 63 percent rated it as either good or excellent (representing a 7-point decrease from last quarter), and 56 percent agreed that the economy was on the right track for business growth over the next 12 months. One indicator tempering this optimism is that one-third of business owners (33 percent) said an economic downturn is either "very" or "extremely" likely in the next 12 months, though two-thirds said they are somewhat or very pre-

see OPTIMISM page 10

Donation creates Huntsman Mental Health Institute

The Utah philanthropic Huntsman family has announced a \$150 million donation to the University of Utah for the establishment of the Huntsman Mental Health Institute. The family expects the institute is to become a nationally recognized leader in research, care, education and community outreach and a model for other states to follow.

"All families are impacted by the effects of mental illness. This is the first step in positioning Utah as a national leader in

identifying, caring for and seeking new treatments for families facing the difficult challenges that come with mental health," said Karen Huntsman, family matriarch. "Our family invites the community to join us in supporting this important work."

As part of the grant agreement, the university will work closely with the Huntsman family to raise additional funds to support the institute and to increase awareness in the community about mental health. The gift will provide financial support to

the University of Utah Health's Department of Psychiatry and full-service psychiatric hospital known as UNI (University Neuropsychiatric Institute). In addition, the donation will be used to support mental health services and screenings for the university's 32,000 students, as well as in rural areas across the state. The funding also will support university research aimed at

see HUNTSMAN page 4



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Colorado investors acquire Brian Head Resort

Durango, Colorado-based Mountain Capital Partners (MCP) has acquired Brian Head in Southern Utah. The investment company currently owns and operates seven ski and mountain bike resorts throughout the Southwest, including in Colorado, Utah, Arizona, New Mexico and Texas. Brian Head is the second Utah-based ski resort to be purchased by MCP along with Nordic Valley Ski Resort near Eden in Weber County.

"We're proud to welcome Brian Head Resort and its employees to the MCP family," said James Coleman, CEO and managing part-

ner of MCP. "Utah has some of the best powder skiing on earth. Brian Head's family-friendly vibe and proximity to Southern Utah's famous red cliffs and national parks greatly enhances our portfolio and supports our mission to make skiing and riding more accessible and affordable. We're incredibly grateful to John Grissinger and his entire team for their hard work, vision and dedication to the development and success of Brian Head Resort."

Established in 1964 and situated at 9,600 feet in Iron County, Brian Head has Utah's highest ski resort base elevation, and receives

nearly 360 inches of snowfall annually. It has 71 runs, eight chair lifts and three surface lifts. In 2014, the resort completed millions of dollars of facility upgrades, including its first high-speed quad chairlift. "Passing the torch to MCP was the logical decision to ensure the future viability and growth of the resort and town of Brian Head," said John Grissinger, president of Brian Head Resort. "They are passionate about the ski industry, share our core values that employees and guests are family and not just numbers, and have improved the skier experience at all of their resorts."

St. George's PrinterLogic buys N.Y. software co.

St. George-based PrinterLogic, a serverless printing infrastructure provider, has purchased MaxxVault, a developer and marketer of enterprise content management software based in the New York City area. The acquisition broadens PrinterLogic's portfolio to include digital workflow automation, e-forms, content management, digital signature and secure storage, the company said.

The MaxxVault products will be immediately rebranded under the name Vasion, as a virtual appliance with an updated browser and mobile interface.

"There's a massive gap between companies' digital transformation aspirations and their

analog workflow realities," said Ryan Wedig, CEO of PrinterLogic. "Digital transformation is a journey, not an event, yet current solutions are designed for the digital endstate and overlook the evolutionary process those analog workflows will undergo along the way. By combining our leadership in serverless printing infrastructure with the digital transformation tools this acquisition provides, we can empower business process owners to eliminate the analog-digital divide in a new world where information moves seamlessly from digital to analog and vice versa."

MaxxVault founder Bruce Malyon will remain as vice presi-

dent of the Vasion entity and will oversee its continued development.

"As a founder, you're never sure how you're going to fit in after an acquisition, but this really has been an incredible journey," said Maylon. "Working with Ryan and the team has been an awesome experience. I'm blown away by the amount of resources PrinterLogic continually brings to the table, and I'm so excited to take what we've started to the next level."

PrinterLogic has provided technical support to existing MaxxVault customers since October 2018, and the company will continue to support legacy customers.

State releases alternative fuel and emergency plans report

A trio of government agencies have released a report in support of Gov. Gary Herbert's declaration of November as Alternative Fuel Awareness Month and "Utah's Energy Action Plan to 2020." "Alternative Fuel Vehicle and Emergency Plans: A Planning and Policy Report for Utah" has been released by the Governor's Office of Energy Development (OED), Utah Clean Cities (UCC) and the National Association of State Energy Officials (NASEO).

The report examines how alternative fuel vehicles can bolster Utah's resilience and be leveraged as an emergency response resource in the event of a disruption to the state's transportation fuels sector. Currently, 46 alternative fuel fleets exist across Utah with more than 6,400 light and heavy-duty vehicles operating on natural gas, propane, biodiesel, ethanol, electricity or hybrid fuels.

"We are proud to become one of the first models nationally for strategic energy emergency planning across the transportation sector by collaborating on this critical report and other educational and informative tools," said Laura Nelson, the governor's energy advisor and executive director of the Governor's Office of Energy Development. "By strengthening our partnerships, technologies and infrastructure, Utah will continue to be well-positioned to meet the demands of the future through its continued emphasis on delivering fuel diversity across the public and private sector."

To help emergency planning entities understand the various AFV and infrastructure assets at their disposal, NASEO used information maintained by the Alternative Fuels Data Center, Clean Cit-

ies Coalitions and other disaster readiness tools, to develop an on-line Alternative Fuel Vehicle and Infrastructure Tracking Tool. This tool provides the locations for 249 public and 48 private alternative fuel stations throughout Utah, with many clustered near population centers. It also identifies dispensing facilities for CNG, LNG, propane, E-85 ethanol, B-20 biodiesel and electricity.

The report offers nine key recommendations to strengthen Utah's resilience and better leverage alternative fuels by driving greater collaboration, education and adoption among public and private entities. It also calls for modified language to the Utah Energy Emergency Plan to allow for fuller inclusion of alternative fuels and vehicles in its overarching strategy.

"Utah's state emergency operations and energy plan will increase resiliency in our transportation sector through all-fuels inclusivity across the state of Utah," said Tammie Bostick, UCC executive director. "It is a prime example of the Utah way of working together to address complex problems such as emergency response during severe weather events and other climate-driven episodes like fires, floods, drought and seismic activity. We are committed to diversifying the two-fuel-only model of traditional gas and diesel. We are doing this by working on the front lines to ensure preparedness response modeling with Utah's public and private fleets. This commitment ensures Utah has the most advanced transportation options that are currently available and consistently deployed in both our urban and rural communities."

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Hamlet resolves Murray's ugly wall dilemma

When fire destroyed an iconic vacant Murray factory in 2015, all that demolition crews left standing was a 286-foot-long, cinder-block wall that stood 20 feet high. The 1900s-era facility most recently operated as a fish food manufacturing plant and residents had become accustomed to the giant painting of a rainbow trout that adorned the side of the building. The remaining gray wall has been viewed as an eyesore by locals in recent years.

Utah homebuilder Hamlet Homes has now moved onto the property to build a new town-home community — the fourth of five the company will open this year — along with its corporate headquarters. Dubbed Granton Square, the new development will feature 61 three-bedroom residences along with the commercial building which will house Hamlet's offices.

Hamlet hosted a ceremony at the site recently and along with a ribbon-cutting ceremony, the company unveiled its solution to the unsightly gray wall. Hamlet has commissioned the painting of a wall-length mural on the barrier which maintains the fish motif of the old fish food factory, including a giant replication of the trout that was destroyed when the plant burned.



Muralist David Habben recreates art from an iconic Murray landmark on a 286-foot wall at the site of a new Hamlet Homes community. The marine motif was borrowed from the side of a former fish food factory that burned down in 2015.

Local muralist David Habben and other local artists participated in the production of the giant work of art. Murray city officials, Hamlet Home owners and employees and the participating artists added more fish to the painting during the event marking the opening of Granton Square. Supplies for the project were donated by RMC Painting and PPG Paints.

"When we began developing Granton Square, we faced the challenge of making a big, solid-gray, cinder-block wall enhance the community aesthetic," said Tami Ostmark, vice president of marketing for Hamlet Homes. "We got creative, pulled the community together, and now the Granton Square mural wall is one of the biggest community projects we have accomplished. It will leave a long-standing legacy for Hamlet Homes."

"Moving our headquarters to a modern building marks a new day for Hamlet Homes," said

Barry Gittleman, president/COO and owner of Hamlet Homes. "We knew we needed to celebrate our new ownership with a splash, and we are thrilled to have the opportunity to do that in collaboration with Murray City. We know great things are on the horizon for Hamlet Homes."

"We are very pleased to have Granton Square, another quality Hamlet Homes development, here in Murray City," said Murray Mayor Blair Camp. "This new community will provide homes for individuals and families who want to be a part of the Murray community in this convenient location. In addition, Hamlet's new corporate headquarters is a magnificent addition to this previously underutilized property. Congratulations on another excellent development in our city."

Since Hamlet Homes' founding in 1994, it has built over 3,600 homes in 60 communities in Utah.

Malouf acquires Impact Collective to bolster its foundation initiatives

Malouf, a Logan-based furniture and bedding manufacturer, has acquired Utah-based technology development company Impact Collective LLC to support its business' charitable efforts through the Malouf Foundation.

Entrepreneur and innovator Clay Olsen started Impact Collective during his work with Fight the New Drug — an anti-pornography nonprofit organization. After leading this initiative for 10P years, Olsen stepped aside to focus on his work with Impact Collective. Olsen and his team developed a series of apps, known as Recovery Suite, to help people find healing and freedom from behavioral and mental health issues.

"We strive to provide scalable and comprehensive solutions for some of today's most crippling issues," Olsen said. "We're passionate about driving change and helping people on their recovery journey."

Olsen's relationship with Malouf CEO and president of the Malouf Foundation, Sam Malouf, led to the pair joining forces when the Malouf Foundation shifted its flagship cause to fight child sexual exploitation.

"Clay understands the challenges of today's society and is committed to making a difference," Malouf said. "His team will bring a new level of expertise to our industry, so we can make the largest impact possible."

Now based out of the Malouf headquarters, the Impact

Collective team consists of 13 full-time members across several departments, including graphic design, customer service and software development. The Malouf team and Impact Collective operate as separate entities but collaborate on initiatives to provide cross-value and support.

Malouf offers a wide range of products at its Logan facility, including mattresses, adjustable bed bases, furniture, pillows, sheets, mattress protectors, bed frames and mattress toppers. Malouf products are available in over 15,000 retail partner locations in the U.S. and in 25 other countries. Malouf was founded in 2003 by Sam and Kacie Malouf.

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TRIBUNE

from page 1

know, if we create this endowment, it can get us by for a little while, but the newspaper itself is a community asset, right? Our mission is to serve the public. Our mission is very much in line with any other nonprofit organization in America. It is to do the public good. And so, we thought, you know, we've got to try this."

The move occurs as newspaper print circulation and print advertising revenue across the nation are down. While digital advertising is a growing share of newspaper ad revenue, lots of digital advertising has been siphoned to Google and Facebook. As a result, staff layoffs have become commonplace — the *Tribune* reported that it has 60 on its staff,

down from 148 in 2011 — and 2,000 U.S. newspapers have shut down since 2004.

The nonprofit model allows the *Tribune* to add philanthropy to the existing revenue sources of advertising and circulation. The Utah Journalism Foundation is creating an endowment to fund independent journalism in Utah, including the *Tribune*, and The Salt Lake Tribune Inc. has been formed to benefit the newsroom, projects and community engagement.

While the *Tribune* expected some "back-and-forth" negotiating with the IRS after it applied for nonprofit status this spring, that never transpired. IRS approval, which was expected next spring, came instead in a letter dated Oct. 29 and without reservation, Napier-Pearce said.

Among the changes readers

will see is that the *Tribune* will no longer be able to endorse political candidates, although it will continue to editorialize about issues. Huntsman will transfer his ownership to a public board of directors. A firewall will exist between the board and the newsroom, much in the way that a wall exists between advertisers and the newsroom, she said. "Our newsroom, I'm very, very confident, will remain the independent voice," she said.

Napier-Pearce acknowledged that the print side of the *Tribune* remains "just a big question mark" because a business relationship with the *Deseret News*, called a joint operating agreement, in place since the 1950s expires at the end of 2020. The *Tribune* contracts with the *Deseret News* for printing services. A third business, MediaOne, is 40-percent owned by the *Tribune* and 60-percent owned by

the *Deseret News*, and handles other functions for both newspapers.

"I don't know how all of this is going to shake out," Napier-Pearce said of the print side. "We'll see. And some of it is beyond our control. The economics of the newspaper industry itself will steer us as we make these decisions. But our contractual relationship? I don't know how that's going to work. We'll see."

As for the *Tribune* newsroom, she said the plan is to increase staff.

"That is where you all come in," she told the Rotary Club audience. "I want to rebuild our newsroom. Last year was absolutely devastating, to let a third of our newsroom go. It was horrible. I'm never going to do it again. I will quit before asking that again. But the fact is that this community needs the kind of journalism that the *Tribune* can provide," she said.

Supporters can now make tax-deductible donations. The *Tribune* hopes to raise \$60 million during the next three years and \$150 million in 15 years for the Utah Journalism Foundation, to help the *Tribune* and other local newspapers.

In a piece about the move to nonprofit status, Huntsman, also the newspaper's publisher, said the *Tribune* "is too important to shutter as hundreds of publications across the country have over the past decade." He also said that "now we all have the chance to revitalize the state's independent voice in a new and permanent way."

Napier-Pearce called the fundraising goals "ambitious" but "realistic."

"And that fund is not just going to benefit the *Tribune*, but it's also going to benefit independent journalism throughout the state of Utah," she said, noting that newspapers in Utah are struggling and those in Ogden and Provo have seen ownership changes.

"There's a lot of journalism

but it's shrinking," she said. "We know that citizens need that, so this endowment fund of course is going to benefit us, but we anticipate that it will benefit other local journalism, too. Between the two — the *Tribune* nonprofit and the Utah Journalism Foundation — we think we've created a sustainable piece."

Napier-Pearce listed several reasons why she believes the move to a nonprofit will work for the *Tribune*. Among them are the newspaper's reputation as a trusted news source and its award-winning coverage, the fact that Huntsman has been involved in nonprofits, and Utah's entrepreneurial spirit.

"We have full confidence in Utahns just 'getting it,'" she said. "We're pioneers, right? We know how to get things done in new and different ways. We love innovation, and this is what innovation is."

HUNTSMAN

from page 1

identifying genetic risks and other factors that cause or contribute to mental illness. The university plans to rename UNI in recognition of this gift, identifying it as the Huntsman Mental Health Institute.

"The Huntsman family has once again stepped forward to lead the way on a serious public health issue," said University of Utah President Ruth V. Watkins. "We share a dedication to addressing the mental health needs of our campus and the greater community. We are grateful to Karen and her remarkable family for this transformational gift. Together, we will work to increase positive outcomes, destigmatize the perception of mental illness and enhance the quality of life for families across Utah."

The university will recruit a new chair of the Department of Psychiatry who will also serve as the CEO of the institute.

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CORPORATE FINANCIAL REPORTS

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

Extra Space Storage

Extra Space Storage Inc., based in Salt Lake City, reported funds from operations (FFO) attributable to common stockholders of \$171.8 million, or \$1.23 per share, for the quarter ended Sept. 30. That compares with \$161.7 million, or \$1.20 per share, for the same quarter a year earlier.

Net income attributable to common stockholders was \$108 million, or 83 cents per share. That compares with \$130.4 million, or \$1.02 per share, for the year-earlier quarter.

Same-store rental revenues totaled \$262.7 million, up from \$254.4 million a year earlier.

Extra Space Storage is a self-administered and self-managed real estate investment trust that owns and/or operates 1,797 self-storage stores in 40 states; Washington, D.C.; and Puerto Rico. It is the second-largest owner and/or operator of self-storage stores in the United States and is the largest self-storage management company in the nation.

"Our diversified portfolio and strong operating platform continue to produce solid results despite

headwinds from new supply," Joe Margolis, CEO, said in announcing the results. "Occupancy has remained near all-time highs and same-store revenue increased 3.3 percent in the quarter. We also continue to find external growth opportunities through innovative structures and leveraging industry relationships, creating additional value for our shareholders."

SkyWest

SkyWest Inc., based in St. George, reported net income of \$91 million, or \$1.79 per share, for the third quarter ended Sept. 30. That compares with \$83 million, or \$1.57 per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$760 million, down from \$829 million in the year-earlier quarter due to the sale of ExpressJet Airlines in January of this year.

SkyWest Inc. is the holding company for SkyWest Airlines and SkyWest Leasing, an aircraft leasing company. SkyWest Airlines has nearly 2,300 daily flights and serves more than 250 destinations. It has more than 14,000 employees.

"We were pleased to deliver another solid quarter as we continue executing our fleet strategy and

remain positioned for future opportunity based on strong demand for our product," Chip Childs, CEO and president, said in announcing the results.

Merit Medical

Merit Medical Systems Inc., based in South Jordan, reported a net loss of \$3.4 million, or 6 cents per share, for the third quarter ended Sept. 30. That compares with net income of \$16.6 million, or 30 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$243 million, up from \$221.7 million in the year-earlier quarter.

Myriad manufactures and markets disposable devices used in interventional, diagnostic and therapeutic procedures, particularly in cardiology, radiology, oncology, critical care and endoscopy.

"Historically, the summer quarter has generally been the slowest quarter of the year for us, as sales to hospitals, physicians and even countries delivering healthcare slowed substantially," Fred P. Lampropoulos, chairman and CEO, said in announcing the results. "This year was no exception, especially compared to the summer quarter of last year, during

which we experienced a \$4.5 million bump in sales due to a shortage of inventory experienced by a competitor. Our third-quarter results this year were also hampered by our decline in gross margin growth as a result of product sales mix, increased cost, foreign exchange, trade concerns, tariffs and Brexit."

In the quarter, Merit Medical also had initiatives to lower costs and increase efficiency, including completing a headcount reduction of 2 percent of its workforce; closing a research and development facility in San Jose, California; and absorbing the essential operations from that facility into its Utah facility.

"We are also exploring the consolidation of additional satellite facilities to our Mexico and Texas facilities during the next several months. All in all, there is substantial effort to reduce costs and increase efficiency throughout the entire organization," Lampropoulos said. "We believe we have been through the trough and are now emerging as a leaner, more efficient growth company."

Pluralsight

Pluralsight, based in Farmington, reported a net loss attributable to shares of Class A common stock of \$32.7 million, or 32 cents per share, for the third quarter ended Sept. 30. That compares with a

loss of \$16.3 million, or 26 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$82.6 million, up from \$61.6 million in the year-earlier quarter.

Pluralsight offers an enterprise technology skills platform.

"We had a solid quarter and improved many of our growth metrics demonstrating that the operational improvements we put into motion at the beginning of the quarter are working," Aaron Skonnard, co-founder and CEO, said in announcing the results. "I'm happy with the progress we made in the quarter, and recognize we still have work to do. B2B billings grew 32 percent, total billings grew 28 percent, revenue grew 34 percent and our guidance for 2019 remains inside the range we provided and reiterated earlier in the year."

LifeVantage

LifeVantage Corp., based in Salt Lake City, reported net income of \$1.8 million, or 12 cents per share, for the fiscal first quarter ended Sept. 30. That compares with \$900,000, or 6 cents per share, for the year-earlier quarter.

Revenue in the most recent quarter totaled \$56.2 million, up

see EARNINGS page 13

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BANKING

• **Bank of Utah** has hired **Bradley Stucki** as senior vice president and commercial lending team lead at the bank's Business and Home Loan Office in St. George. Stucki previously served as vice president and branch manager for People's



Bradley Stucki

Town & Country Bank, a division of People's Intermountain Bank and Bank of American Fork, where he helped grow its presence in the St. George market. He also worked 13 years for Zions Bank, where he was vice president and team leader overseeing real estate lending for the Southern Utah area. Prior to that, he managed real estate development for three investment companies. Stucki received his Master of Business Administration from the University of Utah, and a bachelor of science degree with an emphasis in business and accounting from Brigham Young University.

ECONOMIC INDICATORS

• Approximately 350,000 **family caregivers** in Utah provided an estimated 290 million hours of care — worth \$4.1 billion — to their parents, spouses, partners, and friends in 2017, according to state data available in the latest report of AARP's "Valuing the Invaluable" series.

• **Provo** is No. 1 in the U.S. for the smallest percentage of

residents with **maxed-out credit cards**, according to a recent study by **CompareCards.com**. In Provo, 17.9 percent of cardholders have at least one maxed-out card, and 6.1 percent have more than one — both the lowest levels in the U.S. **Salt Lake City** has 22.3 percent of cardholders with maxed-out cards, while **Ogden** has 23.3 percent. Details are at <https://www.comparecards.com/blog/us-cities-maxed-out-credit-cards/>.

• **Utah** is No. 10 on a list of "States Most At-Risk for Package Theft," compiled by **Security.org**. The study uses the most recent FBI data on larceny thefts from buildings as well as survey results from more than 1,000 consumers across the U.S. The study shows that nearly 40 percent of U.S. consumers have been victims of package theft. Utah has 2,092 larceny thefts per 100,000 residents.

• "Fear of missing out," or FOMO, results in Utahns spending an average of \$4,197 per year, according to a study by **Couponing101.com**. The national average is \$3,912. FOMO refers to the deep feeling of envy from other people having more fun or experiencing better things than you. Couponing101.com conducted a survey of 3,500 people to investigate just how much they are spending to avoid the feeling of FOMO, as well as how many overspend on payday leaving them strapped for cash for the rest of the month. One in three Utahns say they overspend on payday and are "stretched for the rest of the month." Two in three say Facebook causes them the most FOMO, and 17 percent have used loans in order to avoid FOMO. Rhode Islanders spent \$13,354 per year, while residents of Maine averaged \$1,051 per year.

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EDUCATION/TRAINING

• The Board of Trustees of **Western Governors University**, Salt Lake City, has elected **Dr. Charles W. Sorenson** as chairman. Sorenson is president and CEO emeritus of Intermountain Healthcare. Sorenson was elected to the WGU board in October



Charles Sorenson

2015. Prior to his eight years as president and CEO of Intermountain, he served as chief operating officer for 11 years and worked for decades as a urologic surgeon at the Utah-based, nonprofit hospital system. Sorenson succeeds former Wyoming Gov. **Jim Geringer**, who will continue to serve as an active board member. The board also elected **Talia Milgrom-Elcott** as a new board member. She is co-founder and executive director of 100Kin10.



Talia Milgrom-Elcott

She has been executive director for more than five years. 100Kin10 is a network of more than 300 partners working in response to President Obama's 2011 call to train 100,000 excellent new science, technology, engineering and math (STEM) teachers by 2021. WGU has been an active 100Kin10 partner since 2014. Before launching 100Kin10, Milgrom-Elcott was program officer at Carnegie Corporation of New York and, before that, as deputy chief of staff at the New York City Department of Education.

• **Western Governors University**, Salt Lake City, has received the **International Council of E-Commerce Consultants'** top award, the **2019 Academic**

Partner of the Year. WGU was recognized for its commitment to educate and make a difference in the cybersecurity workforce, successful evaluation reports post-class, and cybersecurity student engagement and interaction.

EXPANSIONS

• **Lucidchart**, a South Jordan-based visual workspace company, has opened its Asia Pacific headquarters in Melbourne, Australia. Over the next five years, Lucidchart plans to hire over 100 new positions in Melbourne, specifically focused on sales, customer success and marketing. It is Lucidchart's second international office expansion, having opened an EMEA headquarters in Amsterdam at the end of 2018.

• **The Advocates**, a Salt Lake City-based contingency-based law firm, has expanded into Wyoming. The firm has already expanded to four other states, with offices in 10 cities.

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HEALTHCARE

• **Bryan Brandenburg** has launched **Zenerchi LLC**, a life extension and biomedical simulation and visualization artificial intelligence company based in Salt Lake City and Vietnam. Brandenburg serves as the



Bryan Brandenburg

company's chief science officer, co-founder and CEO. After several years in development, Zenerchi has raised \$1.2 million in seed funding this year from private accredited investors. The company is finalizing an additional \$5 million funding round that is currently underway with institutional investors. The com-

pany's cloud-based platform is designed to result in wellness and medical uses that span biomedical and pharmaceutical research, life extension, fitness, wellness, edutainment, exhibitions and STEM/STEAM education, as well as spawning new advances in medical diagnosis, drug testing, omics and healthcare.

INSURANCE

• **Regence BlueCross BlueShield of Utah**, Salt Lake City, has named **Dr. Amy J. Khan** as its executive medical director. Khan will lead statewide medical

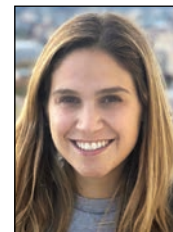


Amy Khan

cost and quality stewardship activities for the health plan in Utah, as well as for Regence BlueShield of Idaho. She has more than three decades of experience in healthcare, specifically in population health management, person-focused care management, and developing high-performance provider networks. Her clinical experience includes internal medicine, addiction medicine and medical epidemiology with a focus on chronic disease control and prevention. She previously served in medical directorship roles with Aetna, McKesson, Dignity Health and The Permanente Medical Group.

MEDIA/MARKETING

• **Method Communications**, Salt Lake City, has hired **Jenna Kastan** as director of media strategy and **Jim Jackson** as art director. Kastan previously was media



Jenna Kastan

director to former U.S. House Speaker Paul Ryan. Prior to that, she worked seven years at "CBS This Morning" in both New York and Washington, D.C. She held titles from overnight desk assistant to editorial producer. Jackson has experience in graphic design,



Jim Jackson

retail marketing, branding and digital communications. He previously was group creative director at Periscope and the managing partner/creative director at Boom Island Inc.

see BRIEFS next page



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Industry Briefs

from previous page

PHILANTHROPY

• **Deer Valley Resort** is welcoming skiers to participate in the “Shred for Red” event Dec. 7. All proceeds will benefit the Leukemia & Lymphoma Society Utah. Each Shred for Red participant who raises more than \$300 will enjoy a full-day lift ticket to Deer Valley Resort, on-mountain challenges/activities, a Shred for Red participant bib, the opportunity to ski and take photos with past and current Winter Olympians, as well as access to an exclusive après-ski reception. The experience is family-friendly and open to skiers of all abilities. Details are at lsls.org/shredforred.

• **Veterans Empowered to Protect African Wildlife (VETPAW)** has announced a partnership with **Alpha Coffee** to raise money for anti-poaching efforts in Africa. VETPAW is a group of veterans committed to combatting poaching in Africa. Alpha Coffee is a U.S. veteran and military-spouse co-owned and operated company. VETPAW and Alpha Coffee collaborated on the launch of an organic craft roasted premium coffee blend called Task Force Rhino. Each bag of coffee sold will raise a \$2 donation for VETPAW's anti-poaching operations, and a cup of coffee will be sent to deployed troops. The blend is available at Alpha Coffee's website and at its Cottonwood Heights location.

• **Spherion** and **Tifie Humanitarian** are matching donations up to \$25,000 to give to local Utah and Idaho organizations during November and through their “Light the Lives of Others” campaign. Spherion is inviting Utahns to help five local nonprofit organizations that help vulnerable people — women in particular — build new lives for themselves through their “Light the Lives of Others” campaign. They include People Helping People and Warrior Spirit Recovery. Each Spherion office will be on site to do volunteer work at the organization and raise funds specifically for that organization. Details are at <https://www.lighthelivesofothers.com>.

REAL ESTATE

• **CenterCal Properties LLC** has closed on the final nine acres of land for **Mountain View Village** in Riverton. The property will feature entertainment, restaurants, a movie theater and about 90 additional retail tenants. The site will be home to several parks and parklets, more than 1,700 newly planted trees and 10,000 plant species. Still in planning

stages is a 440-unit luxury residential apartment complex. Phase I is open with an anchor grocery store and other national retailers. The full project, in three phases and on 85 acres, is expected to be open in mid-2021.

• **Hamlet Homes** recently had the grand opening of **Grant Square** and its new headquarters, at 84 W. 4800 S., Murray. The community has 61 three-bedroom townhomes. This is one of five new communities of townhomes and single-family homes for Hamlet Homes in 2019 alone. Since the company's founding in 1994, it has built over 3,600 homes in 60 communities.



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RECOGNITIONS

• The **Utah Manufacturers Association** has announced its **2019 Manufacturers of the Year**. The association annually recognizes several Utah manufacturing companies for outstanding performance in operational performance and best practices, economic achievement, workplace safety, community and state involvement and outreach, and fidelity to the principles of free enterprise. This year's awards were presented to **Capstone Nutrition**, Ogden; **Futura Industries**, Clearfield; **Little Giant Ladders**, Springville; **Marathon Petroleum Co.**, Salt Lake City; **Merit Medical**, South Jordan; **Monnit Corp.**, Salt Lake City; **Packsize**, Salt Lake City; **Petersen Inc.**, Ogden; **Powerblanket**, Salt Lake City; **Purple Innovations**, Alpine/Grantsville; **US Synthetic**, Orem; and **Sleep Number**, Salt Lake City.

• **SaltStack**, a Lehi-based producer of automation software for security operations teams, has been named a Gold award winner for **Startup of the Year** in the **2019 Golden Bridge Awards for Cyber Security Services**.

SaltStack was recognized for its leadership in developing a collaborative solution for SecOps automation that can be used by enterprise IT and security teams for continuous compliance and vulnerability remediation.

SERVICES

• **Assisted Living Locators**, based in Arizona, has launched its franchise in North Salt Lake. **Michelle Malais**, a senior living advisor, is the franchise owner. Her daughter-in-law and registered nurse, **Samantha Malais**, will also work on her senior care team. Assisted Living Locators offers a no-cost service for seniors and their families, providing expert advice on short- and long-term care options, including in-home care, independent living, assisted living, memory care and retirement apartments. The company generates revenue from the referral fees paid by the providers in its network.

TECHNOLOGY/LIFE SCIENCES

• **InsideSales.com**, Provo, has had a corporate rebrand to **Xant**. “A play on the word ‘cognizant,’ Xant embodies how its data and platform make sales organizations ‘all-knowing,’” the company said.

• **Instructure**, Salt Lake City, has hired an executive talent firm to assist in the search for a replacement for chief financial officer **Steve Kaminsky**, who will retire next year after nearly eight years with the company. Kaminsky will continue in the role until a successor is appointed and then remain with the company during a transition period. Instructure offers its Canvas Learning Management Platform for schools and the Bridge Employee Development Platform for businesses.

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LIVE FEARLESS

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.

Nov. 11-13, 5:30-7:30 p.m.

“Unlock the Financial Power of Your Business Ideas,” a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

Nov. 12 and 19, 8 a.m.-4 p.m.

“Emotional Intelligence for Business Professionals,” part of the Salt Lake Community College Frontline Leader Workshop Series. Nov. 12 is at SLCC’s Miller Campus in Sandy. Nov. 19 is at the Westpointe Campus in Salt Lake City. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

Nov. 12-20

Utah Office of Outdoor Recreation 2019 Grant Workshops, to assist with the application process for three grant programs: Utah Outdoor Recreation Grant, Recreation Restoration Infrastructure, and Utah Children’s Outdoor Recreation & Education program. Workshops are scheduled for Nov. 12, 2 p.m., in Salt Lake City (sold out); Nov. 13, 10 a.m., Alpine; Nov. 13, 2 p.m., Heber; Nov. 14, 9 a.m., Fillmore; Nov. 14, 3 p.m., Manti (sold out); Nov. 15, 10 a.m., Nibley; and Nov. 20, 9 a.m., Salt Lake City (sold out). Details are at <https://www.eventbrite.com/o/utah-office-of-outdoor-recreation-16451462721>.

Nov. 12-Dec. 3

Silicon Slopes Fall 2019 Entrepreneurship Lecture Series. Nov. 12 is “International Growth and the IPO.” Nov. 19 is “The Journey is the Destination,” featuring Kristin Andrus, chief culture officer at Her Home. Dec. 3 is “Starting and Growing a Food Business,” featuring Andrew and Shauna Smith, CEO and president and co-founders of Four Foods Group. Each starts at noon. Location is Utah Valley University, Clarke Building, Room 101C, 800 W. University Parkway, Orem. Free. Registration can be completed at Eventbrite.com.

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

Breakfast Meeting, an ACG (Association for Corporate Growth) event. Speakers are Nate and Vanessa Quigley of Chatbooks. Location is Marriott

City Center, 220 S. State St., Salt Lake City. Details are at acg.org/Utah/events.

Nov. 12, 8 a.m.-3 p.m.

43rd Annual Women & Business Conference and Athena Awards Luncheon, a Salt Lake Chamber event. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$85 for members, \$100 for nonmembers; \$20 for members and \$5 for nonmembers for conference only; \$65 for members and \$75 for nonmembers for lunch only. Details are at slchamber.com.

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

“Patents: Everything a Business Owner Needs to Know,” a Small Business Development Center (SBDC) event. Location is the Salt Lake SBDC, Salt Lake Community College’s Miller Campus, Corporate Partnership Center, Building 5, 9690 S. 300 W., Sandy. Cost is \$19.95. Details are at <https://clients.utahsbdc.org/events.aspx>.

Nov. 12, 10-11:30 a.m.

“How to Become a Leader People Will Follow,” a West Jordan Chamber of Commerce event. Location is Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

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

“The Choices You Make,” a ChamberWest Women in Business event that is part of the “Shattering the Glass Ceiling” series. Speaker is Ginette Bott, president and CEO, Utah Food Bank. Location is TownePlace Marriott — West Valley, 5473 W. High Market Drive, West Valley City. Cost is \$30. Attendees are asked to bring a nonperishable food item to donate to the Utah Food Bank. Details are at (801) 977-8755 or chamberwest.com.

Nov. 12, 3:30-5 p.m.

“Utah Women, Giving and Identity: The Complexity of Philanthropy in Utah,” a Utah Women and Leadership Project Women’s Leadership Forum event. Location is Utah Valley University, Sorensen Center, 800 W. University Parkway, Orem. Free. Registration can be completed at Eventbrite.com.

Nov. 13, 20, 8:30 a.m.-noon

“Cash Flow is King,” a Small Business Development Center (SBDC) event over three consecutive Wednesdays. Nov. 13 is “Managing your Cash Like a Pro.” Nov. 20 is “Projecting your

Cash Flow Like a Pro.” Location is Salt Lake SBDC, Salt Lake Community College, Building 5, MCPC, 9750 S. 300 W., Sandy. Cost is \$20 per session. Details are at <https://clients.utahsbdc.org/events.aspx>.

Nov. 13, 8-9:30 a.m.

“Creative Recruitment and Retention Strategies,” a Utah Department of Workforce Services event featuring representatives of UTA, NAPA Genuine Parts, Intermountain Healthcare and Salt Lake City Corp. Location is the Department of Workforce Services, 5735 S. Redwood Road, Taylorsville. Free. RSVPs can be completed at jenjones@utah.gov.

Nov. 13, 8 a.m.-3 p.m.

E-Commerce Marketing Hacknight, presented by Firetoss and designed for owners of e-commerce stores and including sessions on store set-up, selecting an e-commerce platform, migrating platforms, marketing and digital advertising. Location is Salt Lake Community College’s Miller Campus, 9750 S. 300 W., Sandy. Details are at <https://marketing-hacknight.com/>.

Nov. 13, 8:30-10 a.m.

HR Executive Series, a ChamberWest event focusing on multiple generations in the workplace. Location is Jordan Valley Medical Center, West Valley Campus, 3460 S. Pioneer Parkway, West Valley City. Cost is \$65. Details are at chamberwest.com.

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

“Let’s Do Lunch,” a South Valley Chamber networking event. Location is Saffron Circle-Riverton, 4594 W. Partridge Hill Lane, No. 140, Riverton. Details are at southvalleychamber.com.

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

Lunch & Learn, a South Jordan Chamber of Commerce event. Discussion is “Six Fraud Lessons.” Location is Brick Oven, 10622 S. River Front Parkway, South Jordan. Cost is \$25 for members, \$30 for nonmembers. Details are at southjordanchamber.org.

Nov. 13, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce networking event. Location is McKay-Dee Hospital, 4401 Harrison Blvd., Ogden. Free for chamber members and first-time guests, \$10 for nonmember guests. Details are at ogdenweberchamber.com.

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

Women in Business, a Murray Area Chamber of Commerce event. Location is Twigs Bistro & Martini Bar, Fashion Place Mall, 6223 S. State St., Murray. Details are at murraychamber.org.

Nov. 13, 6-8 p.m.

“Starting Your Business 101,” a Small Business Development Center (SBDC) event. Location is the Salt Lake SBDC, Salt Lake Community College’s Miller Campus, Corporate Partnership Center, Building 5, 9690 S. 300 W., Sandy. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

Nov. 14, 8 a.m.-3 p.m.

Women in Business Summit, a Davis Chamber of Commerce Women in Business event with the theme “In This Together.” Location is Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$65 for chamber members, \$85 for nonmembers. Details are at davischamberofcommerce.com.

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

“Performance Documentation Skills,” an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

Nov. 14, 11:30 a.m.-1 p.m.

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker is Marika Roby of Residence Inn. Location is Prohibition Utah, 151 E. 6100 S., Murray. Cost is \$20 for members, \$25 for guests. Details are at murraychamber.org.

Nov. 14, noon-1 p.m.

“Taking Your Brand Global,” a Silicon Slopes event. Panelists are Alex Brodil, vice president of international sales, Traeger Pellet Grills; Mike Alexander, vice president of sales, PMD Beauty; and Tina Stiehle, director of international business, OrthoAccel Technologies Inc. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

Nov. 14, 3-5 p.m.

“Jump Start: Intro to Entrepreneurship,” a Women’s Business Center of Utah event. Location is the Women’s Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at wbcutah.org.

Nov. 14, 6-8 p.m.

“Business Essentials Train-

ing,” a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

Nov. 15, 7:30-8:30 a.m.

“Eggs & Issues,” a Murray Area Chamber of Commerce event. Speaker is Cameron Diehle of the Utah League of Cities and Towns discussing the 2020 legislative session. Location is Anna’s Restaurant, 4700 S. 900 E., Murray. Free (pay for what is ordered from the menu). Open to the public. Details are at murraychamber.org.

Nov. 15, 7:45-9 a.m.

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

Nov. 15, 8-9 a.m.

Silicon Slopes Breakfast with Kylie Chenn, founder and CEO, Acanela Expeditions. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

Nov. 15, 8-10 a.m.

Third Fridays Speed Networking, a South Jordan Chamber of Commerce event. Location is Megaplex 20, 3761 W. Parkway Plaza Drive, South Jordan. Details are at southjordanchamber.org.

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

Lunch & Discussion, a Holladay Chamber of Commerce event. Location is Fav Bistro, 1984 E. Murray Holladay Road, Holladay. Details are at holladaychamber.com.

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

“Famous Fridays,” a West Jordan Chamber of Commerce networking event. Location is Famous Dave’s, 7273 S. Plaza Center Drive, West Jordan. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

Nov. 15, 4-7 p.m.

Women in Business Holiday Boutique and Networking Event, a West Jordan Chamber of Commerce event. Location is Sagewood at Daybreak, 11289 Oakmond Road, South Jordan.

Succeeding in Your Business

What to do when your business is targeted on social media

The past few weeks I've been getting emails from Nextdoor, a social network (supported by advertising) where people can report lost dogs, ask for contractor referrals, complain about noisy neighbors and basically do online what neighbors have done forever.

Recently, a post appeared with a complaint about the service at a local pizza joint, a family-run place I know has been in business in

our town for over 35 years. Here is the exchange (all names have been changed; the person making the complaint is identified as "A").

A: After a very long drive home from work, I decided to place an order for pizza online through (online delivery service). I ordered from (pizza place) at 6 p.m. I got a text saying it would be an hour — long time, but I figured they were busy. After an hour and a half, no delivery. I looked at the order on (online service), and it said the restaurant handles their own deliveries and to contact them. When I called they said they didn't have an order from me and were very indignant. I asked them to call (online ser-

vice), and they refused and told me to. When I called (online service), they told me (pizza place) had an error with their system and they helped them fix it. Did (pizza place) call and apologize?

Nope. Terrible customer service. There is much better pizza in town from places that actually care about their customers.

B: We just had dinner at (pizza place) (7 p.m.). The food was incredible. The pizza

looked fantastic. They were very busy, not that that's an excuse for being indignant, but they were very pleasant to us, and I would go there any time! Sometimes people have off nights. Sorry this happened to you.

C: (Pizza place) is one of our favorite family restaurants. The food and service are usually incredible. My family and I have been going there and getting takeout for years. Could the issue have been with the online app? We usually call (pizza place) direct. But they are such a nice family-run restaurant. Please give them another shot.

A: Errors happen. I get it, but a good restaurant would say, "OMG, you have been waiting an hour and a half? You must

really want our pizza. We will take your order and will address the (online service) issue after." Instead they asked me the same questions over and over, and when I said I won't order from them again, they said fine. They don't want my business, so I'll spend my money elsewhere.

D: Who's (online service)? Call directly, and stop using third-party places to save a buck. Great pizza and owners.

E: Try (competing pizza place). The food is scrumptious.

A: Thank you for sharing your thoughts. I would have been happier if they said after I waited so long and there was an error they would take my order and make it ASAP. I would have even accepted if, after (online service) called them, they called me back and apologized. Mistakes happen. That's life. It's how a business treats mistakes that determines if I will patronize them again.

F: Look, people. I've had enough of the minor bullying I've been reading on here regarding one woman's experience at a local pizza place. I get that you are all trying to defend your local, family-owned pizza joint, but how about instead of trying to blame her for using a

third-party app, you acknowledge this happened and throw some blame where it's due — on the family-owned pizza joint. They did not do the right thing here. Period. They should have acknowledged their mistake in the first place, and certainly, once they realized the error was theirs, they should have called her back and apologized for being idiots on the phone, given her a credit or something. And she's right; if they can't get their (expletive) together with the apps, then don't participate in them, and only allow people to call them directly. She did nothing wrong here.

A: I'm going to enjoy this beautiful weather. I won't see updates to this post.

So, what can business owners learn from this exchange?

- That no matter how well you obsess about customer service, mistakes will happen and disappointed customers will take out their frustrations online.

- That customer complaints should always be handled cour-

teously and promptly — being busy is no excuse.

- When allowing customers to order from your business online, make sure the software works seamlessly at all times.

- When firestorms break out online, it pays to have lots of satisfied customers who can come to your defense and tell people how great you really are.

- That you need to monitor social media so when things like this happen, you can take prompt action (note that the pizza place did not respond directly to A's online posting, which I think it should have).

- If you can't take the heat from the pizza oven, don't post negative reviews about local businesses with strong followings.

Cliff Ennico (crennico@gmail.com) is a syndicated columnist, author and former host of the PBS television series "Money Hunt."

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OPTIMISM from page 1

pared for such an occurrence.

"The Small Business Index is invaluable as one of the tools we use, not only to measure current sentiment and priorities among business owners, but future ones," said Elli Dai, head of Small Business and Personal Lending Group at Wells Fargo. "Both the continued optimism of business owners and their thoughts on key priorities and issues for the election and economy overall provide a window into how to best support their continued growth."

The survey also delved into owner sentiment concerning the upcoming 2020 elections. When asked what impact the winner of the presidential election would have on their business, more than half (51 percent) described it as major, 37 percent said minor and 12 percent said not much at all. When asked if candidates in the 2020 presidential election were discussing issues most important to them, more than two-thirds (69 percent) said they were not.

When asked to identify issues they most wanted the can-

didates to address, business owners highlighted taxes (21 percent), healthcare (11 percent) and the economy (10 percent) as their top priorities. Other national issues such as immigration (4 percent), climate change (3 percent) and national security (2 percent) were less highly emphasized.

For the third consecutive quarter, business owners highlighted attracting customers and new business as their top challenge, with 15 percent putting it at the top of the list. Competition from online retailers and larger corporations was the second-highest-rated challenge (10 percent) and hiring continued to be a key consideration as 9 percent rated it as their top challenge.

"These results seem to indicate that the cautious optimism we have observed over the past few quarters is still present among owners," said Mark Vitner, senior economist at Wells Fargo. "As optimism continues to climb, indicators such as the levels of preparedness for a downturn and the challenges they are highlighting denote a more tempered outlook."

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Opinion

It's about time to end the failed renewable fuel standard experiment

It's time for the annual congressional fight over the Renewable Fuel Standard, or RFS. In one corner sit corn farmers and their representatives, who fight tenaciously not just to preserve the RFS but to expand it. In the other sits, well, just about everyone else. Whether you are a refiner, a consumer, an environmentalist, a free market economist or just someone who cares about good government, there is ample reason to oppose the ethanol mandate.

Since 2005, the federal government has required that refineries blend increasing amounts of ethanol (grain alcohol) with gasoline. There are requirements for cellulosic, biodiesel and advanced biofuels, with the rest of the mandate typically being met by corn ethanol since it is the cheapest.

The stated goals of the RFS were to reduce reliance on foreign energy and to move toward cleaner fuel sources. It falls short on both fronts.

Worries about dependence on foreign oil were mitigated by the U.S. shale oil and fracking boom, exemplifying the sort of innovation and market changes that

central planners inevitably fail to account for. The RFS is worse than unnecessary when it comes to reducing foreign energy consumption, which is itself a goal of dubious benefit. The RFS works against this objective because meeting the excessive biodiesel mandate has actually required significant imports.

Compounding bad policy with worse, the Commerce Department keeps imposing tariffs on countries selling the cheapest biofuels available to meet the mandate.

The RFS also fails to deliver on the environmental front. A recent Cato Institute report by Arthur Wardle highlights the impact of expanded land use for corn — with the increased application of nitrogen fertilizer leading to runoff that contributes to the hypoxic dead zone in the Gulf of Mexico and kills sea life — as evidence that “the research on the Renewable Fuels Standard is clear that it degrades the environment.” The Cato report also cites a meta-analysis, published in the *American Journal of Agricultural Economics*, of studies that modeled the life cycle greenhouse

gas emission of ethanol versus gasoline and found a meager reduction of only 0.23 percent.

Sadly, Congress is not currently preparing to revisit the big picture. The current battle is primarily over the use of waivers authorized by the law to mitigate the negative impact of the mandate on small refiners that are unable to blend their own ethanol or afford offsets. The House has convened a hearing on the topic, titled “Protecting the RFS: The Trump Administration’s Abuse of Secret Waivers.”

The Obama administration underutilized the hardship waivers, and some refiners consequently went out of business. The corn ethanol lobby is now unhappy with the number of waivers the Environmental Protection Agency has granted in recent years, even though they are a big reason why the mandate has not done much more harm. They also want higher volumes to be required on remaining refiners to make up for the hardship exemptions.

The statute provides no authority to reallocate obligations to other companies, and doing so would move policy in the wrong direction. As volume obligations increase, it's vitally important that the

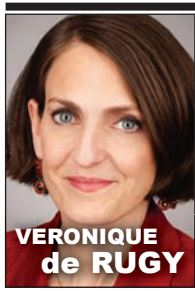
waivers be preserved or else the industry would be hollowed out, leaving only the largest refineries. The waivers may not prove to be enough, so lawmakers could also consider capping the costs of Renewable Identification Numbers, which small refineries purchase from their larger counterparts in order to meet obligations that they cannot produce themselves.

Eliminating the mandate and its market distortions altogether would be even better.

Pres. Donald Trump is trying to have it both ways, promising to please small refineries and farmers at the same time, which may be impossible. The administration wants to placate farmers for political reasons, but economic reality is proving to be too much of a challenge. Instead of extending and expanding crony handouts to farmers, perhaps the administration should consider ending the trade war that has hit farmers especially hard in the first place.

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

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VERONIQUE de RUGY

Al-Baghdadi death big win but the Middle East still fertile for terrorism

The death of Abu Bakr al-Baghdadi is a real victory in the war against terror groups. The Islamic State is one of the most cruel and dangerous organizations to have roamed the planet in a long time, and its leader's death damages it badly. But as recent protests from Iraq to Lebanon have shown, the Middle East remains a troubled region. And if Baghdadi's death produces a greater American disengagement from the Middle East, then things could spiral downward even faster.

After the 9/11 attacks, the world suddenly focused its gaze on the Middle East and recognized one seminal fact: The region was almost unique in having made no significant political, economic or social progress in decades. Across the globe, communism had collapsed, juntas had disappeared and economic growth had transformed developing countries. But in the Middle East, time had stood still, and even moved backward on some measures. This stagnation, many believed, was the atmosphere in which Islamic extremism and terrorism were able to grow and spread.

In 2002, the United Nations released a report on Arab development, written and researched by Arab experts, that laid bare the region's profound challenges. It identified three deficits that needed to be overcome to bring the region into the modern world: deficits of freedom, female empowerment and knowledge. It spoke more broadly of the lack of economic opportunity, political rights and social progress in much of the Arab world. Governments

around the globe resolved that these were the crucial issues to address in the Middle East.

In the following years, gains were made in several areas, such as life expectancy, literacy and the status of women. But as the U.N.'s most recent Arab Human Development Report points out, “Since 2010, nearly all Arab countries have slowed or reversed their average annual human development advances.” This despite the fact that the Arab Spring of 2011 seemed to highlight the need for greater reforms.

Why? Partly because the Arab Spring was largely a failure. Only Tunisia transitioned to democratic rule. Egypt saw the return of repressive rule, Syria experienced a civil war and the bloody resurgence of the Assad regime, and Yemen and Libya are in free fall. But even beyond these breakdowns, the region continues to face daunting challenges. The demographics remain grim. The Middle East has the highest youth unemployment rate in the world. The economic model remains highly inefficient, expensive and unsustainable, with governments employing a huge number of people and providing massive subsidies for food and energy.

Efforts at reform have had mixed results. In Egypt and Saudi Arabia, there has been some success. But it's difficult for countries so dependent on state spending to jumpstart the private sector, particularly when their economies are reeling from low oil prices. In Egypt, the govern-

ment employs around 20 percent of the labor force. In Algeria, it's almost 40 percent; in Saudi Arabia, more than 65 percent. In cases where the state has tried to step back, the private sector has struggled to step in. Many countries have attempted to cut subsidies, triggering protests that have often been met with repression.

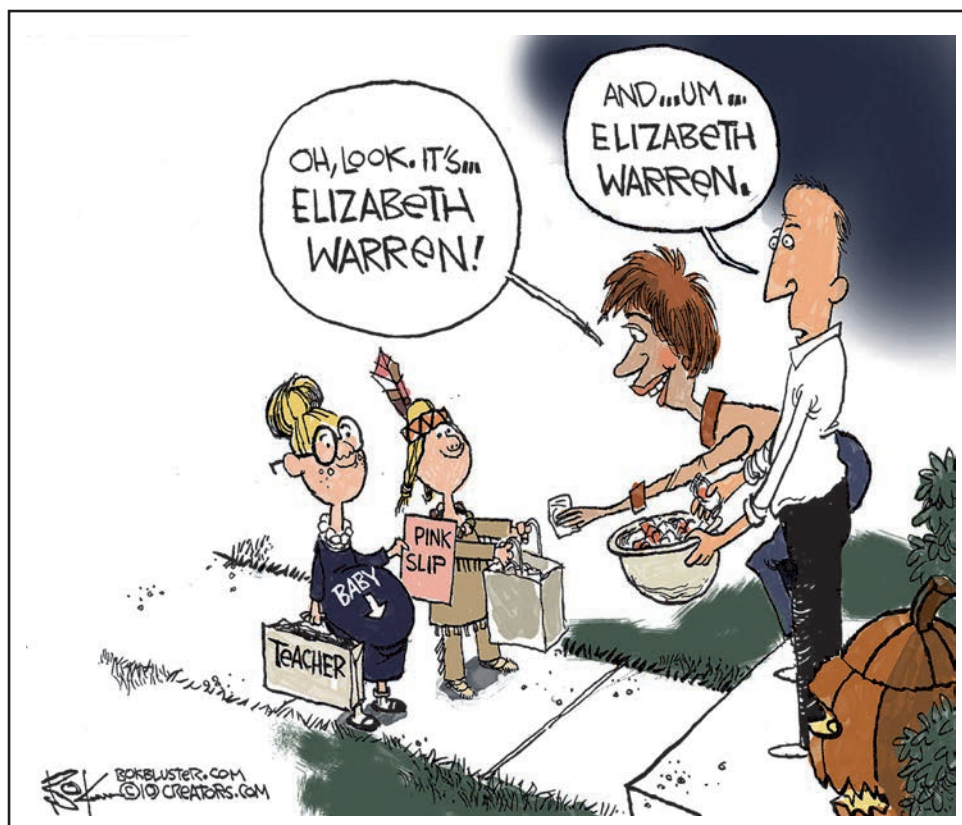
The hope behind the U.N.'s 2002 report was that economic and social reforms would become easier if these countries opened themselves up politi-

cally. Political openness would produce popular, elected leaders who would drain away support for Islamic extremists. This was the appealing idea behind George W. Bush's freedom agenda, which was rooted in some serious thinking about the region. But little of it worked. Political openings mostly led to insurgencies, sectarian violence, civil wars and crackdowns. Places

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FAREED ZAKARIA



CALENDAR

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Free. Details are at westjordan-chamber.com.

Nov. 18, 10-11 a.m.

“Silicon Slopes Town Hall: Utah’s Air Quality.” Speakers are Thom Carter, executive director of the Utah Clean Air Partnership, and Scott Baird, executive director of the Utah Department of Environmental Quality. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at silicon-slopes.com.

Nov. 19, 7:30 a.m.-1 p.m.

Utah Machining and Welding Workforce Summit, presented by UTech, Department of Workforce Services and the Governor’s Office of Economic Development. Location is Salt Lake Community College’s Miller Campus, 9750 S. 300 W., Sandy. Free. Registration can be completed at Eventbrite.com.

Nov. 19, 8:30 a.m.-12:30 p.m.

“Family and Medical Leave Act Advanced Practice,” an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

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

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden.

Cost is \$20 for members, \$30 for nonmembers. Details are at ogdenweberchamber.com.

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

“Cybersecurity Best Practices for Your Business,” a Murray Area Chamber of Commerce event. Location is VLCM, 852 E. Arrowhead Lane, Murray. Free. RSVPs are required. Details are at murraychamber.org.

Nov. 19, 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. No RSVP required. Details are at davischamberofcommerce.com.

Nov. 20-22

Utah Farm Bureau 103rd Annual Convention. Location is the Davis Conference Center, 1651 N. 700 W., Layton. Featured speakers are Zippy Duvall, president of the American Farm Bureau Federation; and Neil Ihde, speaker, lecturer, consultant and founder of Life IQ. Details are at utahfarmbureau.org.

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

2019 WBCUtah Appreciation Luncheon, a Women’s Business Center of Utah event. Location is The Foundry SLC, 412 S. 700 W., Suite 210, Salt Lake City. Free. Details are at wbcutah.org.

Nov. 20

Small Business Development Center (SBDC) Workshops, including “Quickbooks Workshop,” 5:30-6:30 p.m. and 6:30-8 p.m.; “Tax Planning

Clinic,” 5:30-6:30 p.m.; and “Simple Steps,” 6:30-8 p.m. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

Nov. 20, 6-8 p.m.

“The Art of the Pivot: Embracing Change as an Entrepreneur and Following Your Clients,” part of the Salt Lake Community College Miller Business Resource Center “Entrepreneurship Lecture Series.” Speaker is Chris Elmore, CEO of AvidXchange. Location is Miller Business Resource Center, 9690 S. 300 W., Sandy. Free. Registration can be completed at Eventbrite.com.

Nov. 20, 6-9 p.m.

Ninth Annual Zero Waste Awards and Film Screening, a Utah Recycling Alliance event celebrating local businesses, nonprofits and government agencies that are setting the standards for zero waste in Utah. Activities begin with a presentation of URA’s Volunteer Appreciation and Zero Waste Awards, followed by a screening of “Salvage” by Amy C. Elliott. Location is the Salt Palace Convention Center, Room 251, 100 S. West Temple, Salt Lake City. Cost is \$25 in advance, \$30 at the door. Registration can be completed at Eventbrite.com.

Nov. 21, 8-11:30 a.m.

“Recordkeeping for Human Resources,” an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt

Lake City. Cost is \$145. Details are at employerscouncil.org.

Nov. 21, 8 a.m.-5 p.m.

Utah SBDC’s Employer Tax Workshop, Small Business Development Center (SBDC) event. Location is the Salt Lake SBDC, Salt Lake Community College’s Miller Campus, Corporate Partnership Center, Building 5, 9690 S. 300 W., Sandy. Cost is \$19.95. Details are at <https://clients.utahsbdc.org/events.aspx>.

Nov. 21, 9-11 a.m.

“Doing Business with India” Seminar, a World Trade Center Utah event, in partnership with the U.S. India Strategic Partnership Forum and Dorsey & Whitney. Panelists include the Indian consul general to the U.S., leaders from the U.S. India Strategic Partnership Forum, leaders from the U.S. Chamber of Commerce and industry representatives. Location is Dorsey & Whitney, 111 S. Main St., Suite 2100, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Nov. 21, 9-10 a.m.

“Coffee With Clancy: Conquer Your Financial Projections and Operating Cash Flow,” a Women’s Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women’s Business Center of Utah; and Richard P. Brown, veteran business manager at the Veteran Business Resource Center. Location is Meyer Coffee & Café, 595 S. Main St., Heber. Free. Details are at www.wbcutah.org.

Nov. 21, 11:30 a.m.-1 p.m.

WBN Luncheon, a Utah Valley Chamber event. Location is Strap Tank, 3661 N. Outlet Parkway, Lehi. Cost is \$25 for chamber members, \$30 for nonmembers. Details are at thechamber.org.

Nov. 21, 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 Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for members, \$10 for nonmembers. Details are at westjordanchamber.com.

Nov. 21, 11:30 a.m.-1 p.m.

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker is from Turn Key Truck & Auto Care. Location to be announced. Cost is \$20 for members, \$25 for guests. Details are at murraychamber.org.

Nov. 21, noon-1 p.m.

“Best Practices: Prevention and Incident Response,” part of the Cybersecurity Lunch & Learn Series presented by the Salt Lake Chamber and the Davis Chamber of Commerce. Location is Boondocks, 525 S. Deseret Drive, Kaysville. Free. Details are at slchamber.com.

Nov. 21, 6-7 p.m.

Small Business Development Center (SBDC) Workshops, including “Accounting Clinic,” “Intel-

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EARNINGS

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from \$55.6 million in the year-earlier.

LifeVantage is engaged in the identification, research, development and distribution of advanced nutraceutical dietary supplements and skin and hair care products.

“We are off to a strong start to fiscal 2020, generating 45 percent year-over-year growth of adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) and 86 percent adjusted EPS (earnings per share) growth over the prior-year period,” Darren Jensen, president and CEO, said in announcing the results.

“Based on our strong first-quarter results, continued execution of our key initiatives and the strong early performance of our new product introduction, we feel confident with our growth outlook and reiterate our fiscal 2020 guidance for revenue, adjusted EBITDA and adjusted EPS.”

Myriad Genetics

Myriad Genetics Inc., based in Salt Lake City, reported a net loss of \$20.6 million, or 28 cents per share, for the fiscal first quarter. That compares with a loss of \$700,000, or 1 cent per share, for the same quarter a year earlier.

Revenues in the most recent quarter totaled \$186.3 million, down from \$202.3 million in the year-earlier period.

Myriad Genetics is focused on molecular diagnostics and precision medicine.

“We had a challenging start to fiscal year 2020 as hereditary cancer revenue accrual from small payers was impacted by the deletion of the historical hereditary cancer CPT codes,” Mark C. Capone, president and CEO, said in announcing the results. “We had assumed this administrative change would have a minor impact to cash collections, but unfortunately, that has not proven to be the case. While the hereditary cancer business has returned to strong double-digit volume

growth, the revenue accrual impact from these changes have led us to lower our financial outlook for the year.

“Despite this setback, we expect earnings to be significantly higher in the second half of the fiscal year and believe that a number of important upsides will materialize during the fiscal year, generating momentum as we transition into fiscal year 2021.”

Holly Energy Partners

Holly Energy Partners LP, based in Dallas but with operations in Utah, reported net income of \$82.3 million, or 78 cents per limited partner unit, for the third quarter ended Sept. 30. That compares with \$45 million, or 43 cents per unit, for the same quarter a year earlier.

The most recent quarter included a gain from a renewal of a throughput agreement with HollyFrontier Corp. on certain HEP assets. Without that gain, HEP’s net income for the quarter was \$47.2 million, or 45 cents per share.

Revenues in the most recent quarter totaled \$135.9 million, up from \$125.8 million in the year-earlier quarter.

Holly Energy Partners provides petroleum product and crude oil transportation, terminalling, storage and throughput services to the petroleum industry, including HollyFrontier Corp. subsidiaries. The partnership, through its subsidiaries and joint ventures, owns and/or operates petroleum product and crude pipelines, tankage and terminals in Utah and eight other states, plus refinery processing units in Utah and Kansas.

“HEP had a solid third quarter led by the continued strength in crude transportation across our system,” George Damiris, CEO, said in announcing the results. “The recently announced Cushing Connect joint venture highlights both our opportunities to grow HEP as well as our strong parent, HollyFrontier.”

Dominion

Dominion Energy, based in

Virginia but with operations in Utah, reported earnings of \$975 million, or \$1.17 per share, for the quarter ended Sept. 30. That compares with \$854 million, or \$1.30 per share, for the same quarter a year earlier.

Operating revenue in the most recent quarter totaled \$4.27 billion, up from \$3.45 billion in the year-earlier period.

Dominion has nearly 7.5 million electricity and natural gas customers in 18 states.

“Strong performance across our business units, combined with favorable weather, resulted in operating earnings per share above the midpoint of our quarterly guidance range,” Thomas F. Farrell II, chairman, president and CEO, said in announcing the results. “Weather-normalized results were also above the midpoint of our guidance range.”

“Year-to-date results and our fourth-quarter outlook are supportive of a narrowing of our existing 2019 operating earnings guidance range to \$4.15 to \$4.30 per share.”

Business Tech

Want more interaction with your techology? Go wearable

Over the years, technology has increasingly become everywhere in our day-to-day lives. Some people try to avoid too much interaction with it, while others can't seem to get enough. One of the big trends in technology is giving us even more day-to-day tech interaction — and that is wearable tech.

Some of the most popular wearable technology — and something you probably see on yourself or other people every day — are smartwatches. Apple, Samsung, Fossil and Nixon are only a few of the many companies producing this wearable technology. Smartwatches, like the ones made by Samsung, can be connected to either an Android or iOS smartphone and have countless functions.

The Samsung Galaxy watches can all deliver phone notifications such as calls, text messages and other app-push notifications. These watches can change to multiple different digital faces that all look like a regular mechanical watch, so you're able to

keep the old-school watch feel if you're more traditional.

Higher-end models of the Samsung smartwatches are water-resistant up to 50 meters, have a battery that can last days on a single charge and have a built-in microphone and speakers. At a starting price of \$189, these Samsung Galaxy watches offer a high-tech experience at a much more affordable price than Apple's cheapest model, which runs \$399.

Another wearable-tech item that has blown up over the past two years is wireless headphones. The clear leader of this trend is Apple with its AirPods. These fully wireless headphones have become a daily necessity to those who have them. With their industry-leading five hours of listening time and three hours of talk time, users of AirPods are almost never without them hanging in their ears.

AirPods have become more than just headphones; they have become a status symbol for millennials and the younger genera-

tions. Apple's AirPods have become so successful that fashion sites like ASOS are selling non-functioning AirPod look-a-likes. This craze is reflected in Apple Wearable's most recent third quarter, which had \$5.5 billion in net sales. So, while the product itself may not be the most advanced piece of technology, its influence beyond its functions is beyond impressive.

Moving just slightly from the ears to the eyes brings us to the next item of wearable tech — Snapchat spectacles. This wearable technology is sunglasses with high-definition cameras on each side. These spectacles give your Snapchat images and videos an HD first-person view.

The sunglasses can capture images and videos with the push of a button and the content can be stored on the glasses' 4G flash storage. The internal storage can hold up to 150 videos or 3,000 images. You can also export everything directly to your phone and have it easily uploaded to your Snapchat. The sunglasses are water-resistant and can be worn around the beach or pool, capturing all your fun events.

The newest version coming out, Spectacles 3, will feature dual HD cameras capturing depth and dimension, allowing for 3D filters and photos. You'll be able to record video with 3D filters as well, increasing the creativity opportunity for every Snapchat you take. The glasses aren't just cameras. Spectacles 3 are built with a four-microphone array. Snapchat Spectacles are made for entertainment and creative use. They are not made for enhancing a work environment or helping employees. Luckily, Google has created some smart glasses that do just that.

Google Glass is basically a hands-free computer that sits on your face like glasses. Every model of Glass has a transparent heads-up display, much like a fighter pilot uses. The Glass Enterprise edition is created to improve the quality of a company's output by helping its employees work smarter, faster and safer. These smart glasses are voice- and gesture-activated and designed to be worn all day.

Google created these to increase efficiency — and they have done just that. Since implementing Glass Enterprise-edition smart glasses into their production, agricultural equipment manufacturer AGCO has seen a 25 percent reduction in production time on low-volume, complex assemblies. This success story is not unique. Freight

company DHL saw 15 percent greater operational efficiency on average, GE had results of 34 percent increased efficiency in its top-box wiring process and doctors at Sutter Health saved an average of two hours per day — all thanks to Google Glass Enterprise smartglasses.

While all of these advancements are impressive, what is really interesting is to look at what wearable tech is and where it came from. Essentially, it is all of the tech we have come to know and use, applied in a more convenient delivery system. For example, Snapchat became an app that everyone is familiar with, then shortly after, wearable tech came out to make it easier to use.

All of this wearable tech is only the beginning. Pretty soon companies like Elon Musk's Neuralink will be converting wearable tech into tech that can be integrated into the human body. Just like wearable tech took technology and made it easier to use, implantable tech will take wearable tech and, well, implant it.

So, the next time you see some wearable tech, ask yourself, "How is this going to evolve next?"

Bahar Ferguson is president of Wasatch I.T., a Utah provider of outsourced IT services for small and medium-sized businesses.



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ZAKARIA

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like Lebanon and Jordan that have maintained their unity and stability remain fragile, and very little reform has taken place. Perhaps the most important result of the enduring turmoil in the Arab world has been America's withdrawal from the region. Starting in the second term of the Bush administration, through Barack Obama's presidency and now into Donald Trump's, America has gotten fed up with the Middle East. It now seems content to rid itself of responsibility for this messy, unstable part of the world. When Trump says that he wants to end the forever wars, large parts of the public agree.

So, we see an emerging post-American Middle East, with various regional powers jockeying for influence, mainly Saudi Arabia and Iran, along with others like Turkey and Israel, pushing their own interests. These are uncharted waters in a time of great upheaval — Syria has produced more than 5 million refugees and Yemen faces the world's worst humanitarian crisis. The Islamic State has been decapitated and is scattered for now, but the demons that have fueled such terror — stagnation, repression, despair — continue to haunt today's Arab world.

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

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CALENDAR

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lectual Property Clinic,” “Health Insurance Clinic” and “Legal Clinic.” Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

Nov. 22, 7:30-8:30 a.m.

“Eggs & Issues,” a Murray Area Chamber of Commerce event. Speaker is Murray City Police Chief Craig Burnett. Location is Anna’s Restaurant, 4700 S. 900 E., Murray. Free (pay for what is ordered from the menu). Open to the public. Details are at murraychamber.org.

Nov. 22, 9-10 a.m.

Pitch Clinic, a West Jordan Chamber of Commerce event for business development professionals to hone their skills in delivering a powerful elevator pitch. Location is Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

Nov. 27, 7:30-8:30 a.m.

Coffee Connection, a Holladay Chamber of Commerce event. Location is Great Harvest, 4655 S. 2300 E., Suite 105, Holladay. Details are at holladaychamber.com.

Nov. 27, 6:30-8 p.m.

“Simple Steps,” a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

Dec. 2, 7 p.m.

“An Evening with Wendy Bird,” an Access Salt Lake event and featuring the international speaker and performance coach. Location is The Event Hall at Access Salt Lake, 175 W. 200 S., No. 100, Salt Lake City. Free. RSVPs can be completed at accesssaltlake.com/events.

Dec. 3, 9-11 a.m.

“Jump Start: Intro to Entrepreneurship,” a Women’s Business Center of Utah event. Location is the Women’s Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at wbcutah.org.

Dec. 3, 11 a.m.-1 p.m.

Women in Business Luncheon, a ChamberWest event that is the Holiday Jingle & Mingle Luncheon. Location is Western Gardens Center, 4050 W. 4100 S., West Valley City. Cost is \$20

before Nov. 26, \$20 for nonmembers or at the door (participants are asked to bring a \$15 gift for the gift exchange). Details are at chamberwest.com.

Dec. 3, 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. No RSVP required. Details are at davischamberofcommerce.com.

Dec. 3, 5-7 p.m.

Holiday Open House, hosted by the Salt Lake Chamber, Downtown Alliance, Women’s Business Center of Utah and Women’s Leadership Institute. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free, but registration is required. Details are at slchamber.com.

Dec. 4, 9-11 a.m.

“Starting Your Business 101,” a Small Business Development Center (SBDC) event. Location is the Salt Lake SBDC, Salt Lake Community College’s Miller Campus, Corporate Partnership Center, Building 5, 9690 S. 300 W., Sandy. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

Dec. 5, 7:30-9 a.m.

Chamber Speaker Series, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com.

Dec. 5, 8-9 a.m.

“The Hub of Opportunity: Creative Land Use for People with Disabilities,” a ULI (Urban Land Institute) Utah event. The Hub of Opportunity is an innovative mixed-use, transit-oriented project scheduled to open in spring 2020. Panelists are Tricia Pilny, president/CEO, Parallel Strategies (moderator); Stephanie Mackay, chief innovation officer, Columbus Community Center; Troy Hart, real estate development manager, HousingConnect; and Paul Drake, senior manager, real estate and transit-oriented development, Utah Transit Authority. Location is Columbus Community Center, 3495 S. West Temple, Salt Lake City. Cost is \$35 for members, \$50 for nonmembers. Details are at <https://utah.uli.org/events>.

Dec. 5, 8 a.m.-2:30 p.m.

“Managing the Ill or Injured Workers under the ADA, FMLA and Workers’ Compensation,” an Employers Council event. Location is Employers Council, Utah office,

175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$205. Details are at employerscouncil.org.

Dec. 5, 3-5 p.m.

Public Policy Forum, a Utah Technology Council event focusing on important issues regarding government’s impact on business. Location is NICE inContact, 75 W. Towne Ridge Parkway, Sandy. Free. Registration can be completed at Eventbrite.com.

Dec. 6, 8-10 a.m.

First Friday Face to Face, a West Jordan Chamber of Commerce event. Location is Megaplex Theatres, second floor, The District, 3761 W. Parkway Plaza Drive, South Jordan. Details are at westjordanchamber.com.

Dec. 6, 11:30 a.m.-1 p.m.

Second Annual “Best of Holladay” Awards Ceremony and Chamber Holiday Party, a Holladay Chamber of Commerce event. Location is City Hall, Big Cottonwood Room, 4580 S. 2300 E., Holladay. Details are at holladaychamber.com.

Dec. 6, 11:30 a.m.-1 p.m.

WBN Christmas Luncheon, a Utah Valley Chamber event. Location is Thanksgiving Point, Garden Room, 3003 Thanksgiving Way, Lehi. Cost is \$30. Details are at thechamber.org.

Dec. 6, noon-1 p.m.

Silicon Slopes Live, a lunch and live recording of the Silicon Slopes podcast and featuring Peter Ord, founder, and Todd White, vice president of sales, both from

Beynd. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

Dec. 9, 5-7 p.m.

Second Annual WIB Christmas Party, a South Jordan Chamber of Commerce event. Location is Lucienne Salon Spa Boutique, 10690 S. River Front Parkway, South Jordan. Cost is \$15 for members, \$20 for nonmembers. Attendees are asked to bring an auction item (all funds go to the Jordan Education Foundation Christmas for Kids program). Details are at southjordanchamber.com.

Dec. 9, 5:30-7:30 p.m.

“Unlock the Financial Power of Your Business Ideas,” a Small Business Development Center (SBDC) three-day training event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

Dec. 10 and 17, 8 a.m.-4 p.m.

“The Leadership Secrets of Santa Claus,” part of the Salt Lake Community College Frontline Leader Workshop Series. Dec. 10 is at SLCC’s Miller Campus in Sandy. Dec. 17 is at the Westpointe Campus in Salt Lake City. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/frontline-leader.aspx>.

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

“How to Become a Leader People Will Follow,” a West

Jordan Chamber of Commerce event. Location is Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

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

Holiday Soiree, a South Valley Chamber Women in Business event. Location is La Caille, 9565 Wasatch Blvd., Sandy. Cost is \$50, \$400 for a table of 10. Registration can be completed at Eventbrite.com.

Dec. 11, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Fat Cats, 2261 Kiesel Ave., No. 1, Ogden. Free for chamber members and first-time guests, \$10 for nonmember guests. Details are at ogdenweberchamber.com.

Dec. 11, 6-7 p.m.

“Successful Marketing Campaigns,” a Utah Marketing Association event that is part of a five-part series of monthly workshops. Location is Impact Hub Salt Lake, 150 State St., No. 1, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Dec. 12, 8 a.m.-noon

“Advanced I-9 Practice,” an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

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